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BOOK OF ABSTRACTS



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PARALLEL SESSIONS

SPORT CONSUMER BEHAVIOUR

Chair: Guillaume Bodet

Differential Effects of Constraints on Campus Recreation Participation

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Aim and Research Questions

Universities play an important role in the promotion of health and active living. One way they do so is through the provision of campus recreation programs (e.g., intramural sport, drop-in sport, fitness). This undertaking cannot be accomplished effectively without understanding the specific constraints affecting participation. Such understandings can inform the creation of programs and marketing strategies aimed at increasing participation (Alexandris & Carroll, 1999). However, previous research has neglected to identify how constraints vary based on activity type. The purpose of this study was to explore how constraints affect participation in different types of campus recreation and how those effects differ based on gender. Specifically, this study explored the following research questions: (1) Is participation in intramural sport, drop-in sport, and fitness centre programs affected by the same constraints? (2) How do the effects of constraints differ based on gender?

Theoretical Background and Literature Review

This study employs leisure constraints theory to develop further understandings of participation and non-participation in campus recreation. Leisure constraints can be categorized as intrapersonal, interpersonal, and structural (Crawford & Godbey, 1987). Intrapersonal constraints include factors that exist within the individual, such as shyness or perceived skills (Jun & Kyle, 2011). Interpersonal constraints are factors that discourage leisure participation due to social interactions with others, such as family commitments or lack of leisure partners (Shifman et al., 2011). Last, structural constraints are societal or organizational level factors, such as a lack of time, or a poor match between personal and program schedules (Jun & Kyle, 2011). Researchers typically consolidate constraints into these three categories for conceptual and analytic purposes, but doing so reduces clarity around the specific constraints associated with reduced participation (Wood & Danylchuk, 2015). Arguably, the negative impact constraints have on participation are not universal and can vary across individuals (e.g., based on gender) and contexts (e.g., activity type).

Research Design, Methodology and Data Analysis

A cross-sectional survey methodology was employed to collect data at a large university in Ontario, Canada. Data were collected from undergraduate students in two courses (one lower, one upper year) in three different faculties. Constraints were measured using 12 items based on previous research (Wood & Danylchuk, 2015). Respondents were asked to rate their level of agreement with a series of statements using a 5-point Likert-type scale ranging from 1

(strongly disagree) to 5 (strongly agree). Participation was measured by asking the average number of times per week they participated in each of the three activities over the past term. Variables were assessed for normality and no issues were found. Multiple linear regression was conducted to analyze relationships among constraints and participation including the moderation of these relationships based on gender.

Results/Findings and Discussion

The sample in this study (n=352) consisted of 33% men and 67% women who varied in participation from 0 to 7 times per week for each activity. Results of the multiple linear regressions indicated that intramurals (Adj R² = .10) were negatively associated with not knowing how to get involved and being a woman; drop-in sports (Adj R² = .09) with a lack of recreation partners (higher for women) and being a woman; and fitness centre (Adj R² = .13) with perceptions it takes up too much time and feeling uncomfortable exercising in public.

The result of not knowing how to get involved being only associated with intramurals is likely due to intramurals requiring formal registration at specific times of the year. The result that not knowing enough people to participate was only associated with drop-in sports may be due to the need to recruit people to participate each week anew. Feeling uncomfortable exercising in public only affecting fitness centre participation, and not intramural or drop-in sports, may be because during sports others around the individual are typically focused on the action and have less time to evaluate people's appearances. Why women participated in intramural and drop-in sports less than men is unclear, but may be related to problematic and persistent gender norms not attached to a fitness centre.

Conclusion, Contribution and Implication

Overall, the constraints associated with participation rates were consistent with previous research (Stankowski et al., 2017). Notably, however, this study identifies specific constraints associated with each type of campus recreation. Thus, although individuals may feel constrained in a particular way about recreation in general (e.g., body image), that specific constraint may not influence participation to the same extent in all types of recreational activities because of contextual and societal factors. Campus recreation managers are advised to tailor strategies to reduce constraints by activity type. Given the negative effects of gender in varying ways, managers should consider a multi-pronged approach involving the strategic design of spaces and communication (Cunningham & Pickett, 2020).

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Consumer Emotions, Perceived Value and Behavioural Intentions in Group Classes of Low-Cost Fitness Centres.

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Aim of the study

The aim of this study was to examine the relationship between emotions, perceived value and behavioural intentions among members who participate in different time group classes in low-cost fitness centres.

Literature Review

The low-cost fitness centres are trendy businesses categorized by up-to-date fitness equipment, high technology, low price, 2-5 rooms for functional training and group classes with more and less than 30 minutes (García-Fernández et al., 2018). One of the key managers' concerns is to have profitable centres that depend of the positive member experiences. Pedragosa, Biscaia and Correia (2015) refer that members can experience positive and negative emotions when they use fitness services and positive emotions have positive impacts on satisfaction, while Avourdiadou and Theodorakis (2014) mention that satisfaction and loyalty are often related. Nevertheless, there is a lack of empirical research on the multitude of reactions triggered by emotions experienced by members (Pedragosa et al., 2015). Also, the analysis of perceived value (i.e. consumer's assessment of what is received vs. what is given) is of paramount interest in fitness centres (García-Fernández et al., 2018). Thus, emotions and perceived value were used in this study to help explain behavioural intentions in a fitness context between different groups of members (group classes with more than 30 minutes and less than 30 minutes).

Research Design, Methodology and Data Analysis

Data were collected through paper-and-pencil questionnaires distributed to members of five low-cost fitness centres (after experiencing group classes), located in Seville (Spain) ($n = 652$). About 40% were males ($n = 248$; 38%), and 66% of respondents were in the 20-39 age bracket. The questionnaire included: five items of positive emotions (inspired, proud, happy, excited and motivated) and four of negative emotions (angry, disgusted, abandoned, disappointed and sad) (Pedragosa et al., 2015); three items of perceived value (Zeithaml, 1988), and three items for behavioural intentions (Pedragosa & Correia, 2009). All items were measured using a five-point Likert-type scale (1 = not likely at all, 5 = extremely likely). Data were analysed through a multi-group structural equation model analysis using AMOS 24.0.

Results/Findings and Discussion

The results of the overall measurement model indicated an acceptable fit to the data [$\chi^2(98)=428.40$ ($p=.001$), $\chi^2/df=4.37$, CFI=.94, GFI=.92, TLI=.93, RMSEA=.07]. All constructs showed good composite reliability ($CR>.70$) and convergent validity ($AVE>.50$). AVE values for each construct were greater than the squared correlations between that construct and any other, providing evidence of discriminant validity. Additionally, the multi-group structural model indicated an acceptable fit of both the unconstrained model [$\chi^2(168)=435.26$ $\chi^2/df=2.59$, CFI=.93, TLI=.91, RMSEA=.06] and the model constraining the structural weights to an equal value to both groups [$\chi^2(179)=533.74$, $\chi^2/df=2.90$, CFI=.91, TLI=.90, RMSEA=.07]. Both χ^2 statistic (χ^2/df (11)=98.48, $p < .001$) and CFI ($\Delta CFI=.02$) indicated these models were significantly different from one another. Positive emotions were significantly related to perceived value in both groups (+30min= $\beta=.48$, $p>.001$; -30m= $\beta=.63$, $p>.001$) and the path coefficient was significantly stronger within the group with classes of less than 30 minutes ($Z>1.96$). Similarly, perceived value was positively related to behavioural intentions in both groups (+30min= $\beta=.62$, $p>.001$; -30m= $\beta=.80$, $p>.001$) with this path being significantly stronger within the group with classes of less than 30 minutes ($Z>1.96$). The path coefficients among negative emotions and perceived value, negative emotions and behavioural intentions and positive emotions and behavioural intentions were not significant ($p>.05$) in both groups. Emotions accounted for 29% ($R^2=.29$) and 33% ($R^2=.33$) of the variance in perceived value for the -30m and +30m groups, respectively. Jointly, emotions and perceived value accounted for 50% of the variance of behavioural intentions ($R^2=.50$ for both groups).

The findings suggest that positive emotions are important to increase perceived value and behavioural intentions of the members of group classes, particularly for those who participate in classes of less than 30 minutes. In order to increase the positive emotions and perceived value of members, group classes with less 30 minutes seem to be better. Behavioural intentions also more impacted by perceived value and emotions among members who participate in classes with less than 30 minutes. Thus, short time group classes seem to result in better experiences leading to increased positive behavioural intention (i.e. positive comments about the group classes, recommendation to participate in the group classes in the future).

Conclusion, Contribution and Implication

Taken together, results from this study indicate that the proposed model represents a starting point to understand the effect of emotions and perceived value on behavioural intentions of members involved in different group classes delivered at low-cost fitness centres. This study supports managers to have a better understanding of their low-cost fitness centre and how they can improve and innovate in promoting members' interactions through the time of group classes offered. Future research could examine emotional stimuli within different class groups and additional sources of information that may affect behavioural intentions.

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Creating Shared Value in Sport: Linking Sport Participation with Brand Consumption

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Aim of the Study

Creating shared value (CSV) refers to strategies that integrate social needs into business objectives, which in turn create economic and social outcomes simultaneously (Porter & Kramer, 2011). Creating social value is not a new phenomenon for sport organizations, like professional sport teams and sportswear manufacturers. However, due to the weak connection with organizational core businesses, many social programs operated by those organizations lacked enough resources to deliver lasting social benefit as previously claimed. As such, scholars are calling for strategies that strengthen sport organizations' effectiveness in social initiatives (Walker et al., 2017).

To address the call, the current research applied the concept of CSV in a sport context. By implementing CSV, organizations may keep benefiting society so long as the social performances match their business objectives. In the sport domain, given the presumed role of sport participation in improving health well-being and driving sport consumption, sport organizations may create shared value by encouraging sport participation in society. However, there lacks an understanding of how CSV functions in sport.

This study aimed to examine how a sport organization drives consumers' purchase intention toward its brand by encouraging sport participation that enhances their health, as outcomes of CSV in sport. Because research on CSV is in its early stage, to provide a clear picture of CSV in sport, we tested the relationships within a specific case, the Nike+ Run Club in Shanghai (NRCS). NRCS is a program operated by Nike, which helps its parent company create social value by providing running training to the public without charges which promotes sport participation and health wellbeing. In the meantime, NRCS creates economic value by increasing the number of runners who can be potential consumers of Nike.

Literature Review and Hypotheses

The self-congruity theory (SCT; Sirgy, 1982) was adopted as the theoretical model of this research. According to SCT, consumers tend to buy products of a certain brand whose user image is consistent with their self-concept. However, previous research concentrated on matching consumers' self-concept through marketing strategies that influence their perceptions of brand image. To date, little research examined whether the congruence would be reached by changing consumers' self-concept. Because of the inspiring nature of sport, some studies have shown that the more an individual participates in certain sport, the stronger his/her self-concept will be formed in relation to that sport (Marsh & Craven, 2006). The changes of one's specific sport self-concept, in turn, result in corresponding actions such as increased sport participation. In the current research context, people's self-concept, influenced by participating in NRCS, is referred to self-concept as runners.

Building on the autonomy-supportive model, we hypothesized that NRCS participants' perceptions of caring and praising behaviors performed by NRCS employees would promote

the participants' levels of running participation. In turn, the improved running participation was proposed to enhance the participants' self-concept as runners. In line with the self-congruity theory, the enhanced self-concept as runners would increase NRCS participants' perceptions of brand congruity (i.e., Nike in the current case), leading to an increased brand purchase intention. Collectively, the self-concept as runners was hypothesized to mediate the relationship between running participation and brand purchase intention.

Methods

A sample of 311 NRCS participants were recruited using a two-wave survey design. In the first survey, the perceived caring, praising, and running participation were measured. Eight days later, the hypothesized outcomes of these variables—self-concept as runners and purchase intention—were measured in the second survey. All variables were measured with multi-item scales adopted from previous literature (e.g., Conroy & Coatsworth, 2009). Data were analyzed using structural equation modeling.

Results

The hypothesized structural model had a good model fit ($CFI = .96$, $RMSEA = .07$, $SRMR = .07$). Participants' perceptions of caring ($b = .34$, $p < .01$) positively affected their levels of running participation, whereas perceived praising negatively influenced running participation ($b = -.19$, $p < .01$). Running participation levels positively predicted self-concept as runners ($b = .44$, $p < .01$), which then influenced purchase intention ($b = .37$, $p < .01$). Self-concept as runners mediated the relationship between running participation and purchase intention ($b = .18$, $p < .01$).

Discussion

The current research contributes to an understanding of how sport organizations may create shared value by examining CSV outcomes with a specific case. The results showed that a sport organization may promote consumers' brand purchase intention (creating economic value) by encouraging sport participation (creating social value) that shapes their self-concept related to the specific sport. These findings provide empirical support for the literature investigating how sport organizations can apply CSV in practice (Hills et al., 2019). Moreover, the findings add to the CSV literature by identifying quantitative evidence regarding the outcomes of CSV from consumers' perspective (Porter & Kramer, 2011).

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The Importance of Innovative Football Museums for Different Fan Segments

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Aim and Research Questions

Football clubs have acknowledged the value in commercial and public relations regarding creating and running a museum (Moore, 2017). New economic opportunities have emerged, as sport club museums do not only attract local fans, but also have developed to a popular touristic pursuit (Gibson, 1998). Therefore, club museums, which also include tours of the stadium, are increasingly systematically integrated into the communication mix of football clubs (Borussia Mönchengladbach, 2019). These football museums present the established history and sporting performance of the club and thus increasingly engage the emotions of fans. Due to the recent emergence of Augmented and Virtual Reality (AR, VR), museums gain the opportunity to involve their visitors with more interactive mediums and thus engage the emotions of the fans even more (Díaz et al., 2015). Hence, the aim of this research is to investigate the importance of club museums to football fans and the overall enthusiasm of football fans in innovative club museum exhibitions. To address football fans in a targeted manner, the question arises as to what interest different fan segments have in innovative football club museums.

Theoretical Background and Literature Review

Since the FC Barcelona opened a museum in 1984, numerous football clubs from various countries have followed (Moore, 2017). However, in the literature, football museums are an under researched area. To investigate the interest of different football fans in innovative club museums, a theoretical basis for fan classification is needed. In this paper the Psychological Continuum Model (PCM) are used for classification, as it is an effective tool to segment sports spectator bases. The theoretical framework of the PCM incorporates the constructs of pleasure, centrality, and sign. The four levels of the PCM are awareness, attraction, attachment, and allegiance. The awareness stage represents the weakest connection and the allegiance stage constitutes the strongest connection of a sports consumer to a sports consumptive object. The more the interest in a specific sports consumptive object increases, the higher the sports fan climbs in the PCM levels (Beaton et al., 2009; Doyle et al., 2013).

Research Design, Methodology and Data Analysis

Since German professional football clubs are holding a discussion on the benefits of implementing and designing football museums, our research refers to German football clubs and German fans. The study carried out a benchmarking of all football club museums of the clubs in the Bundesliga and 2nd Bundesliga in November and December 2019. Based on these results an online survey with German football fans was conducted (n = 112) in February 2020, which was evaluated using ANOVA. The survey started with 12 items adopted from Beaton, Funk & Alexandris (2009) to rate the extent of pleasure (4 items), centrality (4 items) and sign

(4 items) and thus to classify the participants into the four levels of the PCM. This survey section was followed by questions about football museum exhibition contents: sports content (3 items), influence of the club on German and European football (3 items) and historical and political content (3 items). The last section concentrated on technical equipment categories of football museums: video and audio tracks (4 items), virtual and augmented reality (4 items) and online access of museum content (4 items). All sections provided 7-point Likert Scales to answer every single item.

Results/Findings and Discussion

The ANOVA showed that football fans depending on their psychological connection to their favorite sports club have different interest in all three possible exhibition contents (sports content ($\alpha = 0.002$), influence of the club on German and European football ($\alpha = 0.005$), historical and political content ($\alpha = 0.005$)). However, concerning the technical equipment the ANOVA outlined that there is only a different interest in the video and audio track category ($\alpha = 0.002$). Furthermore, the survey results demonstrated that football fans are in general highly interested in historical and political related content (Mean = 5.35) as well as technical equipment, such as video and audio tracks (Mean = 5.31) and virtual and augmented reality (Mean = 5.21).

Conclusion, Contribution and Implication

The results of the survey showed that differential football fan segments (= different psychological connections to their favorite sports club) have different interest in various exhibition contents and technical museum equipment. While past research investigated that football museums attract audiences which do not usually visit museums (Moore, 2017), our study identified that the use of new technology in football museums has the power to attract consumers in the awareness stage of the PCM (= no fans of the club). Thus, a football club museum is a powerful marketing tool to generate new fans and increase the clubs fanbase. Our findings support sport marketers to plan and further develop their own club museums and provide a foundation to target different football fan segments through these measures.

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Typology of Roland Garros Mobile Application 2018 Users

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Aim

This paper aims to overview the key points of role of mobile application Roland Garros Mobile App 2018 (RGMA) in customer experience (CX) and develop a typology of RGMA users, using the empirical evidence from Roland Garros 2018 (RG).

Theoretical Background

Smartphones have taken over the traditional laptops and tablets, and are becoming more and more versatile in terms of usage. Accordingly, the mobile app industry is evolving and uptake all possible fields of live and activity. Consumers' use of apps poses multiple challenges for research in consumer behavior (Buck et al., 2014) and companies have seen them as a new way to communicate with customers (Vilksrom & Zheng, 2013). Nowadays the role of mobile apps in Sports Spectators CX (SSCX) is the subject of active academic research (Jäger, 2013; Ha et al., 2017; Glebova & Desfontaine, 2020; Glebova & Desbordes, 2020).

Methodology

We use the sample of 2018 Roland-Garros spectators (N=1000), collected during RG event. A questionnaire consists of 33 questions (Modalisa® software) regarding spectators experience on the 2018 Roland-Garros event. The statistical analysis relies on three types of analysis: flat sorting, cross sorting and factorial correspondence analysis for profile construction based on more than two variables. Correlations in cross-sorting were established using PEM - percentage from maximum deviation: an index of tie between modalities of a contingency table (Cibois, 2009).

Findings and Discussion

A multidimensional analysis of the conducted questionnaire leads to develop typology and establish profiles of spectators who have a different use and behavior in the connected stadium of RG. Generally, it was based on following dimensions: age, country of origin, tennis sports affiliation, technology acceptance, RGMA usage, intensity of mobile app usage, consumer behavior, perceived benefits (Hautbois et al., 2019) and content publishing/social media sharing.

1. International tourist

The international tourist represents the large and mixed group of people who come from far away (often outside Europe). Their trip is not centered on Roland-Garros and they are not necessarily tennis fans. RG is a legendary place in Paris, famous throughout the world. So they

take advantage of the coincidence between their arrival in Paris and the dates of the tournament to visit the stadium and discover the tournament. Typically, international tourists don't take full advantage of the connected stadium experience. Their connection can be limited and reduced to the wifi hotspots of the stadium. But the ticket service is an asset that could still lead them to download RGMA. Their variable appeal for tennis will not cause them to constantly connect to the app or actively post on social media.

2. The tennis fan

The tennis fan practices the activity regularly in club or outside federal structures. He follows the competitions and comes to Roland-Garros especially for the tournament. To follow the results of the matches, they have downloaded RGMA in advance, they use to track the results and the schedule of the matches. The app will allow them to choose the course on which they will see the matches that interests him the most. Aged between 25 and 40, typically, they are active on social networks and share own experience with friends.

3. The youth

Young people under 25 are certainly more adjusted and attached to connected devices than elders. They are able to easily install and use an application a few moments after becoming aware of its existence if they find an interest. Regular users of social networks, they publish regularly. The survey questioned a number of young people who were not necessarily tennis fans (partly due to the presence of volunteers and temporary workers). This audience can be active and responsive on the web but it needs to be seduced by the interest of the activity and its competitions.

4. The senior

Aged over 50 years, they are numerous among the spectators and often practice tennis. Among this audience, the experience of the sports show remains traditional in the sense that they are more permeable to digital artifacts. Even if a few of them do not have a data connection on smartphone, many of them do not want to download RGMA and prefer other channels to follow the competition. This audience is therefore less receptive to transformations of the connected stage or requires more time to be convinced.

Conclusion

Analyzing literature, context and empirical data let to understand differences between RG visitors in terms of their using of RGMA. Finally, we have distinguished and described main types of RGMA users. These profiles make it possible to think more finely of the more or less limited effects of the connected stage on the users because all the spectators do not integrate this offer of service in the same way. They also invite you to think of complementary strategies to help each person improve their customer experience when they come to the RG stadium.

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Brand Authenticity and Social Identity Complexity in Professional Sports

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Aim and Research Questions

Perceived brand authenticity is rooted in internal psychological processes through repeated engagement with a brand (Napoli et al., 2014). In the context of sport, authenticity perceptions towards professional sport leagues can be associated with how an individual identifies him or herself as a fan of the league, which in turn can affect the psychological and behavioral outcomes towards the leagues (Morhart et al., 2015). Furthermore, a fan can develop emotional connects with multiple leagues where each league is represented by a variety of attributes. Depending on the degree of complexity among multiple identifications and various league based brand associations (Brewer & Pierce, 2005; Kunkel et al., 2014), sport fans' evaluative attributes towards each league can change. However, there has been little discussion about the effects of multiple identities on brand authenticity of professional sport leagues. Thus, in this study, we examine how the social identity complexity of fans affects their perceptions towards the brand authenticity of each professional sport league by investigating sports fans who follow multiple professional leagues.

Theoretical Background and Literature Review

Roccas and Brewer (2002) introduced social identity complexity framework by highlighting the functions of multiple identities. In their study, individuals with low social identity complexity, with overlapping identities, perceived their ingroups convergent and showed more stereotypical responses, whereas those with high social identity complexity perceived the distinctiveness across groups and showed higher tolerance towards outgroups. Applying this framework, we conceptualized the perceived league identity complexity as the degree of the overlapping identities that exist among sports fans' multiple identifications with professional sport leagues. Accordingly, depending on the individuals' perceptions of the professional sport league identities, perceived league identity complexity would vary across individuals and can affect different psychological and behavioral outcomes.

The functions of perceived social identity complexity will affect consumers' evaluation of brand authenticity. Napoli et al. (2014) defined brand authenticity as "a subjective evaluation of genuineness ascribed to a brand by consumers" (p. 1091). Morhart et al. (2015) further divided it into four categories of continuity, credibility, integrity, and symbolism of a brand. Given social identity complexity theory, consumers with high brand identity complexity can distinctly classify each brand and its authenticity by recognizing each unique characteristic. When it comes to the professional sport setting, the degree of league identity complexity can be a determining factor in assigning league authenticity based on each league's continuity, credibility, integrity, and symbolism. In particular, fans with high league identity complexity may classify each brand distinctly by recognizing the categories of brand authenticity, while those with low league identity complexity may evaluate the leagues

similarly. Thus, we examine how league identity complexity contributes to forming an authenticity evaluation of the leagues, by testing the following hypothesis:

H1: The fans' degree of league identity complexity will influence the evaluation of league authenticity.

Complex social identities can be activated in various ways depending on the degree of tolerance (Brewer & Pierce, 2005). Previous studies found that individuals with more complex social identities have tolerance and a positive attitude toward outgroups, which leads individuals to switch groups easier than those with less complex social identities. Because of this, we anticipate a mediation effect of tolerance will occur between league identity complexity and the evaluation of league brand authenticity. In particular, fans with high league identity complexity will have more tolerance, which in turn will lead to distinctive evaluation of each league's authenticity that they follow. Thus, we will test an additional hypothesis in this study:

H2: The effect between fans' perceived league identity complexity and evaluation of league authenticity would be mediated by the individual's degree of tolerance.

Research Design, Methodology and Data Analysis

We adopted Brewer and Pierce's (2005) social identity complexity scale and Morhart et al.'s (2015) perceived brand authenticity scale. The degree of tolerance was measured using the scale developed by the General Social Survey (National Opinion Research Center, 1998). To test the hypotheses, a mediation analysis using bootstrapping will be employed with fans' league identity complexity as an independent variable, the evaluation of league authenticity as a dependent variable, and the degree of tolerance as a mediator.

Results/Findings and Discussion

The results will be provided at the time of the conference. We expect that fan's perceptions of multiple league identities and the complexity will lead to different levels of league authenticity evaluations. Also, the evidence from this study will identify an individual's level of tolerance as an important mediator between identification and authenticity evaluation.

Conclusion, Contribution and Implication

This study will contribute to the existing knowledge of sport consumer behavior by investigating the antecedents of league authenticity. Specifically, this study will lay the groundwork for future research incorporating social identity complexity framework with brand authenticity. Also, the findings will be used to develop marketing strategies aimed to build long-term relationships with sport consumers.

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Talent vs. Effort? The Impact of Trainer Performance Attribution on Fitness Service Registration

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Aim and Research Questions

To secure more consumers for one-to-one training service, practitioners in fitness centers actively promote outcomes of their personal trainers (e.g., awards, certificates) by rhetorically emphasizing how their talents or efforts contributed to their achievements. However, it remains unclear whether such practices indeed influence the customer evaluation of personal trainers and the ensuing customer acquisition. Drawing upon studies of attribution theory, the current study aims to examine whether and how attributions of personal trainers' outcomes affect consumers' service registration intention.

Theoretical Background and Literature Review

A study of attribution theory states that individuals' outcomes can be achieved through either natural talents or dedicated efforts (Weiner, 2005). When a person's outcomes are attributed to effort, the person is perceived as "one-of-us" because people believe that usually, much effort is required to succeed in life (Hong & Lin-Siegler, 2012). Meanwhile, when a person's outcomes are relevant to talent, the person is perceived as "not-one-of-us" because people think that only a few persons have natural talents (Emerson & Murphy, 2015). Given that people are attracted to more similar than dissimilar others (Brack & Benkenstein, 2012), customers will show a higher service registration intention when allocated to a personal trainer whose outcomes are attributed to dedicated efforts than innate talents. Formally:

H1: Customers will show a higher level of service registration intention when allocated to a personal trainer whose competent outcome is attributed to their dedicated efforts than to innate talents.

The effect of trainer performance attribution is expected to emerge via (a) perceived expertise (i.e., the perception of trainers' ability to successfully pursue and perform specific tasks in instructing them) and (b) perceived trustworthiness (i.e., the perception of trainers' sincerity and integrity in instructing them). Prior research has shown that effort-attributed outcomes are believed to be the result of perseverance, commitment, and hard work while talent-attributed outcomes are deemed as the result of innate aptitude (Brown, Troy, Jobson, & Link, 2018). Compared to personal trainers whose outcomes are attributed to their talents, therefore, those whose outcomes are attributed to efforts will be perceived as more knowledgeable and credible about training and its pedagogy, eventually leading to customers' preference for personal trainers with effort-attributed outcomes to those with talent-attributed outcomes. Formally:

H2: The influence of trainers' performance attributions on service registration intention is mediated by perceived expertise.

H3: The influence of trainers' performance attributions on service registration intention is mediated by perceived trustworthiness.

Research Design, Methodology and Data Analysis

As the experiment stimuli, a pair of fictitious but realistic trainer profiles will be developed where trainers' outcomes (e.g., certificates, winning awards) are set identically but their outcome attributions are set discretely (i.e., efforts vs. talent). Adapted from Leung, Kim, and Tse's (2020) practice, the introductory paragraph of trainers will be used for the manipulation of two outcome-attribution conditions. In an effort-attribution condition, the personal trainer will be described as hardworking, dedicating a lot of time and effort, and putting incessant effort. In a talent-attribution condition, the personal trainer will be described as highly-talented, having good natural skills, and possessing outstanding talents. Then, a pretest will be conducted with 200 participants to validate the developed manipulations and test potential confounding effects of participants' prior training experiences.

Subsequently, an experiment will be conducted by employing a single-factor (trainers' performance attribution: innate talent vs. dedicated effort) between-subjects design. A total of 300 participants will be recruited. After being randomly exposed to one of the two conditions, participants will respond to the items of manipulation check, perceived expertise, perceived trustworthiness, and service registration intention. Mediation analysis will be performed using PROCESS macro (Model 4, 5000 bootstrapping samples).

Results/Findings and Discussion

The findings are expected to reveal (a) whether participants show a higher level of service registration intention when personal trainers' performance is attributed to efforts than when it is attributed to talents and (b) whether this effect of outcome attribution is mediated by perceived expertise and trustworthiness. The actual findings will be provided at the time of the conference.

Conclusion, Contribution, and Implication

Once hypotheses are tested, the current study will make several unique contributions to sport management field. First, to our knowledge, this research is the first demonstration that personal trainers' outcome attributions can affect customer acquisition, which is broadening our understandings of the performance-attribution effect suggested by Leung et al. (2020). Second, this research extends contemporary research on the source credibility model by showing that subdimensions of perceived credibility are significantly applicable to the domain of fitness service. Finally, our research has novel practical implications for fitness service marketers. Given that personal trainers' outcome attributions can affect consumers' preferences, for instance, the practitioners – beyond simply managing trainers' performance – should attempt to actively manage their performance achievement story. The failure to do so might result in adverse consequences on customer acquisition.

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The Effect of Attendance Delusion on Member Retention: A Segmentation Analysis

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Aim and Research Questions

Fitness facilities intend to encourage exercise and generate beneficial health and related outcomes. However, growing incidences of sedentary lifestyles in many markets, as well as high non-renewal or churn rates among fitness facility members is evident. These challenges suggest practices to understand member characteristics, and determine member retention, can be improved.

This research intends to advance understanding and effectiveness of segmentation practices in a fitness facility context. Empirical exploration sought the applicability of attitudinal and behavioural data to derive member segments, assessing likelihood to churn. Therefore, we ask: *How can member segmentation advance understanding of member retention/churn in a fitness facility context?*

Theoretical Background and Literature Review

All marketplace organisations must seek effective application of marketing techniques to identify and satisfy differing customer needs and expectations (Smith, 1988). This is vital where fitness facilities seek to attain competitive advantage by attracting new members and retaining current members. In order to achieve efficiency and appropriateness of services offered to key consumer groups, differentiation strategies should be inextricably linked to market segmentation (Woolf, 2008).

García-Fernández, et al. (2018) and Funk (2017) recommend segmentation to satisfy the need for greater individualisation and personalisation of sport consumption experiences. However, diversity within the Sport and Fitness Industry, as well as lacking cooperation between practitioners and researchers, has restricted the quality, application and generalisability of segmentation tools. Furthermore, existing Fitness Industry segmentation frameworks rely on demographics and self-report attitudinal descriptors. The current study improves segmentation practices, evaluating key attitudinal and behavioural variables (involvement and attendance). These are suggested as discrete data sources necessary when segmenting the loyalty of consumers (Backman & Crompton, 1999).

Methodology and Data Analysis

An empirical investigation of 661 members of a single multi-purpose aquatic and recreation centre was undertaken. Two distinct data collection methods were employed. *Firstly*, an online questionnaire measured member attitudes towards 18 service items. This measurement included involvement constructs; centrality, sign, and pleasure. Application of involvement, as viewed through the Psychological Continuum Model (PCM), has been verified using sports participants, sports spectators, and fan development (Doyle, Kunkel, & Funk, 2013), and is promising within a fitness facility context. *Secondly*, attendance and retention data was

collected over a 56-week period. The measurement of behavioural metrics included; attendance frequency (total number of weekly attendance), consistency (percentage of weeks attended) and standard deviation.

The combination of two discrete data sources provided a novel approach to segmentation within Fitness Industry studies. An elbow method determined the optimal number of clusters, with data partitioned using the k-means clustering method. This algorithm was deployed through both the SPSS statistical package and the R statistics package, enabling validation of derived clusters. Following segmentation, descriptive characteristics (self-report attendance and satisfaction) were investigated to further evaluate between group differences relative to the member sample.

Results/Findings and Discussion

Four distinct fitness facility member segments were supported, with associated descriptive characteristics relative to the member sample outlined:

- *Disengaged Delusionals*: lowest involvement perception and low average attendance and consistency. This segment inaccurately self-reported attendance and perceived low satisfaction.
- *Optimistic Sleepers*: medium involvement perception and the lowest average attendance and consistency. This segment inaccurately self-reported attendance and perceived average satisfaction.
- *Gym Junkies*: medium involvement perception and the highest average attendance and consistency. This segment accurately self-reported attendance and perceived average satisfaction.
- *Member Advocates*: highest involvement perception and an average attendance and consistency. This segment accurately self-reported attendance and perceived high satisfaction.

Following a 56-week data collection, member segments were evaluated for insight into member retention/churn. Disengaged Delusionals experienced a 14% rate of churn, Optimistic Sleepers 19%, Member Advocates 7% and finally Gym Junkies 3%. Results propose segments characterising low relative attendance and involvement, as well as a disparity between self-reported and actual attendance, as having an increased likelihood to churn. In this way, attendance delusion is uniquely offered as a churn indicator.

Conclusion, Contribution and Implications

A novel approach to segmentation is proposed, providing empirical support for an involvement-based segmentation procedure, combined with member attendance behaviour, in a fitness facility context. Practical implications see segmentation as a useful tool in the development and implementation of marketing strategies central to member retention/churn. The proposed segmentation framework enables assertion of a specific member group, or persona, permitting a tailored design of intervention and engagement. In addition, this research uniquely proposes a disconnect, or delusion, between self-report and actual attendance as a predictor of member retention/churn in a fitness facility context.

Further research is needed to validate these findings within broader research contexts, and for larger sample sizes. In addition, reduction of items should be considered to provide a more concise and easily implemented tool for fitness facilities.

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Participation in Sports in Times of the Covid-19 Pandemic: Towards a Typology of Sports Participants Profiles

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Aim and research questions

First, the study aims to investigate how the corona crisis and its related lockdown has/had an impact on sports participation in Flanders, Belgium, and which types of sports participants can be discerned. Second, we will focus on whether and to what extent different population segments are affected by the corona measures.

Theoretical background and literature review

In Flanders, i.e. the Dutch-speaking, northern part of Belgium, research has shown that before the corona crisis, 63 percent of the Flemish inhabitants aged 15 to 86 practice sport at least once a year (Scheerder et al., 2015), while for children aged 6 to 18 this equals 92 percent (Scheerder et al., 2013). Additionally, in order to take health recommendations into consideration, sports participation research should also focus on the frequency at which people are actively engaged in sports (Scheerder et al., 2019).

It is believed that the Covid-19 disease has a major impact on physical activity behaviour and sports participation (Hammami et al., 2020; Parnell et al., 2020). At the 18th of March, social and public life paused in Belgium, as from that moment the corona restrictions started. The corona measures implied that people were only allowed to be physically active in their neighbourhood, with no other people except for members of their household, while at the same time usage of public sports infrastructure was forbidden. This meant that, from the installation of the corona measures onwards, only walking, running and cycling were allowed in public area. Later, non-motorised physical activities such as roller-skating and skateboarding were permitted too. The current study therefore aims to develop a typology of corona sports participants, as one can expect that sports participants are affected differently by the corona measures.

Second, pre-corona studies demonstrated that not all segments in society have equal access to sports participation. For Flanders it has been shown that younger adults, men, higher educated people, and parents who do not have (younger) children are more likely to partake in sports (Hickey & Mason, 2017; Scheerder et al., 2015). The question raises whether the corona lockdown strengthened or weakened such social stratification patterns. Moreover, since the lockdown some population segments have more spare time left, as they do not have to commute, have no social obligations or are temporally unemployed, while on the contrary other groups, among which parents with school-aged children, can be expected to face additional barriers to engage in sports.

Research design, methodology and data analysis

A compact online sports participation questionnaire was carried out between March 30 and April 5, 2020, resulting in 13,515 valid responses. Data have been weighted based on gender, age, educational level and having at home living children or not, such that the data are representative for the Flemish population.

A canonical correlation method has been performed to define specific types of sports participants, while logistic regressions are used to determine which social groupings belong to the different segments.

Results/findings and discussion

The results demonstrate that, on average, the sports participation frequency rose among adults (36% is more sports active, against 23% that is less sports active). Nevertheless, 75 percent indicates that they miss their pre-corona sports participation habits. Regarding children, the figures show that they are less sports active than they were before the corona restrictions (28% is more active, but 55% is less). Types that have been identified are the sports club members, event and non-organised sports participants. We will present an in-depth understanding of how the different sports segments have been affected during the corona measures.

Conclusion, contribution and implication

At the moment of resubmission (June 15th) the lockdown measures have been loosened, also for sports participation. Given the health aspects that are associated with sports participation, it is important for policy makers to get insight into how sports participation has been affected by the restrictions and among which groups these changes have been most severe. The typology proposed in our study might be an effective tool based on which the impact of the lockdown measures on sports participation behaviour, and the potential benefits/risks associated with (lack of) sports, can be analysed.

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The Moderating Effect of Trait Aggression on the Relationship Between Spectator Dysfunctional Behavior and Spectator Enjoyment

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Aim and Research Questions

The aim of this study revolves around the postulation that trait aggression would moderate the effects of each of the four forms of spectator dysfunctional behavior (SDB) on spectator enjoyment, so that participants with higher levels of trait aggression would report greater enjoyment than those with a low level of trait aggression in each form.

Theoretical Background and Literature Review

Even with stronger measures of precaution (e.g., increased security at games), and extensive scholarly examinations, SDB is still prevalent in the sport spectators observed experience. Babb and Rich (2016) report that there were over six spectators per game getting arrested in the National Football League (NFL) from 2011 to 2015. European soccer clubs encounter similar issues as the NFL, with flares frequently being thrown on the pitch, and fights in the stadium.

Recently, Wann and James (2019) have developed a comprehensive conceptualization of SDB. The five forms of SDB that they list include fighting, verbal assault, throwing missiles, disrupting play, and vandalism. While many conceptualizations of SDB have been developed, few have addressed two or more of these forms of SDB in a study. In this study, we did not use the fifth form of SDB (i.e., vandalism) given the rarity of this action being seen by spectators during MLB games.

The physical harm caused by other forms of SDB's is well documented. Spectators, athletes, and security personnel have been injured by spectators who run onto the field. Other SDB's like fighting can end up causing just as much harm. While SDB's are inherently dangerous, it is not expected that each individual form of SDB would have the same negative effect on spectator experience (e.g., enjoyment). Furthermore, it can be assumed that the magnitude of the differential direct effects of various forms of SDB on spectator experience could be altered depending on the level of spectator's trait aggression, which is defined as the degree to which someone will exert anger or hostility, and engage in an aggressive act (Hilliard & Johnson, 2018). Accordingly, we propose the following hypotheses:

Trait aggression will moderate the relationship between SDB and enjoyment, such that spectators with high trait aggression will enjoy SDB significantly more than spectators with low trait aggression in the H1 disrupting, H2 verbal, H3 fighting, and H4 throwing, conditions.

Research Design, Methodology, and Data Analysis

Participants were recruited to complete a survey on Amazon's Mechanical Turk. A total of 252 participants, who had been to an MLB game during the 2019 season, partook. We used a survey experiment based on a within-subject design where all of the participants were exposed

to each video clip, ranging from nine to 25 seconds, displaying each form of. After watching the videos, participants were asked to answer questions about the control variable of team identification (Wann & Branscombe, 1993), the positive emotions from the Sport Emotion Questionnaire (Biscaia et al., 2012), and trait aggression (Webster et al., 2013). Participants ended the survey with demographic questions.

Results/Findings and Discussion

Participants were divided into groups of high and low trait aggression based on a median split (3.17; 5 -point scale). To test the interaction effect between the four forms of SDB and trait aggression (high vs. low) on enjoyment, we conducted a two-way repeated-measures ANCOVA. The results showed the interaction effect between the four forms of SDB and trait aggression (high vs. low) while controlling for team identification ($F(3, 75) = 7.70, p < .001, \eta^2 = .03$). We conducted a follow-up independent t-test to see the specific group differences. The results revealed that in the disrupting condition, participants with high trait aggression showed higher enjoyment ($M = 3.82$) than those with low trait aggression ($M = 3.02$) ($t = 6.40, p = .001$). Similar findings emerged in the verbal assault condition, high ($M = 3.52$) vs. low ($M = 2.40$) ($t = 8.15, p = .001$), the fighting condition, high ($M = 3.35$) vs. low ($M = 2.35$) ($t = 7.26, p = .001$), and the throwing missiles condition, high ($M = 3.65$) vs. low ($M = 2.59$) ($t = 8.08, p = .001$). Therefore, all hypotheses were supported.

Conclusion, Contribution, and Implication

The results of this study suggest that spectators with higher levels of trait aggression enjoyed the four forms of SDB more than those with lower levels. One of the ways these findings advance the body of knowledge is by using a multi-dimensional approach to the total construct of SDB. Additionally, this study is one of the only studies to investigate the positive impact of SDB on spectator enjoyment by testing for a positive output given the negative input of SDB, while also advocating yet again for the impact of trait aggression in SDB.

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Mega Sport Event: Resident's Evaluation of the Event on Their Attitude and Support

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Aim and Research Questions

This study aimed to investigate the influence of residents' perceived value (cost and benefit) of an international sporting event on their attitude and support of the event. Hosted in Wuhan, China in 2019, the 7th Military World Games was the first international military sport event to be held in China. This event was marked as the biggest military sports event ever with 9,308 athletes from over 100 countries participating in 27 sports. Mega sport events can bring many positive effects such as economic impact and entertainment to the host city and its residents, but it is also associated with some negatives such as financial burden and disruption to residents' everyday lives. Therefore, residents become more critical about hosting this kind of big events by weighing both pros and cons. Because the support from local community is critical for the success of the event, this study investigate the influence of individuals' evaluation of the event's impact on their level of attitude and support toward the mega sport event.

Theoretical Background and Literature Review

It has been well-documented that hosting international events can bring various benefits to a host city and its country. There are different kinds of benefits that can be generated from hosting a mega event. For example, Cashman (2006) identified six dimensions of benefits (i.e., economic, infrastructural, educational, public life, political/cultural, and sporting). Similarly, Preuss and Solberg (2006) proposed six dimensions benefits: economic, tourism, physical/environmental, cultural, psychological, and political. However, it was also reported that some host cities economically and/ or socially suffered after hosting international mega events due to various reasons such as spending too much money in infrastructure and facilities, and creating social tensions between have's and have not's, and mismanaging a preparation process (Chien et al., 2012).

Social exchange theory provides a framework to understand why people might or might not support hosting an event in their city. Applied to the context of this study, residents are likely to support an event if they expect more positive benefits coming out of hosting the event (Gursoy & Kendall, 2006) than the associated cost. While some scholars raised concerns about how well people are informed to make the decision (Chien, Ritchie, Shipway & Henderson, 2012), social exchange theory does not necessarily assume or require people to be profoundly rational (Rocha et al., 2017). Some previous studies have shown that residents may use personal and/or collective motives in supporting sport mega-event (Gursoy & Kendall, 2006; Ritchie et al., 2009). Regardless, the support from the local community has long been considered as a critical factor for the success of hosting sport mega-events (Solbert & Preuss, 2007; Waite, 2003).

Research Design and Methodology

A survey was developed to measure individuals' evaluation of hosting the Military World Games. The questionnaire included both positive and negative aspects from hosting a mega event (i.e., entertainment, development of facilities, economic, legacy, opportunity cost, disruption, and delinquent behavior), levels of attitude and support for the event, and demographic information. The scales were adopted from Preuss and Solberg (2006) and Fredline et al. (2003) and seven-point likert scales were used. The developed questionnaire was distributed to residents and college students in the Wuhan area via online survey by a local university. A total of 493 surveys were collected and 461 surveys were left for data analysis after deleting incomplete responses.

Data Analysis

The data were analyzed using SPSS for descriptive statistics and Mplus7.2 for the structural model. About half of the respondents were residents (45.7%) and majority of respondents were female (70.9%). The average mean scores are; entertainment (M=3.20), development of facilities (M=3.17), economic (M=3.23), legacy (M=3.23), opportunity cost (M=2.15), disruption (M=2.04), and delinquent behavior (M=5.62), attitude (M=6.21), and support (M=3.14).

The goodness of the model was assessed and fit indices indicated that the model fit was acceptable with χ^2 ($p > .05$), CFI=.96, RMSEA=.073, SRMR = .076 and all factor loadings were significant (A diagram will be presented).

Conclusion, Contribution and Implication

The results provide how the residents' evaluation (positive and negative) of hosting event influences their attitude and support of the event. While all relationships were significant, the level of support was significantly lower than the respondents' attitude.

Further analyses will examine whether there are any differences between gender and residential status. The results of this study will help better understanding of individuals' evaluation of a mega event on their attitude and support of hosting the event.

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Who Are Minor League Baseball Fans? A Factor-Cluster Approach to Motivation-Based Segmentation

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Aim and Research Questions

The complexity of understanding sport spectators' underlying motives has been both an opportunity and a challenge for marketers in developing effective market segmentation practices. Previous studies (e.g., McDonald et al., 2002; Rohm et al., 2006) have suggested that effective segmentation practices can result from developing a deep understanding of the consumer. However, the existing research has heavily emphasized demographic-based segmentation and overlooked the likelihood that professional sport fans can be divided into market segments based on their motives to attend sporting events. The purpose of this study is to investigate Minor League Baseball (MiLB) game spectators' motives for attending MiLB team events and, in turn, to segment them accordingly. MiLB spectators are particularly suited for segmentation considering that the size MiLB market (i.e., number of attendees) as well as the number of leagues and teams within the market are relatively larger than those of other major professional sports. A better understanding of spectators' motivations for attending MiLB games, and of the segments identified and profiled, can offer valuable marketing insights for marketers of MiLB teams. Consequently, the current study proposes to answer the following research questions:

- (a) What are the motivational factors for sport spectators to attend MiLB games?*
- (b) How can MiLB fans be categorized based on motivation to attend games?*

Theoretical Background and Literature Review

Research has shown that understanding consumers' underlying motivations for spectating sporting events is vital in developing strategic marketing plans. Marketing literature often adopts Dann's (1981) push–pull motivation framework that recognizes both the internal drives that inspire consumers to make purchase decision (“push factors”) and the particular characteristics of a certain product or service that persuade the consumer to decide to make consumption decision (“pull factors”). Segmentation, or dividing the market into groups that are internally similar in a meaningful way, serves as an important strategic tool for marketers, providing them with actionable insights on targeting, positioning, and competitive analysis (Dolnicar, 2002). Few sport marketing studies have attempted to segment sport spectators on the basis of motivations and previous research often focused on demographic factors in categorizing sport consumer typologies. This study focuses on push factors that are aligned with a more precise conceptualization of motivation (or motive), common within psychology, consumer behavior, and sport marketing literature, and as an inner force or drive to satisfy an internal need.

Research Design, Methodology and Data Analysis

We conducted a quantitative assessment, using a paper-and-pencil survey at a Class A Short Season MiLB ballpark over the span of the 2019 season. Of the collected survey data (n = 611), 587 were eligible for analysis. A modified version of Trail and James' (2001) Motivation Scale for Sport Consumption (MSSC) was adopted to measure sport fan motivation. After a confirmatory factor analysis, we confirmed eight latent factors (Drama, Social, Escape, Family, Physical Skills, Entertainment, Aesthetic, and Food and Beverage) of MiLB fan motivation. Subsequently, a k-means cluster analysis involving 23 motivation items was undertaken, followed by discriminant analysis to confirm the final number of clusters.

Findings and Discussion

Aggregate results indicated that the MiLB spectators can be divided into four segments – Family Fun Seekers, Baseball Lovers, Escapers, and General Entertainment Seekers. Family Fun Seekers (n = 138) are those who want to spend time with their children and are attracted to family friendly entertainment experiences. They are primarily 25-44-year-old females who are highly educated and have a high household income. They tend to attend the game with their spouse and children when there is a special, family-friendly promotion. Baseball Lovers (n = 139) like the excitement and drama of the baseball game. They may enjoy food and beer while watching the game but are not a fan of, or prompted by, pre/post game entertainment. Most of these fans are single, male, and are in their 20-30s. The Escapers (n = 158) are those who consider the baseball field their “third” place, a community beyond home and work. The majority are 65 years or older, retired couples whose household income level is relatively low. General Entertainment Seekers (n = 152) appreciate most aspects of their time at the ballpark and want to have a collaborative experience. They are likely part of large community group who attends the games with their friends and family, particularly invested in the activities involving their group (e.g., pre-game on-field performances).

Conclusion, Contribution and Implication

This study will contribute to existing sport marketing, spectator motivation and fan identification literature by revealing MiLB spectator typology, applying a factor-cluster approach. In a practical standpoint, this segmentation approach could provide actionable managerial insights and serve as a starting point to develop a strategic plan.

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SPORT GOVERNANCE AND POLICY

Chair: Johan Norberg

Critical Realism and Social Exchange Theory: Exploring the Public/Government Relationship in the Context of Sport Events

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Aim and Purpose

Publicly funded sport events, whether large or small, require political trust from the residents. Host resident event experiences may affect political trust. The purpose of this conceptual paper is to demonstrate the applicability of taking a critical realist approach to social exchange theory (SET) to investigate the relationship between the public and the government in the context of sport events.

Theoretical Background and Literature Review

Governments often use public funds to support the bidding for, and hosting of sport events for their supposed positive impacts on the host community, region, and country (Burbank et al., 2001; McCloy, 2009). However, scholars have often found that the benefits of events do not outweigh the costs, presenting clear challenges when these promised benefits are not realized for the contributing population (Késenne, 2012; Müller, 2015). Given that governments financially support events with taxpayer dollars, and are in part responsible for delivering promises, the public/government relationship is integral to meeting host community needs, garnering public support for the event, and hosting a successful event.

SET explains that an individual will take part in a social exchange if they consider the benefits as outweighing the cost (Emerson, 1976). Alford (2002) explained how certain types of exchange relations are applicable to that of governments, government agencies, and the public, and suggested that there is potential to broaden the notion of exchange to encompass how governments must be responsive to public needs. One way to go about considering the complex public/government relationship, particularly in the context of sport events, is taking a critical realist approach to SET.

Critical realism is an ontological perspective which suggests that reality is multi-layered and seeks to include all perspectives in a holistic understanding of our social world (Bhaskar, 2010). Byers and colleagues (2019) outlined four layers of reality; the superficial, material reality, ideal reality, artifactual reality, and the most complex layer, social reality. A critical realist approach to SET can be productive in investigating the public/government relationship in the context of sport events in three ways. These include allowing for investigation across layers of reality, and therefore perspectives, yielding practical outcomes, and supporting methodological flexibility.

Discussion

Applying critical realism to SET allows the researcher to examine the context of study across multiple layers of reality. Byers and colleagues (2019) suggested critical realism as an appropriate approach to event legacy, highlighting its potential for investigating one phenomenon from a variety of perspectives (e.g. host resident opinions, organizing committee staff, policy, etc.). A critical realist approach to SET would allow researchers to engage community residents, event organizers, and local governments in work investigating resident support, event outcomes, and the public/government relationship.

Critical realism allows for critical empirical research to yield practical outcomes (Byers, 2013; Downward, 2005; Lusted, 2018). In the context suggested, a critical realist approach to SET would allow researchers to produce concrete recommendations and engage with practitioners to ensure community needs are met in relation to a sport event. Further, this approach would allow for an in-depth investigation of the public/government relationship, potentially giving rise to valuable recommendations regarding how the government can build public trust, and how stakeholders could work together to meet mutually beneficial objectives.

Finally, a critical realist approach to SET offers methodological flexibility, as the ontology aligns with mixed methods approaches and allows for methodological flexibility (Downward, 2005). Currently most research regarding sport events using SET employ quantitative research methods (e.g. Karadakis & Kaplanidou, 2012; Weimar & Rocha, 2017). Taking a critical realist approach would further allow researchers to engage with diverse methodologies and data collection methods. In this way, a critical realist approach to SET would not only offer an in-depth view of the research context, but would advance research methodologies in sport management as well.

Conclusion, Contributions, and Implications

Taking a critical realist approach to SET can allow for a holistic examination of the research context, the production of practical recommendations from critical research, and methodological flexibility. As such, this approach may be fruitful for advancing our understanding of the complex public/government relationship which is central to many sport contexts, particularly sport events.

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Subjective Evaluations of Elite Athletes of the EU Guidelines on Dual Careers of Athletes

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Aim of the Research

Dual careers of athletes will only be successfully executed if all stakeholders (e.g., coaches, parents, educators, employers, policy makers) are aware of its importance. From a policy perspective, the European Commission (2012) has implemented the EU Guidelines on Dual Careers of Athletes to facilitate “action-oriented national dual career guidelines and to raise awareness at national level about the concept of dual careers” (p.3). However, athletes do face structural, interpersonal and intrapersonal constraints when pursuing their sport and their non-sporting career. This can lead to drop outs (Crane & Temple, 2015). One core factor is lack of support to pursue a dual career (e.g., Debois et al., 2015). The EU guidelines on dual careers shall counter steer this movement by sensitizing policy makers to create favourable conditions for dual careers of athletes. Thus, the purpose of this study is to investigate the effective implementation of favourable dual career environments as subjectively perceived by athletes.

Theoretical Background and Literature Review

The EU Guidelines on Dual Careers (European Commission, 2012), can be considered as input to the elite sport system of every country. The countries transform them into work strategies, tactics and implement concrete activities. The output would be an enhanced dual career system in each country. Evaluation effectiveness in this context suggests assessing to what extent the guidelines have been transformed and which effect is observed on the elite sport system. Theory has suggested five domains of evaluating programmes (Rossi et al., 2019): need of the programme, programme theory and design, process, impact and efficiency. Elite athletes need to balance their resources efficiently to manage their sporting career and their career in education or the labour market simultaneously. Both careers demand full commitment from the athletes to reach their goals (Borggreffe & Cachay, 2014).

Research Design, Methodology and Data Analysis

Following a qualitative research paradigm, in-depth interviews with athletes from six EU member states (Germany, Italy, Lithuania, Romania, Slovenia, Spain) were conducted to assess the implementation of the dual career guidelines on the national level. An interview guideline was created based on the evaluation domains (Rossi et al., 2019). Four athletes per country were interviewed from individual and team sports, including one para-athlete per country, totaling in $n=24$ interviews. To evaluate the interviews, a structured qualitative content analysis (i.e., theory-driven) was conducted. A codebook was created with nine categories and 39 sub-categories. Inter-coder reliability was assessed by calculating Brennan and Prediger's Kappa via MAXQDA ($\kappa=0.82$).

Results/Findings and Discussion

With regard to the domain ‘programme theory and design’, awareness of the dual career concept was evaluated. Five of 24 interviewees did not know about ‘dual careers’. In contrast to the relatively high number of elite athletes, who are aware of the dual career concept, only four interviewees knew the guidelines. Furthermore, the athletes have expressed the desire for more awareness of dual careers and the need to provide more information to the stakeholders of dual career pathways. Considering the domains ‘programme process and impact’, the elite athletes did not feel an impact since the EU guidelines’ implementation – only six out of 24 felt a change. If athletes had the chance to become involved in creating dual career guidelines, they would be first interested in flexible time schedules to better facilitate a dual career. They also believe that the public and in particular education providers and employers should be more aware of dual careers, opportunities relating to dual careers and the demands of elite athletes. Considering the efficiency of their dual career, the athletes were mostly disappointed by the time they have to invest. The majority of athletes cited to have invested a lot of time, sometimes too much time, and had in contrast too few outcomes or not efficient enough outcomes.

Conclusion, Contribution and Implications

The results clearly suggest that the majority of athletes across the different countries are still unable to balance their resources efficiently to manage their dual careers. Both careers demand full commitment from the athletes to reach their goals (Borggreffe & Cachay, 2014) which cannot be provided due to lack of structural support. Thus, the guidelines are insufficiently implemented in view of the athletes’ subjective evaluations of their effectiveness.

This is the first study assessing the implementation of the EU Guidelines on Dual Careers of athletes, which is our contribution. A holistic implementation of the guidelines can ease the process of a dual career for elite athletes. Thus, raising awareness, showing opportunities to the athletes and providing a powerful structural setting including collaborations between all involved stakeholders of a dual career, are key factors.

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The Use of a Sporting Event Portfolio in Building the Reputation as the Excellent Global City: The Case of Shanghai

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Aim and Research Questions

This study aims to explore the strategic planning process behind the use of a sporting event portfolio in Shanghai. Specifically, it aims to reveal how the event portfolio is developed, and why the portfolio is perceived as an effective tool for achieving a competitive edge in the race of transforming Shanghai to a worldclass first-tier city.

Theoretical Background and Literature Review

Extensive research has been carried out to explore the use of sporting events - as a city regeneration strategy - for achieving economic, political, social, and cultural benefits (Roche, 1992; Ziakas & Costa, 2011). However, most related studies focus on special, one-off mega sporting events (e.g., the Olympic, Football World Cup), and their outcomes (Chalip & Leyns, 2002; Misener & Mason, 2006). More recently, an emerging number of academics have argued that the staging of a portfolio of different sporting and cultural events, which take place at different times of the year, seems to be a possible solution to overcome the gigantism issue typically associated with the hosting of special, one-off mega sporting events (Getz, 2008; Ziakas & Costa, 2011). In addition, the hosting of a range of relatively smaller-scale events is economically manageable and the variety of the events seems to appeal to different groups of consumers. This array of recurring, featured events that spread out through the year has become commonly referred to as an *event portfolio*.

We will present an account of the strategic thinking and planning process in Shanghai through the prism of Ohmae's (1983) framework. As one of the first management scholars discussed the importance of strategic thinking, Ohmae (1983) suggested adopting a balanced creative and rational thinking approach in strategy planning for gaining a competitive edge. In the view of Ohmae (1983, p.13-15), strategic thinking is to seek for a clear understanding of the particular character of a situation, to assess the limits of compromise correctly, to restructure items/recourses most advantageously. This is not a linear thinking process and should use a combination of rational analysis and imaginative reintegration strategy for a detailed breakdown analysis. Central to Ohmae's approach is the development of an issues diagram (1983, p.25) which outlines key issues identified and solutions-oriented questions to address each issue. An issue diagram for Shanghai's case will be presented in the presentation.

Research Design, Methodology and Data Analysis

Two methods are employed for data collection: document analysis and semi-structured interviews. In relation to document analysis, materials retrieved for analysis rang from policy and strategic documents, official annual reports, and annual working plans published by the

Shanghai Municipal Office. Purposive sampling was used to make sure at least one stakeholder from each of the following categories were recruited: the Municipal sports governing bodies, academics, sport policy advisors, policy entrepreneurs. This has resulted in a total of nine interviews being conducted in 2019. Thematic content analysis was used for both documents and interview data.

Results/Findings and Discussion

The findings of the study can be summarised as follows: First, there has been over approximate two decades of careful planning for the development of Shanghai's reputation in sport. The use of a series of calendar sporting events (from 6 sporting events initially to 12 hand-picked events) has been viewed as an effective solution to transform city's image and to develop sports industry in a short period of time, and in particular to achieve a competitive edge in global sports cities. Second, the establishment of the sporting event portfolio was in line with the city's overall strategic vision - *building Shanghai as an innovation, eco and humanistic city*. The value of sport and sporting events in terms of planning and restoring of city-image was highly appreciated by the Shanghai government. There was a consensus amongst policymakers that the hosting of a portfolio of events is consistent with the policy agenda of developing and maintaining a Haipai cultural. The 12 hand-picked sporting events reflected well the social, cultural and economic features of Shanghai – i.e., modern, open and commercialised.

Conclusion, Contribution and Implication

Our study concludes by suggesting that cities, which cannot afford or are not interested in hosting one-off large-scales sporting events, might consider the option of hosting a series of calendar sporting events. However, the selection of the events requires careful planning and strategic thinking. Future studies are encouraged to investigate residents' view on the hosting of event portfolios.

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Impact of COVID-19 Measures on Sport in Slovakia

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Aim and Research Questions

Stopping competitions and the training process has been a shock that sports and clubs at all levels around the world have to deal with. In particular, financial problems were forcing all stakeholders to think about how to deal with this situation and prepare for a restart. In Slovakia as well as elsewhere in the world, the situation in this area is critical. Several stable sports clubs are already considering their end in acting, especially in professional sports. Athletes are also in an extremely difficult situation, so it is extremely important to look for answers to questions about how the state, local authorities and national sports associations in particular can help in this area, which was also the main goal of this article. The basic research questions included: How did the managers of sports clubs and associations react to the situation in Slovakia? What is the financial dependence on income from sports activities for individuals (athletes, coaches, etc.) and sports organizations operating in Slovakia? What available solutions exist to improve the situation?

Theoretical Background and Literature Review

There are articles in the scientific community that deal with various forms of crisis in sport (Perackova, 2006, Gabris, 2019, Botikova, 2019). Wilson et. al. (2010) addressed the typology of crises in sport, based on a study by Coombs and Holladay (1996) that considered the impact of a crisis and identified four distinct crisis types: accidents, transgressions, faux pas, and terrorism. As a solution, they offer to have scenarios for different types of crises. The problem, however, is that so far, no authors have anticipated a crisis of the magnitude caused by COVID-19. The authors such Gallego et al. (2020) have begun to address the issue especially in the context of the TOKIO 2020. However, research is lacking to analyse the impact on athletes and sports clubs at all levels.

Research Design, Methodology and Data Analysis

For the purpose of finding answers to research questions, a survey was conducted in the form of two online questionnaires, which were available in the period from 31.3.2020 to 8.4.2020. The main coordinator of the questionnaire survey was the NGO (Učená právnická spoločnosť, o.z.), of which two authors of this paper are also members. The first questionnaire was designed for individuals such as athletes and sports professionals. The second questionnaire was intended for legal entities - sports organizations such as clubs or associations. Questionnaires were disseminated and shared through sports portals of sports clubs and organizations dealing with sports issues in Slovakia. A total of 1666 completed questionnaires were obtained during the period. The survey was attended by a total of 626 respondents representing legal entities

(66 sports) and 1,040 persons engaged in sports, such as athletes, coaches and other sports professionals belonging to 54 sports.

Results/Findings and Discussion

The main results can be considered that income from sports activities is the only or main source of income for 48.5% of persons. The most numerous representations were sports experts - coaches of adults or youth, who made up 53% of respondents, athletes made up 37.8% of respondents. More than 80% of respondents had to cancel competition or training in a sports facility. It is therefore logical that most of these respondents call for at least a partial lifting of the sports ban and the opening of selected sports facilities in a restricted regime. There is a serious threat that local authorities which are owners and operators most of the sports facilities (e.g. swimming pools, ice arenas etc.) will be unable to open them later in 2020 because of lacking of taxes due to economical damages made by COVID-19. Just losses of subventions to sports facilities made by them which will lead to higher pricing can be the better option. Income from sports activities is the only or main source of income for 67% of legal entities. The most numerous group (84%) among legal entities were sports clubs. More than 90% of respondents had to cancel a competition or training in a sports facility. Meetings of bodies, project activities and education were also suspended.

Conclusion, Contribution and Implication

The ban on the organization of mass events of a sporting nature and, consequently, the operation of physical education and sports facilities themselves, significantly affected the activities of sports organizations and paralyzed their activities. It does not mean that sports organizations do not incur costs for their maintenance and operation (cutting and watering the grass, labour costs, etc.). Respondents expect mainly: refinement and individualization of prohibitions and restrictions, financial support, reduction or abolition of rent payments. Ecosystem of sport in Slovakia is mostly nonprofit and near future in 2020 and 2021 of sports sector will be not about development, but pure survival. Coordination of all stakeholders and fast and aimed help and cooperation will be desperately needed.

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When the Coach is Alone on the Battlefield: Guidelines for Systemic Prevention of Bullying in Sport

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Relevance of the research

In spite of the growing interest in sport bullying, very often the coach remains alone soldier on the front lines of the battlefield (Vveinhardt et al., 2017), even though he/she is the employee of the sports organisation that offers sports activities at a competitive level. The greatest responsibility for recognizing, stopping athletes' negative behaviour, providing support to victims and coping with the consequences of bullying falls on the coach. It is hardly possible to fully avoid physical and psychological injuries in sport, but it is possible to foresee the sources of threats, prevent or reduce harm (Slobounov, 2008). The recommendations provided in the prevention models analysed and proposed in scientific literature range from education of sports organization, especially sport providing entities professionals (e.g., McCloughan et al., 2015), protection of target groups (e.g., Kentel & McHugh, 2015) to the development of the organizational policy (e.g., Mountjoy et al. ., 2016) or a socio-ecological approach (e.g. Lee, 2011). Because bullying goes beyond the boundaries of a specific organization (Lee, 2011; Vveinhardt et al., 2017), the organisation alone may find it difficult to efficiently implement broader type preventive measures. Besides, the policies and educational or intervention practices applied in different organizations both coincide and differ, posing the risk of irrational use of a share of resources or the appearance of grey areas leaving the opportunity of avoiding consequences due to misconduct. All this encourages to look at prevention not only at the organizational but also at the systemic level. Therefore, the *aim of this study* is after analysing the models of prevention of bullying in sport, operating in practice, to draw up systemic guidelines for bullying prevention.

Methods

The analysis of the models was performed in two stages. In the first stage, the models of bullying prevention presented in the scientific literature were analysed, distinguishing the constituents emphasized by the researchers. In the second stage, the models published on the websites of sports organizations in different countries were analysed. The analysis of practically used models was performed according to the following four categories distinguished by the authors on the basis of scientific literature: (I) The system is completely undefined, unclear (to the athlete, witness, employee), in many cases, may be unresponsive; (II) The system has significant shortcomings, lacks definiteness, clarity (to the athlete, witness, employee), in many cases may be unresponsive; (III) The system is not fully defined and clear (to the athlete, witness, employee), there is a risk of not reacting to every case; (IV) The system is defined, clear to any person (to the athlete, witness, employee), there is a possibility to react to every case.

Results

Eleven models of bullying prevention used in Lithuania, Ireland, Canada and the USA were analysed and compared. The comparison was made after distinguishing ten criteria singled out on the basis of the analysis of scientific literature. These are: perception of bullying; subjects assessing the event; application space; notification form; notification procedure; investigation procedure and security; feedback; consequences of negative behaviour; education and informing; community inclusion. The essential principles of prevention according to three levels were distinguished: (i) the autonomy principle that distinguishes itself by diversity, limitation of resources and of consequences-effect and that cannot cover processes taking place outside the organization; (ii) the association principle that guarantees integrity of prevention models applied in solitary organizations, distinguishes itself by a more rational distribution of resources but is limited by the specificity of the association, the possibilities of consequences-effect; (iii) the principle of territorial-administrative unit that guarantees integrity, distribution of resources and the most expanded impact zone but insufficiently integrates solitary organizations, associations into the common policy and exploits the potential for consequences-effect. After comparing the models of bullying prevention of the analysed countries according to four distinguished categories, most of the shortcomings were identified in Lithuania.

Conclusions

We state that prevention of bullying in sports organizations, especially sport providing entities, should become part of the prevention system of the wider territorial-administrative unit. We propose to refuse the policy of bullying prevention of a recommendatory nature, replacing it with a directive model, the basic principles of which would be integrated into the management system of a specific sports organization. The systemic approach would enable a more rational use of resources and reduction of possibilities of the consequences due to negative behaviour and its toleration.

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Club Members' Voting Behaviour in Professional Football

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Aim and Research Questions

Particularly in Germany, professional football clubs have large membership and substantial rights of co-determination even if their professional teams are spun off into corporations. We explore for the first time the factors influencing voter turnout in this peculiar setting. Given the geographically widespread distribution of club members, a specific focus is put on the relevance of travel distance to the annual club meetings where voting takes place.

Theoretical Background and Literature Review

Memberships in professional football clubs have increased significantly in recent years. Since legitimacy of club decisions requires high participation rates of club members in decision-making processes, from a club governance perspective, enabling members to participate in these processes is important. Additionally, providing more opportunities for fans to get involved is one of UEFA's strategic objectives (UEFA, 2019). To address this on a sound basis, it is important to better understand the factors associated with club members' voting behaviour.

Since participation in club decision-making processes (and thus the exercise of club-related power) is based on individual attitudes, preferences and motivations (e.g. Schlesinger & Nagel, 2013), individual rationality and cost-benefit considerations of club members have to be taken into account (e.g. MacDonald & Ramsy, 2016). Moreover, we assume that factors previously found to influence voter turnout in more general political elections (e.g. Gibson et al., 2013) may also play a role in this peculiar setting.

Research Design, Methodology and Data Analysis

Our data comes from a representative online survey of members of Hamburger SV, one of the biggest professional football clubs in Germany. At the date of inquiry, 57,612 members were eligible to vote. Our sample (n=9,090) consists of 15.8% of the voting-eligible population of members. A member's "habit for voting", constructed from their stated frequency of attending annual meetings (with possible answers of never, seldom, sometimes, and often), is the dependent variable in our models. Given the ordinal nature of this variable, we estimate ordered probit models. The explanatory variables used include different member characteristics and leisure time activity variables to proxy the costs as well as the instrumental and non-instrumental benefits of voting. In addition, we also include controls to represent the specific nature of our setting, i.e. the length of time as a club member, voters' perceived happiness as connected to club success, as well as membership in more than one sports club. Finally, we also control for the voter's participation in other activities, e.g. their frequency of sport participation, voluntary engagement and political party activity.

Results/Findings and Discussion

Consistent with the general turnout literature on single elections, age, education level, marital status and household size all have statistically significant effects on the habit for voting. Moreover, distance between one's home and the meeting place is significantly and negatively related to the probability of voting. However, as our models show, these findings may have little practical impact since the effect is not big enough to materially change the habit for voting.

Conclusion, Contribution and Implication

Although voting at the annual assemblies of a football club has substantial differences from voting in public elections, concerns about participation, or turnout, related to costs and benefits of voting are similar. Our findings suggest that voting behaviour in this peculiar setting is associated with factors similar to those in the general turnout literature for political elections. In addition, it is found that setting-specific variables like length of club membership and whether or not the individual belongs to more than one sport club matter for voting.

These findings offer several theoretical and practical implications. First, our study complements the empirical political science literature which is commonly based on information for single elections by providing some evidence of 'temporal consistency' and 'setting independency' for the factors associated with voter turnout. Second, we offer a novel estimation strategy to address the size and relevance of the non-instrumental benefits from voting and the impact of distance/travel cost on the persistence of voter participation. Third, our finding about the irrelevance of travel distance is of particular interest from a managerial perspective since online voting rules may not result in any changes concerning the members' voter turnout. Therefore, changes in club governance which have been intensively discussed in recent years may not be effective.

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Subjective Evaluations of Elite Athletes of the EU Guidelines on Dual Careers of Athletes

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Aim of the Research

Dual careers of athletes will only be successfully executed if all stakeholders (e.g., coaches, parents, educators, employers, policy makers) are aware of its importance. From a policy perspective, the European Commission (2012) has implemented the EU Guidelines on Dual Careers of Athletes to facilitate “action-oriented national dual career guidelines and to raise awareness at national level about the concept of dual careers” (p.3). However, athletes do face structural, interpersonal and intrapersonal constraints when pursuing their sport and their non-sporting career. This can lead to drop outs (Crane & Temple, 2015). One core factor is lack of support to pursue a dual career (e.g., Debois et al., 2015). The EU guidelines on dual careers shall counter steer this movement by sensitizing policy makers to create favourable conditions for dual careers of athletes. Therefore, this study explores the following research questions. *RQ1*: How do athletes perceive the implementation of measures creating a favourable dual career environment? *RQ2*: To what extent are these measures considered as effective?

Theoretical Background and Literature Review

The EU Guidelines on Dual Careers (European Commission, 2012), can be considered as input to the elite sport system of every country. The countries transform them into work strategies, tactics and implement concrete activities. The output would be an enhanced dual career system in each country. Evaluation effectiveness in this context suggests assessing to what extent the guidelines have been transformed and which effect is observed on the elite sport system. Theory has suggested five domains of evaluating programmes (Rossi et al., 2019): need of the programme, programme theory and design, process, impact and efficiency. Elite athletes need to balance their resources efficiently to manage their sporting career and their career in education or the labour market simultaneously. Both careers demand full commitment from the athletes to reach their goals (Borggreffe & Cachay, 2014).

Research Design, Methodology and Data Analysis

Following a qualitative research paradigm, in-depth interviews with athletes from six EU member states (Germany, Italy, Lithuania, Romania, Slovenia, Spain) were conducted to assess the implementation of the dual career guidelines on the national level. An interview guideline was created based on the evaluation domains (Rossi et al., 2019). Four athletes per country were interviewed from individual and team sports, including one para-athlete per country, totaling in $n=24$ interviews. To evaluate the interviews, a structured qualitative content analysis (i.e., theory-driven) was conducted. A codebook was created with nine categories and 39 sub-

categories. Inter-coder reliability was assessed by calculating Brennan and Prediger's Kappa via MAXQDA ($\kappa=0.82$).

Results/Findings and Discussion

With regard to the domain 'programme theory and design', awareness of the dual career concept was evaluated. Five of 24 interviewees did not know about 'dual careers'. In contrast to the relatively high number of elite athletes, who are aware of the dual career concept, only four interviewees knew the guidelines. Furthermore, the athletes have expressed the desire for more awareness of dual careers and the need to provide more information to the stakeholders of dual career pathways. Considering the domains 'programme process and impact', the elite athletes did not feel an impact since the EU guidelines' implementation – only six out of 24 felt a change. If athletes had the chance to become involved in creating dual career guidelines, they would be first interested in flexible time schedules. They also believe that the public and in particular education providers and employers should be more aware of dual careers, opportunities relating to dual careers and the demands of elite athletes. Considering the efficiency of their dual career, the athletes were mostly disappointed by the time they have to invest. The majority of athletes cited to have invested a lot of time, sometimes too much time, and had in contrast too few outcomes or not efficient enough outcomes.

Conclusion, Contribution and Implications

The results suggest that the majority of athletes across the different countries are still unable to balance their resources efficiently to manage their dual careers. Both careers demand full commitment from the athletes to reach their goals (Borggreffe & Cachay, 2014) which cannot be provided due to lack of structural support. Thus, the guidelines are insufficiently implemented in view of the athletes' subjective evaluations of their effectiveness.

This is the first study assessing the implementation of the EU Guidelines on Dual Careers of athletes, which is our contribution. A holistic implementation of the guidelines can ease the process of a dual career for elite athletes. Thus, raising awareness, showing opportunities to the athletes and providing a powerful structural setting including collaborations between all involved stakeholders of a dual career, are key factors. Promotional messages to facilitate awareness regarding the financial situation could incorporate, for instance, a slogan like '*We need them for our country, they need us for their sports – join us and contribute*'.

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Rock Climbing Management: Who Makes it Happen? A Systematic Review

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Aims

Identifying the key actors behind the management of rock climbing practices in a decade of research.

Theoretical Background

The exploration of nature and the use of natural areas have evolved from a goal of relaxation and admiration to a more active use, through nature sports practice (Burgin & Hardiman, 2012). These changes brought the need for updating various levels of management, including the study of organizations, people, and places involved in nature sport practice (Newsome & Hughes, 2018). Rock climbing practice has developed rapidly in recent years, increasing the demand for products and services related to climbing. (Caber & Albayrak, 2016; Maples et al., 2017). Despite this growth, there is no systematic review of rock climbing management research. To ensure rock climbing is fully developed in its operation, it is important to understand the key actors involved in the sport's management and practice (North & Harasymchuk, 2012; Rendueles, 2015).

Methodology and Data Analysis

A systematic review was carried out on literature guided by The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) as described by Saul et al. (2019), in the indexing of databases Scopus, Web of Science, and EBSCO. Due to the lack of consensus on the ideal terminology for nature sports (Durán-Sánchez et al., 2019), the following keywords were used as search terms: "Nature Sports", "Extreme Sports", "Action Sports", "Adventure Sports", "Risk Sports", "Lifestyle Sports", "Outdoor Sports" and "Bouldering or Rock Climbing". Using a Boolean as an operator "AND" was combined with the following keywords: "Management", "Governance", "Organization", "Environment", "Impact", "Practice", and "NOT" with the keyword "Animals". The eligibility criteria was determined by the following: only scientific articles, published between 2009 and 2019, in English, Portuguese or Spanish. Finally, a manual review of the articles was performed by reading the titles, excluding duplicated items, followed by abstract and full articles reading. Therefore, the study design included all that has been academically investigated in the management of nature sports. The systematically reviewed articles were categorized according to the criteria cited by Durán-Sánchez et al. (2019), as: title, year, research area, objectives, methods, study object, main results, and key management actors.

Results and Discussion

We found 26,403 published papers in different areas, such as tourism, economics, sociology, philosophy, management, sport and leisure, and marketing. After applying the decision

algorithm inclusion criteria, 31 articles were selected and analyzed. Most of these papers present a qualitative or mixed methodology approach, and investigate issues, such as the role of organizations in the management of territories and events, climber profiles and their motivations, in addition to issues of sustainability and environmental education. Considering practice needs, rock climbing management's key actors are: (i) organizations, represented by sports organizations, but also by tourism and events companies; (ii) territories, represented by public or private nature areas for practice or access to the practice sites, managed by local communities or the government (iii) the climbers, represented by athletes and bolters, climbers who bolt new routes developing climbing areas. We were able to identify that rock climbing management is, in most cases, self-regulated and heterogeneous. Therefore, depends on the territories management, the development and maintenance of climbing routes, and specifically in the relationship established between land managers, sports federations, , tourist and events company managers, and climbers and bolters (Mateos, 2015; Rendueles, 2015). Unlike traditional sports, rock climbing has a fragmented management, where each actor has the autonomy to participate, without following predefined management guidelines or according to the practice site reality. On the other hand, key actors, such as rock climbing federations, are similar to traditional sports, even in their small influence on the natural sport practice management (Rendueles, 2015). It stands out that, in the last decade, researches that investigated rock climbing management in different contexts have mostly addressed topics of tourism potential, environmental and economic impacts in specific territories, climber profiles, and motivations in choosing a place to climb.

Conclusion, Contribution, and Implication

Rock climbing management's key actors include territory managers, public and private organizations, sports organizations, as well as commercial organizations, in addition to climbers, divided into athletes and bolters, who are actively engaged in the management of territories. This reality has determined a different management dynamic, promoting self-management and the dependence on local and cultural issues, such as geography, environmental preservation, and the relationships between all the key actors found in the systematic review. Whereas rock climbing is a growing sport (Caber & Albayrak, 2016) with tourism and economic potential (Maples et al., 2017), this study identified a heterogeneous and fragmented management structure. These findings can contribute to future research on each key actor, as well as their identification and management in each territory. However, this study did not investigate the relationships between them, including the role of the bolters, which is recommended to be the subject of further studies.

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Adjustment Between Curriculum and Work Needs in Sports Instructor's Certifications in Winter, Climbing and Mountaineering Sports in Spain

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Theoretical background, literature review

Outdoor sports have more practitioners and dedicated professionals; it can be said that there is a boom for decades and a large market has grown around them. Even so, the educational system of instructors is still being ordered and structured; previous work have highlighted the existing diversity in the regulation of outdoor activities in Spain. The recent appearance of RD701/2019 and RD 702/2019 make necessary an analysis of recent changes in the sector. Is there a consensus between the different state regulations and regulatory development of each autonomous community in Spain that establish the sports instructor's certifications in winter, climbing and mountaineering sports in Spain? Are these sports instructor's certifications adjusted to the work needs? In order to know the adjustment of the curriculum to the real needs of the workplace, the TECA model (Laurenz et al., 2004) and the model proposed by Allen et al. (2005), which relate available skills and skills required in the workplace to increase technicians' effectiveness, have been combined. Another necessary approach is the Competency Based Approach (Chyung et al., 2006; Gillies & Howard, 2003; Mulcahy & James, 2000), which proposes the evaluation of curriculum considering the competency-based curriculum architecture for the workplace. The application of Stakeholder theory as a frame of reference is necessary to identify the different agents involved and collect their vision. An own theoretical model based on the aforementioned literature has been created and guided the development of our research.

Methods

An exhaustive and systematized content analysis of text of state regulations and regulatory development of each autonomous community was done (current regulations between 2000 and 2019 were analysed, as well as new legislation published in the current year 2020), by determining units of analysis divided into thematic units (professional profile and capacities, competencies, modules, etcetera) to obtain the different or similar representations of the same official certifications.

To measure adjustment between curriculum and work needs, quantitative methodology was used. Two demoscopic surveys (one for instructors, another for employers) were designed ad hoc, validated by expert judgment and subsequently launched via SurveyMonkey.

Results, discussion

At a general level, there is a lack of homogeneity in regulation between autonomous communities and also in comparison with state regulation in aspects of relevance such as professional profile and capacities, exercise of professional activity, competencies, total

teaching hours, time distribution, modules completed, proportion of theoretical and practical hours. In the case of mountain and climbing sports certifications, new legislation resolves some heterogeneous aspects of the previous legislation, but also generates new questions to be answered. Previous studies have already shown a lack of homogeneity in the legislation in outdoor sports in Spain; there was a lack of consensus and clarity on civil liability in outdoor sports (Inglés & Seguí, 2012b) and in the regulation of active tourism in Spain (Bonnet et al., 2018; Inglés & Seguí, 2012a). In the field of sport-related certifications in Spain, the need to review the diversity of implementation by autonomous communities was evident in 2015 (Madrera et al., 2015). It seems that the diversity of regulation and education policies in sports certifications also occurs at the European level (Projet Vocasport, 2004). In the specific field of mountaineering-related certifications, it was necessary to promote homogeneity between their different disciplines (Nasarre, 2016). The conclusions of these works coincide with those set in the present study; a heterogeneity of the legislation and between autonomous communities in counterpoint with a state validity of the certifications.

Conclusion, contribution

The adjustment between curriculum and work needs can be improved in the sense pointed out by instructors and employers. A homogenization between autonomous communities of the regulation of professional certifications in climbing, mountaineering and winter sports is necessary, with the aim of ensuring a convergent line for the professional practice throughout the territory. A necessary prospective of the study is to periodically collect the visions and needs of the stakeholders involved in order to continue making (or not) legislative changes to achieve the highest possible suitability to the real needs of the workplace. It would also be interesting to apply this analysis to other specialties of outdoor sports. The main contribution of the project to the scientific level is the definition of the legal framework of active tourism and outdoor physical activities in Spain, with a focus not only on the existing regulation, but also on the structure and suitability of the technical certification necessary to conduct this type of activities. The present work may be a first step towards the proliferation of studies on the regulation and suitability of technical certifications. This analysis can also be a model, considering that an innovative methodological process has been designed with the participation of main agents involved. The project proposes a new approach at the field of regulation, avoiding the exclusively academic focus.

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Specific Environment of Professional Football in Switzerland and the Transfer Market

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Aim and research Question

Swiss professional football has a very specific environment. First of all, this is linked to the country's non-presence in the European Union, but also to its socio-cultural dimension. The country has indeed seen a strong presence of foreign players, particularly from large waves of immigration, especially in the national team. Moreover, Switzerland also has a small market of 8.5 million inhabitants in three languages. Hence the fact that TV rights, sponsorship, stadium attendance and merchandising are necessarily smaller than in the *big five Leagues*. Moreover, there is an enormous competition between football and hockey which does not exist in other European countries except in Scandinavia. Finally, the weak regulation of the league does not allow Swiss professional football to move into another dimension, both sporting and, above all, economic. This forces clubs to develop different forms of income and a new managerial expertise. One of them is based on player transfers. Transfers are essential in modern football and represent a real opportunity for teams to earn additional revenues. So which type of strategies, linked to player transfers, do Super League clubs adopt in order to cope with their specific context and the peculiar environment of Swiss professional football. In this singular context, there is, therefore, a singular model where 5 of the 10 clubs in the championship can hope to qualify for European competitions, a unique ratio of 50% in Europe.

Theoretical Background and Literature Review

By focusing on sports expertise in an economic context, the objective of this research is to study the models of Super League clubs on the labor market and more specifically on the transfer market, in a unique context. Indeed, according to Andreff & Staudohar (2000), there are two different funding models for the clubs. The SSSL model (Spectators-Subsidies-Sponsors-Local) which was maintained between 1960 and 1995 and finally the MMMMG model (Media-Merchandising-Magnates-Market-Global) emerged in a market dynamic where profit was not important enough in the first model where clubs spent more and needed more resources. So, what is really the situation for Swiss clubs? How important is the transfer market in a country where the SSSL model (According to Andreff, 2014) is still in force? Over the last five seasons, the transfer market has on average provided more than 12% of club income, and direct public subsidies are no longer really obtained by Swiss clubs. So, can we talk about a new model that falls somewhere in between; the SSLT (Spectators-Sponsors-Local-Transfers)? So how do Swiss clubs go about developing their "T" and what strategies do they adopt?

Research Design, Methodology and Data Analysis

To do so, on the basis of our data (2003-2020) relating to transfers (including, the young players trained at the club who are introduced to the first team) we are seeking to find out the various areas of expertise of Swiss clubs with regard to player recruitment and the sale of players taking

into account their nationality, age, origin, destination, costs and the profits from their sale. We describe the specific characteristics of the different models adopted by the football clubs (13 clubs) of the first division in Switzerland in order to draw up an empirical typology between the different formations? We, therefore, base ourselves on Andreff & Staudohar's theory, initially, to understand the different models and then build our own according to the data we have and thus include the T.

Results and Discussion

Based on our data, we derive the following type of strategies of Super League clubs:

1. *The Big five Exporter* (FC Basel,) who can afford to buy both locally and abroad and who sells to the big five;
2. *The Hybrids* (GC Zürich, BSC Young Boys, FC Zürich, FC Lucerne, FC Sion), which have the know-how and aim to buy at a low price while trying to make a profit on resale locally and abroad;
3. *The National experts* (FC Thun, FC St. Gallen, FC Lugano), although they are not in a position to spend, they have a good knowledge of the local market and are recognized as good trainers;
4. *The Opportunists* (NE Xamax, FC Aarau, FC Servette, Lausanne-Sport), who have few financial resources and who concentrate on the local market for the bulk of their player transactions, which are most of the time based on loans and on players at the end of their contracts.

Conclusion

Faced with this heterogeneity and an increasing competitive imbalance, our research shows the different expertise of the Swiss clubs and their needs in an area that is essential. While wondering what the implications may be for the Swiss league and for the clubs in view of the Super League regulation. Transfers have become a major element for clubs, both in sporting and economic terms. It is therefore essential for a club to develop expertise in this area in order to benefit from it.

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Implementation of Elite Para-sports Policies: How Organizational Forces Shape Processes of Policy Implementation.

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Aim and Research Questions

This research proposal will analyse how aspects of organizational structures and inter-dependencies shape internal processes of NGBs of implementation of elite para-sports policies in Brazil according to the managers' perspectives.

Theoretical Background and Literature Review

Elite sports have been receiving more and more attention from governments in the last decades. However, there has been a shift in many developed and developing countries from a direct public service provision by states to a delivery of these services through (often regulated) non-government organizations (Lodge, 2007). In sports, these organizations have supported countries to implement national elite-sports policies, especially National Governing Bodies/NGBs. In para-sports, these NGBs are also essential players to implement national policies for athletes with disabilities.

Implementation of policies was not always perceived as a central problem for decision-makers or policy analysis. However, nowadays the literature endorses that the implementation process may transform or distort a policy (Grin & Loeber, 2007), which may put at risk potential benefits of elite para-sports resulting in waste of the already limited resources. According to Weatherson et al. (2017), central to the understanding of the implementation process is a comprehensive and theoretical examination of the numerous factors that can impede or enhance the successful implementation of sports policies. In this way, organizational aspects of NGBs and inter-dependencies with national sporting stakeholders will be evaluated in terms of their influence on how processes are implemented in para-sports NGB's.

Overall, more studies on the implementation of sports policies are necessary (Fahlén et al., 2014), especially more analysis of National Paralympic Committees from resource-poor countries (Dowling et al., 2017) and from outside English-speaking contexts (Fahlén et al., 2014). As essential actors in the implementation of sports policy, sports managers are constantly under pressure regarding their understanding and interpretation of issues during decision-making processes (Barr & Hums, 2012). Furthermore, they also face challenges due to organizations are constantly evolving and dynamic organizational environments (Baorr & Hums, 2012). As a result, managers can provide a unique perspective related to how specific organizational elements are able to shape the way processes are conducted in NGBs.

In summary, this proposal will assess to what extent factors related to organizational structures (inter and intra-personal aspects and administrative structures) and inter-dependencies (funding dependency) shape processes of implementation of para-sports policies, at a national level, from the perspective of sports managers of NGBs.

Research Design, Methodology and Data Analysis

This research has descriptive and exploratory features, adopting a mixed method and multiple case-studies designs. The data collection strategy will use interviews and documental research. In general, the results of the interviews will guide the documental research, which will search for data to the elaboration of the interview guide and it will look for arguments to contrast or corroborate with the interview findings. Initially, five NGB's (including the Brazilian NPC) were selected following criteria to ensure diversity, such as annual turnover and Paralympic medals obtained at the Rio 2016 Games. Interviews will be conducted with sports managers acting on the direct management of the elite para-sports programs (e.g., presidents, CEO, and high-performance directors), excluding Board members, "pure" administrative (e.g., building maintenance) and non-sporting roles. Additionally, this study will only explore impacts on medium or long-term processes, concentrating the analysis on processes involving financial support to athletes, training facilities, and equipment provision. The data will be analysed in terms of similarities (patterns) from the opinions and experiences of the managers.

Contribution and Implication

It is expected that this proposal can unpack how organizational elements created barriers or facilitators that shaped the way processes of policy implementation are conducted and structured in para-sports NGBs. Likewise, the research project contributes to a better understanding of para-sports systems, mainly from resource-poor and outside English-speaking countries, and clarify the needs and interpretations made by sports managers regarding challenges faced during the implementation of para-elite policies. Overall, the study can offer to sports managers and policymakers some evidence about challenges linked to policy implementation aiming at achieving or maintaining success in Paralympic Games.

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Betting on the Olympics: A New Way to Fund Sport?

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Aim and Research Questions

Within the literature, the allocation of taxed revenues from sport betting on a mega-event has not been explored. This research aims to identify if and how sport betting revenues generated from the Olympic games can be allocated to develop sport in the designated host city and country, to examine what potential impact sport betting revenues, specifically from the 2028 Olympics, can have on funding amateur and elite sport in the United States, and to identify if/how sport leaders can convey the importance of gambling revenue allocation to policy makers in an attempt convince them as to why this revenue stream is needed to fund sport.

Theoretical Background and Literature Review

Gambling and the Olympics; two phrases which are inherently different, yet historically linked, as gambling on the Olympic games date back to ancient Greek times (Gainsbury, 2010). Albeit the historical relationship between gambling and sport, not all countries deem the act legal (e.g. Uganda). However, in May 2018, one such country, the United States, withdrew the Professional and Amateur Sports Protection Act, thus legalising sport betting throughout the country. As individual states decide how to move forward with this ruling, it has been predicted that legalised sport betting in the United States could produce upwards of \$26 billion in yearly economic impact, and aid in financing community benefitting projects (Polisano, 2018).

Despite the potential economic impact, sport betting has been viewed as immoral (Forrest & Simmons, 2003), and as addictive (Lopez-Gonzalez et al., 2019). To combat the negative connotations associated with sport betting, countries with legalised betting, have traditionally allocated sport betting tax revenues to a variety of community-related causes (Forrest & Simmons, 2003), most notable of which is sport (Rogic et al., 2018). However, in the United States, Olympic athletes receive no government funding and youth sport is funded primarily through parents, cities and states, grants, and sponsorships (Fawver & Spengler, 2014).

Policy implementation, with specific regards to sport, is limited at a federal level in the United States. Three main federal statutes exist in the realm of sport: Antitrust Law, Title IX, and the Amateur Sports Act. Outside of these three, sport is largely governed at the state and local level in the United States, thus a viewpoint exists which differentiates sport from other industries. Therefore, political science theories will be used to analyse how policy is implemented as a means of shaping how to best bridge the gap between sport leaders and policy makers in the United States.

Research Design, Methodology and Data Analysis

As sport betting revenue allocation from mega-events is lacking in the literature a comparative case study method (Rogic et al., 2018) will be used to allow for the perception of similarities

and differences in the models of certain countries (e.g. United Kingdom, Norway) with a developed sport betting revenue allocation scheme. Empirical data from these countries will be used to therefore interpret and make relevant conclusions on sustainable grassroots development funding models through sport betting revenue for the main case study of the United States. Furthermore, semi-structured interviews were conducted and more are scheduled with sport betting revenue funding beneficiaries, event organisers, and those tasked with implementing policy in the United States to bridge the gap between sport leaders and policy makers, while contributing to the literature on sport betting revenue allocation from mega-events.

Results/Findings and Discussion

Interviews are currently being conducted and those interviews, plus analysis, will be completed by the time the conference commences in September or October 2020. A handful of these interviews have already been conducted, with a few more scheduled in the upcoming summer months. The intended findings should focus around the most efficient ways to utilise sport betting revenues to develop sport, the impact of such additional revenues on sport development, and how sport leaders and policy makers can best work together to implement policy towards the allocation of sport specific betting revenues to that of sport development.

Conclusion, Contribution and Implication

An envisioned contribution is to identify successful models for sport specific betting revenue allocation towards the development of sport. While a number of countries throughout the world have gambling revenues devoted to sport through their National Lotteries, the U.S., is still in infancy stages, where gambling lotteries from individual states typically go towards endeavours such as education. A further key contribution from this research will be to aid in bridging the gap between those tasked with implementing policy, and those leading sport in the U.S. These findings will hopefully translate outside of the U.S. as well.

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An International Analysis of Dual Career Support Services for Junior Athletes in Europe

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Aim and Research Question

The purpose of the present study is to identify, firstly, existing support services and systems offered to junior athletes and, secondly, national policies on dual career (i.e. combining sport and education or sport and work) in order to better understand current practice within sporting organisations, sport clubs and national governing bodies. This research project is part of the larger Erasmus+ Dual Career for Junior Athlete (DCJA) project that aims to develop a Massive Open Online Course (MOOC) for assisting junior athletes in managing their dual career. In order to contribute to the overarching purpose of the DCJA project, the current study investigates existing support services and systems for junior athletes with dual career in seven different countries (Greece, Italy, Poland, Portugal, Slovenia, Spain, and the United Kingdom). The research questions are: 1) Are there any structured support services or systems provided to junior athletes with dual career? and 2) Are there any similarities or differences between the seven countries?

Theoretical Background and Literature Review

Junior athletes are defined as student-athletes aged between 15 and 19. The specific cohort investigated by this study are adolescent athletes who are particularly at risk for dropping out from sport for different reasons (Baron-Thiene & Alfermann, 2015). A failure to balance dual careers may be one of the reasons for athletes 'dropping out' of sport. The Holistic Athlete Career (HAC) Model (Wylleman & Rosier, 2016), which examines athletes' development at five different levels; athletic, psychological, psychosocial, academic/vocational, and financial, served as the underlying framework for the study.

Dual career has been argued to be beneficial for athletes to balance sporting and non-sporting commitments and in preparing for 'life after sport'. The growing research interest in dual career has been accelerated by the publication of EU guidelines on the topic (EU, 2012)". Cosh and Tully (2015) claim that dual career athletes encounter various stressors in terms of balancing sport and education, e.g. scheduling, fatigue, coaching, and finance. Likewise, several studies examine challenges and barriers studies (e.g. Ryan, et al., 2017) faced by dual career athletes as well as the coping strategies used to overcome such difficulties (e.g. Schubring & Thiel, 2014). However, research into structured support services and systems to assist dual career athletes remains scarce. Dual career of athletes now features on the agenda of European Union sports programmes, based on the EU Guidelines and numerous programmes implemented at the government and sport federation levels within Member States. However, only a small number of initiatives targeting junior athletes are being undertaken and these are mainly via Erasmus + projects; structured support system and programmes developed by sporting governing organisations have not yet been investigated. The current study is to fill this

gap to inform not only the DCJA project but also sporting governing bodies within the European countries to develop a support scheme for junior athletes.

Research Design, Methodology and Data Analysis

A desk-based method is applied to the current study. Each member country collects data from websites of sporting organisations, youth sport clubs, and schools to identify any structured support services and systems used to help junior athletes in managing their dual careers. The data has now been collected and translated into English. Each member country collected data based on the template provided including Level/Type of organisations, Name of organisations, Name of support services/programmes, Type of support services/programmes, Eligibility, and Content of the services/programmes. The organisations include charities, governmental institutions, local authorities, sporting governing bodies, sport clubs, higher education institutions, sport schools, sport academies, and leisure operators.

Results/Discussion and Conclusion/Implication

The research team is in the process of data analysis based on the HAC model and the research questions and we aim to complete this at the end of June 2020. The similarities and differences between member countries will be analysed to identify common and good practice that can be applied to different countries. The authors have recently found (López-Flores et al., 2020) that a majority (25 out of 26 peer reviewed journal-articles) of publications addressing the topic of junior athletes with dual career, reviewed by them were single country studies. In this regard, the current study aims to fill a research gap by focusing on seven different European countries and in providing an overview of current practice in terms of supporting junior athletes. Our findings will inform further research aimed at developing an online psycho-educational curriculum, via MOOC, for the target population. It is also expected that the current study will contribute to raising awareness of the need for structured, and possibly customised, support services and systems not only for high-performance athletes such as Olympians (e.g. Athletes 365 offered by the International Olympic Committee), but also for aspiring junior athletes.

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The Perspective of Flemish National Governing Bodies on Qualitative Youth Sports

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Aim

This research attempts to identify how National Governing Bodies (NGBs or Federations) in Flanders (i.e. the Northern, Dutch speaking part of Flanders) define, develop and aim at improving quality in their youth sports clubs in order to increase youth sport participation.

Theoretical background and literature review

During the past decades, quality of sports organizations and projects have become a heavily discussed subject. The decree for subsidisation of NGBs is an evidence of the aim of the Flemish government to improve the quality of sport offer. Moreover, particular attention is given to the quality of youth sport projects in sports clubs through the policy focus ‘youth sports’. In the literature, quality is argued to be important for sports clubs and the quality of youth sports is determined as essential when fostering lifelong sport participation as it can prevent drop-out (De Knop & Buisman, 1998). Therefore, a youth sport fund is raised to incentivize sports federations and clubs for promoting qualitative youth sports activities and events with the goal to increase youth sport participation. (Vlaamse Overheid, 2016) However, undertaking activities does not guarantee success. Mechanisms are studied to reveal success factors behind certain activities and/or initiatives, taking into account specific context factors (Brand et al., 2019). Also, quality has no unique definition and the difficulty is embedded in its subjectivity and intangibility as different stakeholders can have different interpretations about their understanding of quality (Chelladurai & Chang, 2000). Therefore, literature is studied to find a quality framework explaining the perspective on qualitative youth sports of the Flemish NGBs as well as their sporting clubs, youth members, parents and coaches.

Methodology

This research provides an overview of what the National Sports Association in Flanders (NSA) and the NGB, i.e. the supply side of sport offer, have already been doing to support development of youth sport quality and quantity in their sports clubs, using a programme theory logic (Brand et al., 2019). Therefore, for each Flemish federation with an approved youth sport project (41 NGBs), a logic map is established. This logic map graphically represents how Flemish sport federations use their inputs (youth sport subsidies) to initiate activities and/or initiatives that contribute to quantitative and qualitative youth sports (output) in their affiliated sporting clubs considering the specific context of each federation and the working mechanisms behind each initiative (Chen et al., 2008; Brand et al., 2019). Data for the logic map is collected with information available in the submitted youth sport projects, the policy plans and the website of the federation under consideration. Next, using a thematic content analysis, a general logic map explains the main activities and initiatives Flemish NGBs undertake in order to

improve the quality of youth sport (Hsieh & Shannon, 2005). In addition, focus groups and interviews will be organized with different federations to validate these logic maps and to discover the working mechanisms behind activities. These mechanisms should provide an answer to the following question: what makes a certain initiative/activity successful? (Brand et al., 2019).

Results

The thematic analysis resulted in 8 clusters that describe general activities NGBs undertake in order to improve quality of youth sports:

- Create / increase inflow / throughput
- Recruiting / training staff
- Broadening the offer
- Develop ethical values
- Foster competition
- Optimize internal organisation
- Provide medical support
- Broaden knowledge

Initiatives undertaken to increase inflow of youth sport members are the offer of more separate training sessions, organizing youth activities and promoting youth sports through social media. Also, all investigated federations focus on motivating their youth coaches to follow an educational training. Broadening the offer of youth sport mainly consists of offering sport for disabled, socially disadvantaged and non-competitive youth. Developing projects concerning ethical subjects (health, fair play, sexual transgressive behaviour) and the appointment of an integrity contact person in sporting clubs are the most common initiatives to create ethical youth sport. Encouraging competition consist of organizing youth competition and stimulating youth members to participate in them. The appointment of a specific function responsible for youth sport and the establishment of a youth sport policy optimize the internal organisation of a sports club. Providing medical support and broadening knowledge are other clusters that some NGBs consider as important in determining qualitative youth sport.

Conclusion

The identified clusters in NGBs are very traditional and provide little information on what quality in youth sports clubs mean in total. The thematic analysis shows that most activities are undertaken to increase youth sport participation but that little is done to increase the quality of youth sport.

According to Chelladurai & Chang (2000) quality can not only be evaluated and defined by NGBs, but it is important to consider the opinions of other stakeholders. Therefore, further research is necessary on how youth athletes, parents and coaches perceive quality in youth sports clubs.

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Elite Sport and Participation in Voluntary Sport Clubs: The Case of Field Hockey in Belgium

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Aim and Research Questions

Public policies have increasingly stated that elite sport could inspire the mass public to participate in sports through either (a) elite sport events, (b) athlete performances or (c) role model athletes. Studies that have examined relationships between elite sport and participation in voluntary sport clubs (VSCs) showed, however, ambivalent associations. Consensus exists that elite sport does not inherently affect memberships in VSCs. Authors conclude that effects may occur, but under certain underexplored circumstances and conditions (De Bosscher, Sotiriadou & Van Bottenburg, 2013). This invited for an in-depth case study that served a twofold aim:

- To explore the circumstantial environment and (pre)conditions under which elite sport may affect participation in VSCs.
- To understand where elite sport is situated in this context and to examine its influence on motives to start participating in a sport.

Theoretical Background

In everyday contexts (a) sport events, (b) athlete performances and (c) the formation of role model athletes often co-exist in configuration over time, not always in empirical isolation as societal interventions. This makes it challenging to understand and attribute changes in VSC memberships at the mass- and longitudinal level to elite sport. Studies that move beyond registration data are therefore needed to address this challenge. This empirical challenge of understanding if, when, why and how relationships may occur (e.g., De Bosscher et al., 2013) is reinforced when it concerns participation in VSCs for two reasons. First, due to the substantial dependency of voluntary sport clubs upon intersectoral public, private and civic stakeholders to facilitate sport (e.g., Esteve et al., 2011), elite sport can often not just ‘trickle-down’ to voluntary sport club settings. Sudden changes in demand for certain sports would for example simultaneously require intersectoral collaborative efforts for inspirational effects of elite sport to materialise. Second, if VSCs memberships do increase significantly after elite sport manifestations, little remains known about the motives of new participants to have taken up that specific sport.

Research Design, Methodology and Data Analysis

A most-likely case was selected that was subject to (1) an increase in elite athlete performances and (2) an increase of participation in VSCs. The case of field hockey in Belgium was considered appropriate for this purpose due to the high correlation coefficient ($r=0.913$) for world ranking developments (i.e., men) and VSC membership development (2013-2019). Eleven semi-structured interviews (N=11) were conducted with high-profile stakeholders

involved in the development of field hockey (e.g., national athletes, high-performance advisors, Belgium Olympic Interfederal Committee, national and regional sport governing bodies, public and private media partners, VSC director). Collaborative governance theoretical concepts acted as ‘sensitizing concepts’ that guided understandings of the qualitative data (e.g., Ansell & Alison, 2008; Boeije, 2009; Emerson et al., 2012). Additionally, a questionnaire examining motives for participating in field hockey was distributed amongst members of VSC Braxgata (N=140), host club of the European Championships in 2013.

Findings and Discussion

All interviewees designated the mass mediated ‘first day’ of the hosted European Championships in 2013 as smoking-gun for mass participation in field hockey. That day (1) athletes recited the national anthem a cappella, (2) defeated reigning Olympic champion Germany and (3) the recently crowned king of Belgium was a prominent guest. This day encouraged intersectoral stakeholders to form collaboration dynamics through (1) a shared motivation to keep field hockey in the public eye, (2) engagement of stakeholders, fueled by adversarial (a) commercial, (b) political, (c) sporting, (d) altruistic interests that enabled (3) future actions to serve sector-specific interests. In the period 2013-2019, VSCs showed an annual average growth of 8,1%. The year following the event, hockey clubs facilitated an influx of 14,1% (n=4202) and the year following the silver medal at the Rio 2016 Olympic Games 10,2% (n=4082). Despite the likely scenario that elite sport has reinforced demands for field hockey, a first examination of the survey results indicates that inspirational effects should be approached with caution. A series of non-parametric Mann-Witney U tests showed that participants who have started field hockey in VSC Braxgata after 2012 (n=71, M=2.10, SD=1.416) reported significantly higher levels of influence of the national teams on their decision to have started field hockey. It should be emphasised, however, that despite the significant difference in comparison to those that enrolled before 2012 (n=69, M=1.57, SD=1.036), inspiration through athletes remains relatively small. With slight variations across the two groups, the influence of parents (N=140, M=3.67, SD=1.642) and friends (N=140, M=2.74, SD 1.773) to start field hockey was substantially higher.

Conclusion

Mass mediated elite athletes could act as motivator to participate in a sport. However, elite athletes do not overtake parents and friends as most influential actors for sport-related decisions. It seems likely that elite sport, in part, could inspire people in the interpersonal environment of individuals, who in turn incite these individuals to participate in a certain sport.

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In Search of Best Practices: A Comparative Policy Analysis Between the United States' National Youth Sports Strategy and the Youth Sport Policies of Finland and Norway

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Aim

The aim of this project is to undertake a policy analysis of youth sport policies from Finland and Norway and compare them to youth sport policies within the United States. This research presentation will: (1) briefly review the foundational benefits of sport, play, and physical activity for youth populations and population trends exhibited by United States youth concerning sport, wellness, and happiness; (2) address the United States' contemporary policy approach for fostering youth sport; (3) analyze Finland and Norway's predominate contemporary policy approach for fostering youth sport compared to the United States' National Youth Sports Strategy; and (4) discuss any emergent themes and any implications that the United States may consider incorporating into its National Youth Sports Strategy as best practices.

Theoretical Background and Literature Review

Sport, play, and physical activity provide youth and adolescents with a variety of physical, cognitive, social, and intellectual benefits, all of which are critical for positive development (Sahlberg & Doyle, 2019). These activities are so fundamental to a young person's development and well-being that the UN Convention on the Rights of the Child has mandated that children throughout the world be granted the right to participate in play and recreational activities.

Despite research underscoring the importance of sport, play, and physical activity as part of facilitating a person's well-being, the United States has over the last 15-years significantly reduced public funding for youth to participate in such programs at little to no cost. As government retreated away from this policy initiative, private industry stepped in and established a \$15 billion for-profit industrial complex (U.S. Department of Health and Human Services, 2019). This approach has created two youth sport caste systems in the United States: the haves and the have nots. The rising cost of privatized youth sport, and the lack of free meaningful alternatives offered by the community, have locked many kids out of participation (Project Play, 2019) at a time when youth today face significant uncertainty and are also experiencing near-record levels depression, (Twenge et al., 2019) obesity, and sedentary lifestyles, and inequity in access to sport, play, and recreation opportunities (Aspen Institute, 2019).

While the United States has historically minimized its involvement in facilitating youth sport opportunities, many European nations have codified access and equity to sport into government policies thereby preserving these rights for citizens. For instance, Nordic nations such as Finland and Norway enacted policies and systems that fostered some of the highest sport, physical activity rates globally (Green et al., 2019) while also fostering populations

exhibiting high degrees of happiness and well-being (Helliwell et al., 2020). Furthermore, Norway is lauded for its youth sport policy approach and participation rates, while Finland occupies the 2020 World Happiness Report's top spot – where Nordic Nations hold four of the top five positions (Green et al., 2019; Helliwell et al., 2020). These outcomes are significant, especially when compared with the policy approach and declining youth sports participation trends in the United States.

Research Design and Data Analysis

The United States recently unveiled its National Youth Sports Strategy, perhaps as a starting point to reverse the troubling trend that has emerged related to youth sport policy. This document serves as a guide for policymakers in youth sport to create a shared vision for providing all youth with “the opportunity, motivation, and access to play sports, regardless of their race, ethnicity, sex, ability, or ZIP code” (U.S. Department of Health and Human Services, 2019, pg. 10). Before such a policy is fully developed and implemented, it is necessary to seek exemplars to serve as comparison points.

Therefore, the purpose of this research is to analyze Finland and Norway's prevailing policy approach for fostering youth sport, compare it to the United States' National Youth Sports Strategy through a policy analysis, and discuss any emergent themes as a result of this analysis (e.g. policy goals and objectives, financial investment, scope of governance, etc.) the United States may consider incorporating into its National Youth Sports Strategy as possible best practices. Identified resources to review, all written in English, include (1) statutes, (2) public policies, (3) publicly available information (e.g. research, white papers, relevant ministry information), (4) private information (e.g. policies and research), and (5) relevant European Union resources.

Implications and Limitations

Study implications may guide decisions for implementing the United States National Youth Sports Strategy using policies and procedures. This opportunity to analyze a group of policies from two nations that have fostered high levels of physical activity, as well as happiness globally, could lead to opportunities for policy reform in other areas to improve societal overall well-being. Limitations include inherent cultural, political, climate, geographic size, and economic differences that exist between nations in this study.

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Dynamic Competitive Balance in an Economic Model of Team Sports

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This study aims to identify the factors that influence the dynamic competitive balance of team sports leagues. Understanding the market forces that drive the long-term evolution of balance in sports leagues is crucial to facilitate better decision making and support rule changes. The theoretical model of Kesenne (2007) is modified by incorporating dynamic elements in the model. The paper raises the question, how club objectives, spectator preferences, player wages, money transfers, or the role of luck affect dynamic competitive balance in several different scenarios.

Most of the widely used competitive balance indicators are static in the sense, that they only take into account the variation of team performances (points, winning percentages) *within* a single season. However, the dynamic approach, which focuses on the team-specific variation of performance *between* seasons, might be even more important for the fans (Humphreys, 2002; Krautmann and Hadley, 2006). Kesenne (2006) identified several factors that theoretically influence static competitive balance, such as club objectives, spectator preferences, and revenue sharing. However, there is no attempt in the literature to analyse the determinants of dynamic competitive balance in a dynamic model. Kesenne (2007) showcased a mathematical model of a market of sports clubs, where clubs are rational agents. The optimal level of playing talent (which is the human capital based labor) and wages (cost of playing talent) are determinable in the model. This model is reconstructed in this study into a multi-period model, which is useful to analyse the dynamics of sports leagues. Dynamic competitive balance is measured by the so-called Index of Dynamics (DN) discussed by Haan et al. (2007) and Manasis & Ntzoufras (2014). This is essentially calculated by the average ranking mobility of all participating teams between two consecutive seasons. A higher value of DN is an indication of a league with a larger dynamic competitive balance.

A theoretical model approach is employed, which is generally applicable to the market of various team sports. Different scenarios and parameter combinations are available for later empirical studies on specific sports leagues. In our dynamic model, club costs depend on the quantity of playing talent. Revenues are affected by clubs' market size, as well as their win rate, but with a decreasing rate as fans do not prefer unbalanced leagues. In the first scenario, clubs are profit-maximizers, which is more typical in American leagues. In the second scenario, clubs maximize their winning percentage, which rather represents European leagues. Both scenarios are analysed first, with a closed labor market, where the total supply of playing talent is fixed and the wage is endogenous. Secondly, an open labor market, where the total supply of playing talent is endogenous, but the wage is fixed. Simulations were run with varying parameter values for multiple periods interpreted as seasons of the league. The average DN is calculated over all seasons for all simulations of different scenarios, then the impact of the changes in values of parameters on DN is analysed.

The results show an interesting picture. In general, ranking mobility is higher (more dynamically balanced) in open market leagues, if the clubs are profit maximizers and vice-

versa if the clubs are win-maximizers. The question, which club objective (profit- or win-maximization) leads to a higher dynamic competitive balance, is found to be heavily dependent on the values of the other parameters. In reality, the American Major Leagues (with profit maximizer clubs) are more balanced than European leagues (with win maximizer clubs). However, that is mainly caused by other balancing factors, such as salary cap and draft system, that are, as of now, not incorporated in the model. It is shown that spectator preference for balance, as well as higher player wages, higher non-business revenues, and an increased role of luck leads to higher DN, indicating more dynamic balance. On the other hand, greater differences in market sizes and a higher rate of profit reinvestment leads to less dynamic balance.

This research contributes to the sports economics literature by identifying the effects of different scenarios on dynamic competitive balance. It provides a theoretical basis for later empirical work. Our model is applicable to support sport policy measures, by providing a framework for policy impact analysis on long-term league balance. Moreover, this model framework could be adopted for future research to analyse the determinants of other dynamic factors in sports leagues, such as player transfer systems or talent accumulation. The research was supported by the Human Resource Development Operational Programme, grant No.: HRDOP-3.6.2-16-2017-00003, Cooperative Research Network in Economy of Sport, Recreation and Health.

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Using Sport Mega Events as a Tool for Image Improvement by The Political Leaders: The case of Turkey

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Aim of the Research

This research aims to understand how political leaders use sport mega-events (SMEs) for their image improvement in Turkey. Previous researches reveal that these events have significant economic, political and social impacts. But only limited researches mention the political leaders' role and benefits in this process. This research focuses specifically on the usage of these events by political leaders to improve their image. Main research questions can be summed up as:

How do political leaders of Turkey use SME's?

What is the role of media in this process?

In addition to these questions, role of the athletes in this process and reflections of the politicisation of sport on society will be examined.

Theoretical Background and Methodology

Nye defines soft power as the ability to get what you want through attraction rather than coercion or payments and sport is an effective soft power tool as a result of its economic and social influence. Accepting sport as a soft power tool is not a new theory, but this research aims to explain how exactly do political leaders use it to improve their image. Do political leaders use it to improve their image in Turkey, which is an emerging nation? There are ties between sport and politics in Turkey, but researches about this subject are limited. Notably, use of sport by the political leaders didn't take the attention of researchers so far. Especially in more authoritarian regimes, the political leaders need to keep their images strong and charismatic, and they use different soft power tools for this.

Political leaders who use sport for different goals focus on two issues: hosting SME's and athletic success. Grix claims that state investments on SME's have three main goals; increasing the international reputation of the state, improving the image of the country and increasing the sense of national identity. These goals are keeping the states motivated for hosting the SME's although its huge economic costs (Grix, 2012) In recent years, developing countries such as Brazil and Russia hosted numerous SME's such as Olympic Games, FIFA World Cup and these goals were part of their agendas. SME's are great opportunities for them to combine their economic development and efforts with improving the national brand image (Berkowitz, 2007). Turkey, with its motivation and experience on hosting SME's can be seen in this category. In addition to these, political leaders of Turkey try to use these events for improving their image. Opening ceremonies of events and inauguration of new facilities turn to be a scene for them to spread messages. Istanbul's bid for hosting the recent Summer

Olympics is an example of this situation. Political leaders played essential roles in this process and tried to turn it to their personal success stories.

Analysing the speeches of the politicians and athletes is in the core of this research. Statements of politicians can give insights into their usage of sport. Speeches of athletes, especially during SME's, can be useful sources to understand their impact and role in this process. Discourse and content analysis seem to be the most effective methods to examine these and will be used as the primary research methods of this research. Visual data such as recorded interviews, TV shows/ news and videos are essential sources for this research. Indeed, it allows reading between the lines by analysing their behaviours. Archives of newspapers, television channels and online archives are the primary sources for finding these.

Athletic success is the second primary way of this usage. Success increases the attention of more people and while the audience is getting bigger, politicians tend to use it as a scene for themselves. They try to be part of the success and show it as the success of the regime, political party or even directly themselves (Staud, 2013.) The popularity of athletes is another essential factor for politicians. Having close relations with popular athletes and receiving their support are some of the strategies of politicians to improve their image.

Current findings

This work aims to create a better understanding of a current issue and can be identified as an exploratory research. This is an ongoing research and collecting data is continuing. Current findings have shown that political actors have an essential influence on the sport in Turkey and that they try to use this impact to improve their image. Turkey's current sports policy has two main pillars; huge investments in elite sports and athletes and hosting SME's. This policy has many goals as improving the image of the country, increasing its reputation, pumping the nationalist feelings and showing its power to the others (Tınaz, 2019) Political leaders try to add themselves in to improve their images. Having close relations with athletes, participating to ceremonies of SME's, and creating professional clubs under the name of municipalities are examples of the involvements of the politicians.

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The Changing Football Policy for Foreign Players and Under-23 Players in the Chinese Super League (2017 to 2020): Time to Focus on Domestic Development?

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Aims and Research Questions

What can be the most effective strategy to improve the elite football development in China? Since 2017, a regulation has been established by the Chinese Football Association (CFA) for Under-23 (U23) players and foreign players in the Chinese Super League (CSL). Its purpose was to support local young players by requiring clubs to use three U23 players and limiting the number of foreign players in each game (in 2019).

Critically using Kingdon's (1984) Multiple Streams Framework (MSF), a theory initially created for the political system of the US, this research not only analyses the decision-making process of the elite football system in China, but also offers insights that contribute to the existing knowledge of policy changes in sport through semi-structured interviews with CSL coaches and CFA officials. Though previous studies have applied Kingdon's theory in different contexts, little remain known about how the streams interact with each other in the system of Chinese football.

The current situation of foreign players and U23 players then motivated this paper to ask two main questions:

1. What was the decision-making process of the foreign players and U23 players policies and the reasons behind these policy changes?
2. To what extent can Kingdon's multiple streams framework explain the decision-making process of the CFA?

Literature Background and Literature Review

Many scholars have discussed national ambition and representation as an essential motivation for the CFA, while the decision-making process remains relatively untouched in the available literature (Tan et al., 2016). Although researches in the existing literature have discussed the involvement of foreign players and coaches in the football leagues in China, few scholars have emphasised the impact of foreign players on Chinese football, which provides the motivation for this paper (Liang, 2013). Theoretically, Kingdon's (1984) MSF evaluates three elements: Problem, Policies and Politics in the policy process that is seldomly used in sport-related fields especially in China and Asia (Houlihan, 2005). Some scholars suggested that the MSF theory was designed for the US's political system, it might not apply to other types of regimes where power is centralised (Travis & Zahariadis, 2002).

Research Design, Methodology and Data Analysis

As an inductive qualitative case study research, official document analysis and five semi-structured interviews with CSL coaches and CFA officials have been conducted. The selected

documents include CSL league regulations and notifications from 2017 to 2020 and the *Medium and Long Term Plan of Chinese Football Development (2016-2050)*. Questions during the interviews are related to the interviewees' experiences with the U23 players policies and their roles during the process of policy changes. This study also employs a non-probability sampling method which solely collects primary data from interviewees that have experience with the U23 players policies. Thematic analysis is then used to analyse the qualitative data where sub-themes are created under the three streams to analyse each stream individually. The analysis then identifies the connections between the three streams and critically explains the decision-making process of the CFA, as well as the risks and challenges that the policy changes have brought to the CSL in China.

Results/Findings and Discussion

Findings suggest that improving the competitiveness of the national team at the international stages such as the Olympics and the World Cup was the major objectives delivered from the central government. Though a 'window of opportunity' was created for a policy change to occur, the political system in China does not prominently emphasise individual policy entrepreneurs to lead the policy changes. In this case, it also reflects that the central government and the CFA might tend to make decisions without consulting much with the clubs. The decision-making process of China may not be the best application of Kingdon's theory, as the centralised power of the CFA simplifies the decision-making process of Chinese football, though the three streams did identify challenges due to the sudden policy changes of the CFA, such as the well-being of the older local players and clubs.

Conclusion, Contribution and Implication

This paper has found that the domestic players experience lack playing-opportunities and the U23 players policy which was established by the CFA in 2017 has not yet positively affected the local players. Though aiming to improve the international achievements of the Chinese football, collected data indicates long-term efforts such as youth and coach development may be a more appropriate approach for the players, coaches and the clubs in China. More importantly, this study has identified a rather 'closed' policy process of the CFA where the clubs, coaches, players, sponsors and other actors directly adjust themselves for the policy changes. What has been also clear is that the three streams are closely connected and collectively led by authoritarian governance of the CFA. Future researchers may aim to develop further the policy process of states with authoritarian characteristics.

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The Lagged Effect of Change in Socio-economic Factors on National Performance at the Summer Olympic Games

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Aim and Research Questions

The importance of macro-level variables is decreasing; however, the GDP and the population are still responsible for a nation's performance on the Olympics more than fifty per cent (De Bosscher et al., 2006). These findings seem reasonable: with more financial and human resources, the production of elite sport system tends to generate better and more qualified athletes (Bernard & Busse, 2004; Bian, 2005). Nevertheless, the causality of two macro factor is not evident. Are wealthy and populous countries historically good at the Olympics or the more advantageous socio-economic status caused the achievements indeed?

Our study aims to present the effect of changes and delay in socio-economic macro indicators in connection with the Olympic performance. The research questions of our paper are the following: (1) does the change in economy or population affect the nation's success at the Summer Olympics (2) in which countries are the impact relevant?

Theoretical Background

From the beginning of the macro-level researches, economic, social, political and demographic indicators dominated the studies (De Bosscher et al., 2006). Nevertheless, the GDP or GDP per capita, as the best single predictor of the Olympic success, turned out only at the recent decades (Bernard & Busse, 2004; De Bosscher et al., 2006; Rathke & Woitek, 2008).

Interestingly, most of the studies used the socio-economic variables as a constant and did not pay attention to the importance of change. Vagenas and Vlachokyriakou (2012) was the first, who tested the correlation between GDP growth rate and Olympic success, and the growth coefficient was significant in the model. However, the growth rate has been used as a constant, not as the indicator of effect on change.

Methodology and Data Analysis

We obtained the data about nations' GDP and population from the World Bank Open Data (data.worldbank.org). For the Olympic performance data, the Kaggle's dataset '*120 years of Olympic history: athletes and results*' has been used. Medal shares were calculated for 14 Summer Olympic Games (between 1964 and 2016) with applying the following weights to the medals: gold 6; silver 3; bronze 1. To be able to use our dataset as panel data, four-yearly geometric means (GM) were calculated for the change of socio-economic variables (GDP, population). The unit of our observations were countries together with the Olympic Games (N=1240).

To explore the link between the two indicators, we constructed a VAR model based on the panel data. Granger causality (Granger, 1969) was tested on each individual cross section

using time series regression. Countries, in distinct developing stages, tend to be affected differently by economic change. Therefore, cluster analysis was applied to distinct them. We performed several cluster analysis with many economic variables. However, in each cluster method, only one group of one cluster showed causality with the Granger test. At last, a 'professional' cluster was performed as well; we clustered the data based on the average Olympic results of nations.

Results

When the change of relative GDP per capita (a given GDP per capita compared to the average) was used to create clusters apart, the Granger causality test performed the best. Interestingly, we found significant causality in the 4th cluster alone. It means, in the case of the least economical developing countries has a lagged effect of the economic growth on the Olympic performance.

To identify the difference between the different groups (a given country in a given Olympic games) regarding the sporting success, we clustered nations based on their average Olympic results between 1964-2016. The Granger causality test performed similar with our grouping method to the results of using the change of relative GDP per capita as clustering. However, we found significant causality at 5 per cent significance level only in group 3.

Conclusion, Contribution and Implication

The results of our analysis provide evidence of the importance of economic change in the later performance at the Olympics, but only in the case of the least economically developed countries. Our findings indicate that economic growth tends to affect the Olympic performance in regions, where the conditions for preparation to the elite sport level are likely not adequately provided, and a growth in resources could have an enormous impact on the possibility of elite sport.

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SPORT MANAGEMENT EDUCATION

Chair: PG Fahlström

Gender Equality in Sport: Perceptions and Experiences of Generation Z

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Aim

This study aims to explore Generation Z's perceptions and beliefs in relation to issues around gender equity in sport, and the impact these may have on future participation in sport through physical activity, coaching, management and/or leadership. Research on Generation Z and sport is insufficient, as previous studies primarily focusing on Generation Z are all related to the use of technology, education and communication (Levak & Baric Selmic, 2017). The study therefore aims to address the gap in research particularly looking at Generation Z's perceptions of gender equity in sport today. Through a study conducted on Generation Z students across four different European countries, the following two research questions are asked: (1) What is the current sport undergraduate students' considerations of gender equality in sport? and (2) What areas of gender equality in sports are suffering from 'knowledge gaps' within this specific group of Generation z students? Consequently, we aim to discover the topic areas that need to be emphasized in sport management higher education to increase awareness of gender equality.

Theoretical Background

Generation Z have a diverse worldview. However, the way they are educated and develop in the world is still informed by the standards, systems and social constructs introduced in earlier time periods. Our understanding of how Generation Z's socialisation has occurred, through roles such as gender, sport and equality is crucial, as is understanding their external and internal social environments. This includes exposure to social media across their entire lives, as well as parental influence, education, nationality and culture (Reich et al., 2018). Increasingly online learning has become important in the role of education, but it is unclear as to whether educational content delivered through massive open online courses (MOOC) has been influenced by the experiences of those students that it aims to capture. There is some evidence to suggest that a relationship exists between effective pedagogy and technology and achieving desirable outcomes related to learning and conceptual change (Edens, 2006).

Research Method

Through qualitative investigation, the study sought to capture the voices, experiences and meaning-making processes of Generation Z students in relation to gender (in)equality in sport. In doing so, this study provides a methodological contribution to previous work on the topic of gender equality in sport. Focus group discussions were used for data collection because this “tool gives a ‘voice’ to the research participants by giving them an opportunity to define what is relevant and important to understand their experience” (Liamputtong, 2011, p. 4). To ensure diversity in opinion, a purposive sampling method was used to select undergraduate students from the four GETZ project partner universities. The participants were all students enrolled on undergraduate sport programs, born after 1995 and had some active sport experience. Four focus groups were conducted in Dutch, two in English and two in Norwegian. The focus groups were organised on the university campuses and lasted between 60 and 90 minutes. The empirical data were collected between January and March 2019. A semi-structured interview guide was developed based on a literature review on gender (in)equality in sport and framed using the six themes set out by the GETZ project (www.getzproject.eu) which were: culture and society, governance and law, commerce, media, participation and events. Each focus group was audiotaped, transcribed verbatim and analysed using the qualitative software package MAXQDA. The focus group transcripts were analysed using thematic analysis. The first two authors read the transcripts and coded passages of text with reference to five interacting processes that lead to the gendering of organizations.

Results and Implications

Preliminary results indicate that there is a high level of awareness about gender inequality in sport. Participants demonstrate an awareness of inequality in all areas of the media as well as sex segregation in school sport lessons. It is also evident across all countries that the participants view themselves as being more progressive than previous generations and view gender equality as a right. However, there is also evidence of continued stereotyping in relation to a resistance to change sport or indeed to encourage greater mixed sport due to ability, size of bodies and strength. There are also several mechanisms that are internalised from childhood for gendering sports including the socializing influence of parents, teachers and coaches. Furthermore, there was a lack of understanding about the laws and governance of sport and the underrepresentation of female leaders. The intention is to use the results of this study to inform and shape a MOOC as an educational resource to ensure that we as sport academics are addressing important issues and to continue challenging traditional gender-stereotypical beliefs and career aspirations for the next generation within sport management.

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Show What You Know: Outcomes Of An Innovative Competency-based Self-paced Educational Format In Sport Management

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Aim and Purpose

This abstract chronicles the creation, development, and implementation of an innovative education format called Credit By Exam 2.0 (CBE 2.0) at a university in the United States of America. As one of many university initiatives to reduce student attrition, time to degree completion, and education expenses/debt, the goal of the format is to expand application of traditional credit by exam by allowing students the opportunity to demonstrate competency for modules of course content rather than an all or nothing approach to earning course credit.

Background and Design

Prior learning assessment has become a common strategy whereby institutions “evaluate for academic credit the college-level knowledge and skills an individual has gained outside of the classroom” (Council for Adult and Experiential Learning, 2010, p. 6). While critics of prior learning assessment emphasize their non-traditional educational characteristics, research indicates several student success benefits. For instance, research by the Council for Adult and Experiential Learning (2010, 2011) revealed that students with prior learning assessment demonstrated better academic outcomes than students without prior learning assessment. Research specific to credit by exam has also revealed a variety of student success benefits including higher GPA (Barry, 2013; Scammacca & Dodd, 2005), better course performance (Moulder et al., 2005; Scammacca & Dodd, 2005), higher graduation rates (The College Board, 2004), and lower educational costs (The College Board, 2004).

To summarize the two-phased CBE 2.0 format, a student begins the first phase by completing a course pre-test. A course’s pre-test is divided into specific modules based on course content. Rather than course credit being provided on competency (i.e., 70% or higher) of all pre-test content, the student need only demonstrate competency of content in a specific module to test out of the module (i.e., 70% or higher of module questions answered correctly). In the second phase of the format, the student is responsible for completing the modules which competency cannot be demonstrated (i.e., less than 70% of module questions answered correctly) in a self-paced flex start/finish online course setting to be completed at any point in the calendar year.

Beyond reducing student attrition and time to degree completion, the CBE 2.0 format also addresses another university initiative pertaining to higher education affordability in offering a reduced and variable tuition rate. With approval from university administration, students are provided two incentives to enroll in CBE 2.0 format courses: a maximum course tuition rate of \$1,000 (compared to a per course range between \$1,200 and \$1,500) and tying the tuition rate to a student’s pre-test performance (e.g., a student demonstrating competency

for 30% of the pre-test modules would only be required to pay 70% of the maximum \$1,000 tuition rate [\$700]).

Implementation and Outcomes

Initially, the CBE 2.0 format was operated as an 18-month pilot program within the university's Sport and Leisure Management (SLM) major. At the time, five SLM core courses were selected as CBE 2.0 format offerings and 18 students completed 26 courses. Based on its success, university administration approved an extension and expansion of the CBE 2.0 format. To date, the format has been operating for nearly four years and has expanded to offer the format for nine core courses and one elective course in the SLM major. This has resulted in a total of 51 students completing 80 course offerings. In total, these students have demonstrated a 30.63% (*Mdn*) competency of course content on the pre-test and, upon completion of the self-paced flex start/finish online course portion, earned an overall final grade of 82.19% (*Mdn*). Students' time to course completion is 7.43 (*Mdn*) weeks and they have paid \$694 (*Mdn*) per course, saving each student approximately \$500 – \$800. Further, the 51 students have completed on average just over 1.5 courses via the CBE 2.0 format. Additional overall and course specific information would be provided for the presentation.

Reflections and Future Development

The CBE 2.0 format has proved to be a useful addition to existing ground, online, and hybrid formats in the university's SLM major. As we approach four years of the CBE 2.0 format, our experience offers a series of best practices and recurring challenges to highlight for those interested in implementing a similar format. Regarding best practices, we believe several components are essential including (1) a substantial (if not exclusive) reliance on online delivery, (2) offering students a self-paced flex start/finish course completion option, and (3) integrating the variable tuition rate. Beyond best practices, we have encountered a variety of challenges including (1) transitioning the CBE 2.0 format from operation in the university's continuing education office to the university's enterprise resource planning system, (2) commitment from major/program faculty to the CBE 2.0 format, and (3) micro-level management of students. Each of these best practices and challenges would be explained in much greater depth and detail in the presentation.

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How to Check Professional Competencies of Health and Fitness Specialists? Pilot Study in Lithuania

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The Special Eurobarometer (2018) reported that fitness is the largest “participation sport” in Europe, showing an increase in the number of people partaking in fitness activities. The European Health & Fitness Market Report 2018 showed that currently this market serves over 60 million consumers, generates 26.6 billion Euro in revenues, employs 650.000 people, and consists of 59.000 facilities (Deloitte and EuropeActive, 2018). Rapid development and growth of fitness industry is a necessity for all involved to ensure sufficient numbers of skilled employees for the future. Condition for successful business is the right and intelligent AGENT – TRAINER (Middelkamp and Rutgers, 2018), therefore, in order to attract customers and provide quality service, it is necessary to discuss human resources issues. EU countries have huge differences in the education, competencies and employment of fitness professionals. Education is offered through many institutions and their requirements range from brief online courses to university degrees. The Professional Standards Committee (PSC) of EuropeActive (Brussels) has developed the Sectoral Qualifications Framework (SQF) and set the educational standards for the fitness sector. Its activities are based on the European Qualifications Framework (EQF), thus strictly implementing guidelines set by the European Commission. Building mutual trust, facilitating cross-border certification and therefore easing professional mobility in a sector, and increasing recognition of qualifications at European level within a sector. Unfortunately, there is a lack of review studies on the analysis of trainer’s professional competencies, it is unclear how they obtain evidence-based information and other issues associated with their education and lifelong learning (Stacey et al., 2010; Waryasz et al., 2016). Despite the lack of scientific efforts, the need to structure the qualifications of the European health and fitness sector has emerged in the last decade.

Aim

The aim of this study was to test professional competencies of the sample of Lithuanian health and fitness instructors (HFIs) according to EuropeActive’s educational standards, and to review the main challenges for fitness industry.

Sample and Methods

The study was conducted in 11 fitness clubs throughout Lithuania. Sample consisted of 155 HFIs (76 men), aged between 18 to 52 years, mean age (SD) was 31.7 (7.35) years. According to the European Standards (EQF-level 3 for Fitness Instructors (FIs) and Group Fitness Instructors (FGIs)), Core Knowledge (CK) is compulsory for all instructors, yet Specific Knowledge (SK) is associated with the specific professional field. The examination procedure consisted of filling out questionnaires and testing practical instruction skills. All participants had to fill out the CK questionnaire and by choice either the specific FIs or the FGIs knowledge

test. Further, their practical instruction skills (PIS) were tested. Every criterion was expressed as a percentage and 70% was the lowest requirement to successfully pass the test.

Results

Only three HFIs passed the overall examination for the educational standards at EQF-level 3 and might be registered onto EREPS (European Register of Exercise Professionals). Only 11 a minority (n=11, 7.1%) of the HFIs met the requirements ($\geq 70\%$ of correct answers) for the CK. We found no significant differences by age, education, type of employment, or professional experience for the CK test. However, in the group which successfully passed the CK examination there were significantly more women (accordingly 90.9% women and 9.1% men; $p = .009$). No FIs passed the test for SK. Only 10 (15.6%) of the GFIs passed the test for SK, and no relevant statistical differences were found between the groups in gender, professional experience, or education. However, adequate practical instruction skills were found for the FIs (n=29, 70.7%), as well as for the GFIs (n=31, 91.2%), and the higher score was associated with the higher age of HFIs. We expected that a higher formal education would be associated with better results, especially in the CK testing. Surprisingly, our assumption was not confirmed.

Conclusion

This study is one of the first attempts to examine the competencies of HFIs in Europe. Only a minority of the FIs passed the CK examination and only three GFIs successfully passed the examination for the HFI's competencies of the EQF level-3 standards. The results are not comforting and highlight the importance of testing the competencies of currently working HFIs in other European countries and of promoting the need for lifelong learning for HFIs, especially in the area of lifestyle management. The competencies of HFIs are an important source of trust for healthcare providers and other sector stakeholders implementing the strategy for the prevention of non-communicable diseases.

This study could be used as an example how periodically to identify existing and necessary skills and competencies needs for employees in sport and fitness sectors. Sport management specialist should be aware of relevant sectorial qualifications, standards and worldwide recognition. This can strengthening the exchange of knowledge and practice between education and training institutions and the labour market.

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Creating Opportunities Where Everyone Can Succeed: Implementing Student Choice in The Sport Management Classroom

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Background

Motivation affects many aspects of education, including how students relate to instructors, how much time and effort they devote to their studies, how much support they seek when they are struggling, and how they perform on tests (Usher & Kober, 2012). If students lack motivation, it is difficult to improve academic achievement, no matter the quality of the professor or the class content (Usher & Kober, 2012). As students get older, intrinsic motivation tends to decrease, making it more difficult for teachers to motivate students (Ryan & Deci, 2000). According to self-determination theory, in order to experience positive social development and growth, students', including adult learners', needs for autonomy, competence and relatedness must be met (Ryan & Deci, 2000). When these needs are met, students experience high levels of self-motivation (Thompson & Beymer, 2011). Autonomy-supportive actions include providing choice and minimizing the use of controls (Ryan & Deci, 2000). Offering choices in the classroom may be a way to increase student motivation by appealing to students' needs for autonomy and competence (Thompson & Beymer, 2011). The course utilized, Governance and Policy in sport organizations, allowed the choice element to relate to course content which is valuable to increase learning and motivation (Assor, Kaplan, & Roth, 2002). This allowed increased opportunities throughout the semester to discuss the impacts of choices as it related to course content. When students are engaged during a course, more learning occurs and lasts longer with more value after the course concludes (Fink, 2013).

Aim and Purpose

The purpose of this research was to explore the impact of providing choices in upper level sport management courses. Some questions asked: Would providing choices increase student engagement during the class? Would students demonstrate increased levels of motivation with increased controls and autonomy? Does allowing the students control over important class elements impact student grades? Would learning outcomes continue to be met by releasing faculty control over the course?

Study Design

In 2019, students in one upper level course were required to give input and make decisions surrounding class assignments and grade weighting. To begin the course, students were not given a syllabus but instead spent the first 1.5 class periods discussing different elements that should be included in the course. This included elements of self-reflection, small group

discussion, and full class discussion. The course description, learning outcomes and textbook were pre-selected and provided to the students in advance. The course had required elements: midterm, final exam, homework, and research paper. The individual assignment rubrics were created by the course instructor. The use of both formative and summative assessments is important to check for understanding throughout the semester while also meeting content learning outcomes. The students as a group (n=23) discussed the pros and cons of including additional elements into the course and determined final weighting of all assignments. The instructor gave suggestions when asked, feedback as requested, and answered questions about previous semesters of this course. Students began by reflecting on their individual learning preferences and identifying elements they believed would make them most successful in this course. Then, students worked in small groups to come to a consensus, then came together with the full class to make a final decision. This process included student discussion and debate over preferred course assignments. In the end, students all agreed to the decisions made by the group. Students were then asked to reflect on the process immediately after the decisions were made. Student feedback indicated a variety of thoughts, feelings and anticipated grade outcomes for the remainder of the semester. At the end of the semester, students were asked to give suggestions for future semesters and discuss challenges or benefits of this assignment.

Results

Results indicate that students who anticipate a high grade in the course and those with increased motivation to earn higher grades dislike the assignment to determine grade requirements for the semester. These students would likely be successful with any assignment weighting and more often are aggravated at their classmates' decision making. Conversely, students who are generally less successful in the classroom thrive in an environment where they are permitted to make major course decisions. These students report feelings of engagement and enthusiasm for the future semester and in this situation ended up with slightly higher grades overall. Allowing students to make major course decisions did not strongly impact students who would likely be successful no matter the course. These students are motivated without this additional measure. However, students who are reluctant learners or tend to struggle with motivation in classes reported feelings of increased motivation. Implementing student choice in a college level course can increase opportunity for different types of learners to be successful.

This presentation will discuss specifics of how this project was implemented, lessons learned during this project, and additional student feedback and suggestions for ways to implement student choice.

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The Management of Elite Coaching Education in Switzerland

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Aim and Research Questions

This contribution aims to analyse the different levels and characteristics of the education pathway to become an elite coach in Switzerland in the light of the recent adjustments of curricula and increased financial support by the federal government for professional education. The objective is to optimise the management of elite coaching education with regards of the main challenges that coaches are facing and the characteristics and expectations of the sports market in Switzerland and its organisations.

Theoretical Background and Literature Review

The sports market in Switzerland represents 1.7% of the Swiss GDP, generates a turnover of CHF 22.2 billion and the total of jobs is 97'900 full-time equivalent, divided into nine sectors where coaches are included in that of service providers (Hoff et al., 2017). Coaches are also integrated in the General Classification of Economic Activities (Federal Statistical Office, 2008) and the current number of certified elite coaches is estimated at 1'400. In Switzerland, certification of coaches is a task performed by the Federal office of sport (FOSPO) in collaboration with the umbrella federation of sports, Swiss Olympic. The main challenges linked to a coaching career are a better recognition of the job in society, higher revenues, development of competencies, an effective transmission of knowledge to athletes and education pathways (Kempf & Lichtsteiner, 2015). From there, the structure and content of the curriculum has recently been adapted. However, in recent years, talent identification and development system has gone through a comprehensive resetting (Swiss Olympic, 2018). The pressure to build decisions on data driven analysis is growing in parallel with the number of similar professions such as personal or fitness coach which are booming (Wegener, Loebbert & Fritze, 2014). Moreover, national governing bodies of sport (NGBs), the main employer of elite coaches, do not consider coaching development as a priority in their statutes. These systemic factors can impact on the appropriate competencies, development of curricula and ultimately on attractiveness of the profession (Apitzch, 2012 ; Wohlfart & Adam, 2019). This calls for a reflection on a sustainable education pathway for elite coaches.

Methodology

The research builds on mixed methods, with a stronger emphasis on qualitative methodology. First, it performs a documentary analysis of a comprehensive set of policy documents gathered in 2019 (e.g. curricula, by-laws, policies). It also includes statistical data on the labour market in Switzerland. Second, it conducts a series of expert interviews (n=8) as well as two workshops with experts in the field of coaching education and development.

Findings

The analysis reveals that elite coaching education pathway combines multiple layers starting with sport-oriented education at the participation level under the responsibility of the FOSPO in collaboration with the NGBs and including different specialisations levels. This continues with a Federal Diploma of Higher Education and an Advanced Federal Diploma of Higher Education, and is accessible with a university degree and coaching experience. Since 2018, the federal government subsidises 50% of the registration fees to the exams of Federal Diplomas, reducing the entry costs to the education pathway.

Discussion

The new Swiss sports and athlete development pathway (FTEM Model) implemented in 2016, brought another reflection on the curricula development in order to better meet expectations and interests of athletes and NGBs. This has shifted the focus away from the optimal integration on the sports market in favour of the development of elite sport *per se*. Nevertheless, the elite coach market in Switzerland is very competitive, with only a few position openings, pushing clubs and NGBs to hire foreign elite coaches as they can pay them at a lower price. Therefore, the successful achievement of elite coaching education does not guarantee a position in elite sport and it can lead coaches to drop out of the system.

Conclusion

We contribute to a better understanding regarding the levels and characteristics of the education pathway of elite coaching careers in Switzerland and offer optimisation potential. Indeed, the development of education and increased support from the FOSPO and Swiss Olympic strengthen the professional sector. It is then necessary to better understand the labour market, the consequences such as frequent involvement of foreign coaches and expectations of coaches in its entirety. In this respect, a more efficient approach to management of data on coaches is needed, requiring the centralisation of information with a better updating of information on their professional status. There is also a need to better understand the roles and competencies of current and future coaches, integrating the FTEM Model could allow specifications required for each level of coach development. These observations lead to believe that the job market for elite coaches is not yet ready to integrate this profession in its own right, causing a discrepancy between the education offered and actual market expectations. Further studies could use Switzerland as case study to compare with other national systems.

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Gender Equality in Sport: Educating Generation Z

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Aim and Research Questions

The study examines Generation Z's knowledge and perceptions of gender equality in sport. The following research questions are covered: (i) how do members of Generation Z rate the gender-appropriateness of particular sports? (ii) what media channels do members of Generation Z use to consume women's and men's sport? (iii) how progressive are members of Generation Z towards issues related to equal opportunities in sport?

Theoretical Background and Literature Review

Young individuals are socialized through education, of which research shows that the majority of teachers are almost exclusively interested in transmitting didactics in learning contexts that support and reinforce the hegemonic masculinity (Dowling, 2006). In addition to socialization through education, gender roles in the context of sport are emphasised through competing external and internal social environments including an individual's exposure to media, parental influence, nationality and culture (Reich, Black, & Foliaki, 2018). Specifically, gender and social norms guide and constrain the thoughts, behaviours and feelings of both men and women, using values and ideologies to enforce what it means to be male or female (Mahalik et al., 2005).

Research Design, Methodology and Data Analysis

Undergraduate students from four partner universities in the Gender Equality Toolkit for Generation Z (GETZ) project were invited to complete an online survey. A total of 317 respondents completed the survey between September 2019 and April 2020. After data cleaning (i.e. in terms of age and missing data), a sample of 201 respondents remained in the study. This sample included 125 male (62%) and 75 female (37%) respondents, with an average age of 20.2 years (age range between 18 and 25 years). Given their sport-specific education, it is not surprising that the majority of respondents (n = 109, 54%) participated in sports for 20 hours or more during the last 20 days and identified themselves as competitive sport participants (n = 109, 54%).

To assess the gender-typing of sports, similar to the study from Hardin and Greer (2009), respondents were asked to rate 9 sports on a five-point Likert scale from feminine (1) to masculine (5). Media consumption was measured by asking respondents how they consumed women's sport and men's sport, with response options including Facebook, Twitter, Instagram, television, catch-up television, YouTube, live sport events and online live streaming. Statements that covered issues related to equal opportunities in sport were answered

on a four-point Likert scale from conservative (1) to progressive (4). Example statements were: (1) a woman can be president of the International Olympic Committee (IOC) and (2) male and female athletes in the same sport should receive equal wages, prize money, sponsorship earnings and other financial benefits. Data were analysed using SPSS Statistics (version 26). Descriptive analyses (i.e., frequencies, means and standard deviations) and independent samples t-test were used to explore differences among subgroups.

Results/Findings and Discussion

In general, one sport was perceived to be more feminine (i.e. gymnastics) and four sports were perceived to be more masculine (i.e. karate, basketball, football and skateboarding). Four sports had average scores between 2.5 and 3.5 on a five-point scale and were perceived to be gender-neutral (i.e. volleyball, breakdance, surfing and climbing).

When analysing the media channels that members of Generation Z use to watch and catch up on sports, it was evident that men predominantly watch men's sports through television (79.2%), YouTube (77.6%) and Instagram (72.8%). Women, however, use television to watch both men's (78.7%) and women's (65.3%) sport and to a lesser extent use Instagram (57.3%) to catch up on women's sport.

Overall, female members of Generation Z were more progressive than males on all statements regarding equal opportunities in sport. These differences were (although not all significant) most outspoken in terms of providing equal financial benefits for male and female athletes competing in the same sport ($t(195) = -7.278, p < .001$). Women were also more strongly in favour of including more women as sport commentators to bring more diversity to sports media ($t(195) = -3.594, p < .001$).

Conclusion, Contribution and Implication

Men and women use different media channels through which they are being socialised about sports in general and about the issues on gender inequality in sport. When predominantly watching men's sport on television, YouTube and Instagram, males have a more conservative perspective on issues related to equal opportunities in sport when compared to women who watch both men's and women's sport. This is an issue as these young men will develop to become the sport leaders of tomorrow, given their sport-specific education. Educating men and women on the issues of gender equality – by using social media as a learning tool (Lebel, Danylchuk & Millar, 2015) – can positively influence their actions and attitudes in the future and using examples of gender-neutral sports can help in this learning process.

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Sport Rivalry Man: Superhero Comics and Curriculum to Teach Group Member Behavior and Positive Group Interactions

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The study of rivalry in sport has gained more traction over the last decade, with researchers focusing efforts on better understanding antecedents and characteristics (Kilduff, Elfenbein, & Staw, 2020; Tyler & Cobbs, 2015), and influence on fans (Havard, 2014), among other areas of inquiry. An important aspect of the phenomenon is the influence it can have on sport fans and group members, both positive and negative.

Among the negative aspects of rivalry is the potential for it to encourage negative perceptions and behavior toward out-group members. For example, rivalry influences willingness to consider anonymous aggression toward rival participants and fans (see Wann & Waddill, 2013). In an effort to address negativity around the phenomenon, researchers have called for more responsible promotion of rivalry from practitioners and more investigation to understand associated outcomes. The purpose of the proposed presentation is to discuss one such attempt to teach consumers about rivalry, including causes and outcomes, and provide examples of appropriate group member behavior.

Background

Since 2011, www.SportRivalry.com has qualitatively documented rivalry from a historical perspective. What started as a resource that featured historical rivalries and competitions, evolved into one in which people can utilize to better understand the causes and effects of rivalry. Specifically, the last four years, the website has featured comics using a fictional superhero, Sport Rivalry Man, to highlight historical rivalries in college and professional sport in the United States. In 2017, the *Adventures with Sport Rivalry Man* stories were launched to teach consumers about rivalry and model appropriate group member behavior.

Sport Rivalry Man and Historical Rivalries

Sport Rivalry Man was developed in coordination with the class Fan Behavior and Rivalry offered at The University of Memphis to teach readers about rivalry. Early on, Sport Rivalry Man was used in comic strips and short videos[1] that highlighted the history of rivalries in collegiate and professional sport. At the conclusion of each comic strip, a term or phenomenon was introduced that helps explain rivalry and its influence on fans/group members.

Adventures with Sport Rivalry Man

In an effort to attract younger readers, Sport Rivalry Man started to host the *Adventures with Sport Rivalry Man* stories. With a total of 14 *Adventures with Sport Rivalry Man* stories[2], the comic strips and short videos teach learners about rivalry and appropriate group member behavior by placing various protagonists into situations that required them to make decisions regarding how to appropriately treat rival participants/fans and out-group members.

Originally, Sport Rivalry Man represented a conscious reminder to protagonists about how they should treat out-group members. However, to more empower young readers, later *Adventures with Sport Rivalry Man* stories put the young protagonists in a more prominent role, with Sport Rivalry Man merely existing as a narrator for readers. For example, now the young protagonists make the decision without the help of Sport Rivalry Man regarding how they should treat out-group members. Additionally, because children typically learn behaviors from adults, several stories feature the young protagonists teaching and influencing adults (e.g., parents, coaches, public personalities) to treat out-group members appropriately.

Sport Rivalry Man Curriculum

Following an investigation that showed college students that used the comic strips and videos to learn about rivalry reacted differently to out-groups and out-group members than students not exposed to the stories (Havard & Workman, 2018), work on a school-based curriculum began to offer lessons of rivalry and group member acceptance to teachers and people working with early-education and grade school students[3].

Working with funding from the North American Society for Sport Management, students at The University of Memphis worked on developing and offering the lesson plans to community youth. Further, comic books, hardback children's books, and handouts were purchased for distribution to community youth. Because of closures from COVID-19, online videos featuring the lessons are being offered for teachers and parents to use when working with children remotely[4].

The goal of the stories, along with the curriculum, is to teach about rivalry and appropriate group member behavior using social learning. For example, by providing examples of behavior and desired outcomes, young readers and learners are given the ability to retain information regarding positive interactions with out-group members. Further, a desired outcome is that behavior of young readers and adults may be influenced by the stories and curriculum. The package provides young readers, teachers, and practitioners with a tool box to inform consumers about the purpose of rivalry, and how the phenomenon should engage consumers in a responsible manner. The full presentation will discuss the curriculum and stories along with attempts to engage young readers.

[1] Historical comic strips and videos available at <http://www.sportrivalry.com/comicstripsandpodcasts/college-football/ncaa-fbs-conferences/>.

[2] *Adventures with Sport Rivalry Man* stories available at <http://www.sportrivalry.com/comicstripsandpodcasts/comic-strips/>.

[3] Sport Rivalry Man curriculum available at <http://www.sportrivalry.com/sport-rivalry-man-curriculum/>.

[4] Plans are also unfolding to offer remote learners with comics, children's books, and handouts in a safe way.

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SPORT FUNDING AND FINANCE

Chairs: Christopher Huth and Stefan Walzel

50+1-Rule in German football? How Long Will it Still Hold?

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Aim and Research Question

The ‘50 plus 1’-rule in German football intends to control the finances of the clubs. Among other advantages, this rule supports the financial stability of the Bundesliga. However, there are some negative aspects as well. The rule acts as a limitation for the acquisition of external capital as a club must hold the majority of its own voting rights. Compared to other European leagues this is considered as a disadvantage by the bigger clubs. The underlying rationale, however, is the protection against short-term driven investors who would probably sell the club in case (financial) success is missing or they are not interested any more. In a recent voting last year, the clubs decided on the preservation of the rule. However, at the same time, they demanded improvements from the DFL.

Discussions about the international competitiveness of German football often feature the ‘50 plus 1’-rule. Sports directors of the clubs and representatives of the associations are asked about their opinion frequently. However, the managers who are responsible for the finances in the clubs – the CFOs – often stay in the background. Hence, the objective of this paper is to reveal the perception held by these experts on the future of the ‘50 plus 1’-rule.

Literature Review

Most studies regarding the ‘50 plus 1’-rule consider the effectiveness of the regulation. From a sport economic perspective, there has been a lot of criticism, in particular as various options exist to bypass the rule (Lammert et al., 2018). Hence, scholars have identified potential areas how the rule could be improved (Hovemann and Wieschemann, 2009) or conducted a stakeholder-oriented analysis, for example on fans and their attitude towards the 50 plus 1’-rule (Bauers et al., 2019). However, by now, the financial managers have not been considered in those stakeholder-oriented analyses as an individual group.

Methodology

Within an overall research project on financial alternatives in German professional football, 13 interviews were conducted with financial managers from 1st Bundesliga, 2nd Bundesliga and 3rd Liga. The questionnaire was not directly addressing the ‘50 plus 1’-rule; however, the topic was highlighted by the respondents in every semi-structured interview. In the context of the financial situation of football in Germany, that was not really a surprise, but it motivated

the researcher to analyse these additional data separately. For the analysis, the content analysis from Mayring (2004) was chosen.

Results and Discussion

The analysis has revealed a homogeneous opinion among the financial representatives. The majority of the respondents believe that the abolishing of the '50 plus 1'-rule is just a matter of time. For them, it seems to be "unavoidable" that the German football will be opened for external capital to a larger extent within the next few years. According to the financial managers, it is more important to consider future strategies to acquire this external capital instead of discussing improvements of the '50 plus 1'-rule. However, to be prepared for that decision, it was highlighted that each club should develop a strategy how to deal with external capital. Examples for these strategic considerations could include a maximum level of external investors (which could lead to the club decision to hold the majority and to stay within the '50 plus 1'-rule) or to have only a few strategic partners who are eligible for receiving shares. Otherwise, the respondents mentioned that not all clubs would be attractive enough to acquire external capital and those clubs in particular, have to develop ideas for future alternatives in their financial management. This was identified as a major task for their work by most financial managers.

Conclusion and Implication

Overall, the results could have been expected to some extent. However, they indicate an interesting insight from a different stakeholder perspective that has not been considered so far. It is interesting that the experts in the background, the financial managers, do not believe in the rule anymore – although the clubs voted for the preservation in the assembly of the German Football League just last year. Their intention to work on strategies for the capital acquisition offers attractive perspectives for future avenues of research.

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The Importance of Geographical Regions in Financing Elite Sports in Federal States: Evidence from Swiss Cantons

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Aim and Research Questions

De Bosscher et al. (2015) show that there is an ongoing “Sporting Arms Race” between nations by comparing the increase of nations’ investments into elite sports. Some attention has been brought to the importance of the financial support of regions for elite sports (e.g., De Bosscher et al., 2015, Digel et al., 2006; Houlihan, 2013). Suggesting that this might be particularly relevant for nations politically constituted as federal states, Switzerland is used as a case study to investigate the financial support of the regional levels (i.e. Cantons).

Theoretical Background and Literature Review

Strong sports nations such as Australia (+58%), Canada (+67%), France (+101%) and the Netherlands (+36%), as well as emerging nations like Brazil (+210) and South Korea (+143), increased their elite sports funding at national level considerably between 2001 and 2012 (De Bosscher et al., 2015). While the SPLISS-perspective on Sports Policy factors Leading to International Sporting Success focuses on the elite sport expenditure of the central government and the national lotteries, Kempf et al. (2014) outlined the importance of the 26 cantons for financing elite sports in Switzerland. This is due to the two national lotteries in Switzerland, i.e. Swisslos and Loterie Romande (LoRo), being cooperative associations of the 26 cantons. Therefore, they decide on the distribution of the national lottery gains. The federal state provides them with de facto monopolies through their licences for the German and Italian speaking part of Switzerland (i.e. Swisslos) and the French part (i.e. LoRo) respectively.

Research Design, Methodology and Data Analysis

This study analyses the financing of Swiss elite sports by comparing the sport and elite sport expense of the Federal office of Sport (FOSPO), Swiss Olympic and the national lottery gains disbursed by the 26 cantons. Firstly, the total operating expenses of the FOSPO and Swiss Olympic in 2018 and 2011 are compared to the cantonal disbursement of lottery money as a proxy to compare the importance of the national level funding of sports and elite sports to the regional level. Secondly, a descriptive analysis of 9,900 pay-outs made by the German and Italian speaking cantons and 2,000 pay-outs by the French speaking cantons are analysed in 2018. The pay-outs are assigned to the following accounts: talent and elite sports (incl. support for athletes, clubs, events), sport for all (municipalities, clubs, events) and infrastructure (fix and moveable).

Results/Findings and Discussion

The operating expense for sports by the FOSPO increased from 167.8 M CHF in 2011 to 247.6 M CHF in 2018 (+ 48%), while in the same period, the operating expenses of Swiss Olympic increased from 44.0 M CHF to 78.0 M CHF (+77%). Additionally, the disbursements of the Swisslos increased from 96.0 to 132.0 M CHF (+38%), while the disbursements of the LoRo increased from 33.1 M CHF to 38.9 M CHF (+18%) respectively. While some lottery money was distributed at national level in 2018, 106.6 M CHF of lottery money has been directly disbursed by the 26 cantons, according to their individual regional legislation and practices.

In 2018, the 20 Cantons representing the lottery area of Swisslos disbursed directly CHF 92.0 M CHF of lottery money to sport, while the respective number in the six Cantons of the LoRo was 24.6 M CHF. The 20 Swisslos-Cantons appointed 13.0 M CHF to talent and elite sports (14%), of which 2.2 M CHF directly to elite athletes. 32.7 M CHF were appointed to sport for all (36%) and 45.0 M CHF to infrastructure (49%). 1.3 M CHF could not be accounted for (1%).

The six LoRo-Cantons appointed 6.1 M CHF to talent and elite sports (25%), of which 1.8 M CHF to athletes. 12.7 M CHF was disburse to sport for all (52%) and 5.8 M CHF to infrastructure (24%).

Conclusion, Contribution and Implication

This study contributes with evidence to the discussion on the importance of regional support for sports and elite sports in particular (e.g., De Bosscher et al., 2015, Digel et al., 2006; Houlihan, 2013). Meanwhile, the results point at the challenges to align and coordinate vertically the financial support of sports and elite sports through lottery and/or tax money in a federal state, consisting of multiple players at the regional level. These findings might be of a particular importance when comparing the funding of other sports nations that are federal states such as Canada, Germany, or Australia.

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A Longitudinal and Comparative Review of Competitive Balance in Top 5 Women's Football Leagues in Europe Between 1997/98 & 2018/19.

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In its women's football strategy document for 2019-2024, the Union of European Football Nations has issued the following statement in relation to the development of the game: "The development of women's football and its foundations is fundamental to its success as a sport, both at amateur and professional levels" (UEFA, 2018). The industry of sport has expanded at a phenomenal pace in the last three decades and according to FIFA, the interest in women's football is at an all-time high (FIFA, n.d). The FIFA Women's World Cup 2019 was viewed by 1.12 billion viewers across the globe on TV and digital platforms, breaking the previous record set in 2015 by 30% (FIFA, 2019). In the present day, there are approximately 30 million female footballers worldwide and despite this attendance in top-tier women's football league is low as compared to their male counterparts.

Theoretical Background and Literature Review

Competitive balance remains a core component of sport economics literature and an important management consideration for league organisers. The development from amateurism to professionalism in the last 10 years will have affected the competitive balance especially since a number of these changes have been made to enhance the sporting product and make the leagues more competitive. This paper analyses competitive balance in the 'top five' women's football leagues in Europe longitudinally between 1997/98 and 2018/19. At the time of writing, the top 5 FIFA ranked women's football teams in Europe (FIFA.com, n.d) were Germany (2), Netherlands (3), France (4), Sweden (5) and England (6). However, the top division of Netherlands merged with Belgium between 2012/13 and 2015/16 and as a result has been excluded from the study to make way for the next best UEFA ranked nation, Norway (12).

The ACB strand of research can be distinguished further into two major aspects: (a) level of concentration; and, (b) level of dominance (e.g. Evans, 2014; Ramchandani et al., 2018). The extent of closeness between teams in the league in a season is measured in level of concentration, while the level of dominance focuses on the extent to which the same teams persist in winning the league over a number of seasons. The level of concentration were measured using HICB, SHICB, RSD and Draw% scores while the level of dominance was measured using identification of top teams in the leagues

To date, there has been limited research on the state of CB in women's football leagues. Previous attempts to analyse CB in the context of women's football leagues by Kringstad (2018), Pollard, & Gomez (2014), and Vales-Vazquez, et al. (2017) only considered comparative studies between men's and women's football, thereby limiting meaningful conclusions. As such, our study presents a more thorough and longitudinal analysis of CB in women's football leagues in Europe compared with previous efforts.

Research Design, Methodology and Data Analysis

The analysis presents a mixed picture of competitive balance in the top five women's football leagues in Europe. While we did not find any statistically significant fluctuations for HICB and SHICB scores of time in England, France, Sweden and Germany, a moderate improvement in HICB and SHICB scores have been observed in Norway. We also observed statistically significant fluctuations in RSD scores of England and Sweden, suggesting that women's leagues in those countries have become more balanced with time. There has been also a statistically significant improvement in Draw% scores in Norway, suggesting an improvement in competitive balance.

Results and Discussion

Significant differences in league concentration levels between the five leagues under consideration has also been observed in this study. These findings resonate with previous findings in European football, where there is a larger body for research. Our results are broadly consistent with the findings of Goossens (2006), Groot (2008), Koning (2000), Mitchie, & Oughton (2004), Ramchandani et al., (2018) and, Szymanski (2001).

In relation to measures of dominance, our findings resonate with the work of Ramchandani et al. (2018), who analysed dominance in European football. Ramchandani et al. (2018) highlighted that certain leagues in Europe were more dominant than others in respect of individual club success (e.g. Juventus in Italy and Bayern Munich in Germany). Our findings present a bold case of dominant women's league in England and France, which have been dominated by Arsenal and Olympique Lyonnais respectively. However, we also found that the Swedish women's league had 10 different champions in the 22 seasons examined.

Conclusion, Contribution, and Implication

To our knowledge, this is the first study of its kind to look at competitive balance in a longitudinal way in women's football in Europe in more than 3 leagues and as such our study provides a clear contribution to knowledge. In conclusion, our study indicates that it may be the case that competitive balance does not necessarily present a problem for league organisers to consider at the current time. Our evidence points to a generally stable state of CB for the top five women's football leagues in Europe.

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E-SPORT AND TECHNOLOGY

Chair: Daniel Lock

Traditional Sports vs. Esports – A Property Rights Theory Based Market Analysis

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Aim and Theoretical Background

The conceptual work at hand is based on the fundamentals new institutional economics, considering asymmetric information, transaction costs and the concept of property rights (e. g. Demsetz, 1974; Alchian 1989). Moreover, some key features of professional sports, such as a monopolistic product market, are taken into consideration. The goal of this approach is to assess the future market structure in professional esports.

Theory-based Analysis of Selected Market Actors

Traditional sports

Clubs:

In order to maximize their profits clubs are mainly facing the following four income sources: Sale of media rights, ticketing and hospitality, sponsoring, and merchandising.

Clubs have control over the media rights of their home matches but in most countries/leagues media rights are sold through a cartel (allowing monopoly rents). Prices for tickets are set individually in order to maximize revenues. Total number of matches is either based on success in sports or exogenous given by the league.

Leagues:

Sport leagues can be organized in different ways: It might be owned by the clubs participating in the league (being the shareholder of the legal entity) or it might be organized by the sport association. In the latter case sport clubs are members of the association.

In any organizational setting there is a strong interdependency between clubs, leagues and associations. Leagues are normally acting as (regional) monopolists. Single clubs are hardly able to organize contests on their own but submit to the general rules set by the league and/or the association. Leagues hardly own any tangibles. The marketable IP is given by the organization of the events which produced at low costs.

Esports

Clubs/clans:

Professional clubs can be characterized as profit- and/or win-maximizers (depending on their ownership structure) and are normally engaged in different tournaments at the same time. Profit

maximization is mainly based on sponsoring revenues and prize money (and merchandising to a minor extent). In electronic sports, clubs do hardly hold any property rights.

Leagues:

Leagues are organized by for-profit organizations owning an event (brand, etc.) and contracting clubs and teams. There is no interdependency between clubs and leagues that is comparable to the setting in traditional sports. Owning a certain event implies that revenues from the sale of media rights and tickets are collected by the leagues.

Publishers:

Publishers are for-profit companies and they do not participate in the esports market in a narrow sense which is given by clubs, leagues and spectators. However, each publisher is the legal owner of the IP/game used in esports.

Major revenues are not resulting from the games' usage in professional esports, but from sales to amateur/casual players. Many games used in esports do not need to be purchased by the players. Instead monthly usage fees and payments for premium content are common. Profit maximization is based on maximizing the total number of players (by keeping barriers of entry low and barriers of exit high) and maximizing their total playing time.

Discussion

Traditional sports like soccer can be regarded to be nobodies' property. Only access to contests/events that are organized by leagues, associations and clubs is restricted. The relationship of the actors is based on strong reciprocal dependencies (e. g. clubs owning a league) that most likely results in a common strategy. Maximization of profits goes hand in hand with restrictions of supply.

Esports is dominated by private property. Leagues can be regarded as customers of the publishers whereas the publisher has a strong bargaining power. Once a game is popular with the amateur players, there is a strong incentive for the leagues to organize tournaments and attract customers. Although monetarization can follow different schemes, it is the publisher that has full control over access and pricing. Thus, the publishing company is the most important player in esports markets.

From a publishers perspective the total number of active players is the most important influencing factor of its profits. Customers are granted access to the game (usus) implying revenues to be collected by the publisher. If publishers are successful in fulfilling the player's needs, more and more players will focus on fewer different games implying the following effects:

- Future esports market might show higher concentration rates (fewer games used).
- Publishers influence is assumed to grow.

Conclusion

Although professional sports and professional esports show many similarities at first sight, property rights are allocated significantly different. Based on our analysis higher market concentration can be predicted for the future. At the same time importance of clubs and leagues might decrease. Publishers do have control over the rules of the game and, thus, private

information that might be used to displace the remaining market actors. Forward induction driven by publishers can already be observed in some cases and goes hand in hand with the findings of this paper.

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Virtual In-Match Advertising in eSports: Effects of Position and Direction on Brand Awareness

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Aim and Research Questions

Over the past decade, the significance of eSports increased drastically (Thorhauer et al. 2018). Last year it generated a revenue of over 1.1 Billion Dollars – 26,7% more than the previous year – and featured 454 Million viewers worldwide (newzoo 2019). Most of this enormous revenue (59%) stems from sponsoring and advertising (newzoo 2019). Despite this, nearly no research regarding the effect of sponsoring and advertising on eSports spectators exists. Practically, this suggests that the implementation of advertisements in eSports is either based on general assumptions that have never been verified for this specific context or, even worse, these advertisements are mainly positioned where there is room in the layout, which was usually designed predating the now common implementation of advertising.

The research at hand looks at the effects of different virtual in-match advertising positions on viewer awareness in professional eSports. The main research questions are (i) a possible effect of a general direction and positions of advertisements on the screen as well as (ii) position-specific moderations of directional effects. Furthermore, multiple findings regarding sponsoring/advertising-implementation and awareness in general can be examined for professional eSports.

Theoretical Background and Literature Review

Nearly no research regarding the effect of sponsoring and advertising on eSports spectators exists. Surprisingly, most – or rather almost all – research on sponsoring and advertising regarding videogames is focused on the player. But spectators or specifically eSports are only analyzed in two studies – Seo et al. 2018 (animation and game dynamics) as well as Kareinen et al. 2019 (automation of ad implementation system).

Since the implemented advertising-methods during the match itself differ greatly, research regarding other sports or televised events is not very applicable for every aspect of eSports-advertising. Sports as well as eSports employ virtual advertising – the implementation of virtual images – brands, logos, products – into the digital video (Choi et al. 2016). Differences derive from the form of implementation. In eSports virtual advertising usually is the sole form of brand communication (not counting team names and mostly absent in-game advertising). Furthermore, it is (almost) constantly visible and not implemented into the surroundings, e.g. a stadium, but in the interface itself, making it immune to camera-based displacement. Its position on the screen is always the same.

Exemptions present the relatively small and in comparison insignificant so-called adaptations (Juul 2003) (mostly sport video games), which mainly employ in-game advertising that may be seen as non-static implementation into the surroundings similar to traditional

sports. To distinguish those two, the term virtual in-match advertising is introduced in this research project.

Research Design, Methodology and Data Analysis

The research question was examined by conducting an empirical study with 859 subjects in laboratory settings using altered video material of past eSport-matches followed by a paper survey. Awareness was measured using recall as well as recognition. Data was processed using multiple linear regression. Parameters were derived from previous works on factors of awareness across different media (print, television, video games) as well as conceptualized based on different models, theories and concepts (e.g., Cue-Summation-Theory, Dual-Coding-Theory, ELM, Golden Triangle, Limited-Capacity-Model, Priming, peripheral vision).

Results/Findings and Discussion

All directions as well as positions show an effect on awareness if examined separately (only directions and only positions). If both groups are examined in combination some directions lose their significance and influence. This signals position specific moderations of directional effects. Regardless, favorable general directions have been found. Furthermore, the potential impact of direction on awareness is as high as the impact of the best examined position, both show a potential influence of around 12,5 percent. The biggest impact, however, was found regarding stimuli-specific factors like visible time or number of brands shown at once adding up to around 50 percent of the potential influence found. Furthermore, some general implementation-characteristics were found to influence awareness positively. Finally, the difference of impact on awareness between the worst and best examined positions was factor five, underlining the significance of the chosen positions.

Conclusion, Contribution and Implication

As pioneering study on the effects of in-match advertising in the fast growing field of professional eSports on spectators, this study has a high academic value. It also is of great practical relevance as it indicates that eSports broadcasters can potentially influence around 70 percent of the possible awareness created by their broadcast while around 30 percent derive from personal factors. This implies an enormous amount of potential may be wasted by deploying non-optimized virtual in-game advertising characteristics such as suboptimal positions on the screen. Following the research findings, most broadcasters could optimize different aspects in terms of advertising awareness. Additionally, findings suggest that the effect on awareness needs to be examined separately for every implemented position because directions moderate each other greatly if deployed as combination.

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Data, Analytics and Digitization as Keys to the Future in Sport Management

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Aim and Research Questions

The objective of this study is to analyze the utility and level of use of different management tools in the sports sector, as well as the evolution of the skills of sports managers related to Big Data and digitization.

Theoretical Background and Literature Review

While in the 90s companies and administrations highlighted basic aspects as quality management or strategic planning as the most important management tools (Rigby & Bilodeau, 2019), from the year 2000 other more complex tools based on the measurement, control and use of data began to stand out, such as managerial accounting or data benchmarking. Although initially these tools were based on the use of small amounts of data for accountability purposes, the use of data-driven and Big Data have become a reality since the popular concept of Smart City emerged (Silva et al., 2018). Currently, management tools such as advanced analytics or digital transformation are among the top 10 trends in the business sector (Rigby and Bilodeau, 2019). Recent research has shown the potential of automated information systems also in sports facilities such as fitness centers (Clavel San Emeterio et al., 2019). However, studies on the degree of digitization in sports management are scarce.

Research Design, Methodology and Data Analysis

This study collects information from two previous research projects. The first one consisted of an investigation similar to the Management Tools and Techniques survey, which assessed the level of use of management tools of 65 public and private sports managers in Spain, as well as their satisfaction with them. Secondly, the study includes data from the Spanish sample of the European study NASME (New Age of Sport Management Education in Europe), which consisted of completing a questionnaire to assess the current and future importance of 72 skills, among which 12 skills related to new technologies and digitization were included. This second questionnaire was answered by 62 managers of public and private sports facilities in Spain. In both cases, an IPA (Importance-Performace Analysis) model data analysis was developed. The scale in both studies was Likert from 1 to 5. Both instruments were reviewed and validated by expert groups formed by the researchers of each project, as well as by pilot tests.

Results

The top 10 of the most important management tools include some classic ones like benchmarking or balanced scorecard. However, the one with the largest gap between current

use and its importance was big data (gap: 1.16; $p < 0.001$). Furthermore, no significant differences were found between the public and private sectors in this regard.

In terms of skills, the results are even more revealing. Among the 72 skills with the largest gap between current development (performance) and their importance in the short and medium-term (importance), 11 of them obtained a discrepancy of more than 0.7, including 6 of the skills related to technology and Big Data (out of 12): “Ability to use Big Data” (gap: 1.12; $p < 0.001$), “Digital marketing” (gap: 1.09; $p < 0.001$), “Data management” (gap: 0.89; $p < 0.001$), “Use of social media” (gap: 0.85, $p < 0.001$), “Use of work platforms” (gap: 0.83, $p < 0.001$) y “Ability to interpret scientific data” (gap: 0.74, $p < 0.001$).

Conclusion, Contribution and Implications

The results of the two projects that make up this study allow us to conclude that Big Data, analytics and digitization are the tools and skills that should be most empowered in the sports management sector, both from the point of view of business organization and higher education. The future of managers of sports entities depends on their ability to exploit and take advantage of the large amounts of data that are generated in the day to day of their organizations and their environment, so knowing how to ask the right questions and interpret their answers will be the key to success.

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The Impact of Esports Gameplay Time on Antecedents of Esports Gameplay Intention

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Aim

This study explored the impact of esports gameplay time on the six antecedents of esports gameplay intention that are part of Jang and Byon's (2020) the Esports Consumption (ESC) model. Specifically, two groups, one comprised of casual esports gamers and one of hardcore esports gamers were compared in terms of their esports gameplay times on the predictors of esports gameplay intention.

Literature review

As an interconnection of multiple platforms, the term *esports* includes video games, media, and esports events, which are organized video game competitions (Jenny et al., 2016). Recently, Jang and Byon (2020) developed the ESC model to explicate what determinants are associated with esports gameplay intention, which itself was determined to be a crucial factor in esports gameplay behavior and esports events media consumption. The model indicates six focal antecedents (i.e., hedonic motivation (HM), habit (HB), price value (PV), effort expectancy (EE), social influence (SI), and flow (FL)) of esports gameplay intention. Although the findings related to the drivers behind esports gameplay intention shed light on our understanding of esports gameplay consumption, a boundary condition, such as amount of gameplay time, has not yet been considered. In order to better understand esports consumers' behaviors, it is imperative that the esports fan base be identified, segmented, and targeted. In identifying gamers, hardcore gamers were identified as people who invest substantial amounts of time on games, and casual gamers were identified as people who play in short sessions in between other activities. Hardcore gamers and casual gamers can be classified according to the amount of time they spend engaged in gameplay (Manero et al., 2016). Thus, the following research question arises: Are there differences regarding the six antecedents of esports gameplay intention between the two groups in terms of their esports gameplay times?

Method

We collected data ($N = 851$) via M-Turk from participants who had experience with esports gameplay. A total of 19 items measuring the six constructs were adopted from Jang and Byon's (2020) study. We also asked participants about their weekly esports gameplay times, and the median of the sample was 8 hours, which was approximate to what Nielsen (2018) reported regarding the time esports fans spent on gaming each week (i.e., 7 hours). In order to make the groups (i.e., casual and hardcore gamers), we deleted 30% of our samples ($n = 269$) around the median by following the suggestions of Asada and Ko (2016). As such, we retained 582 data, casual gamers ($n = 291$) who played between 1 and 5 hours per week, and hardcore gamers ($n = 291$) who played between 10 and 36 hours per week. Data were analyzed using a one-way

multivariate analysis of variance (MANOVA) and discriminant function analysis as a follow-up test.

Results and discussion

Multivariate normality and homogeneity of covariance matrices were evaluated as assumption tests for MANOVA (Field, 2013). No issues that violate the assumption were found. According to the MANOVA, there was a statistically significant effect of esports gameplay time on the six antecedents (Pillai's trace = .17, $F(6, 575) = 20.21, p < .001$). Specifically, there were significant differences between the two groups for HB ($M = 5.83$ vs. $4.97, p < .05$), HM ($M = 6.33$ vs. $5.93, p < .05$), FL ($M = 5.81$ vs. $5.32, p < .05$), EE ($M = 5.88$ vs. $5.47, p < .05$), and PV ($M = 5.96$ vs. $5.50, p < .05$). However, there was no significant difference between the groups for SI ($M = 5.08$ vs. $5.07, p = .861$). Hardcore gamers overall showed higher mean scores than those of casual gamers. We followed up with discriminant analysis, and the results indicated that one significant discriminant function (Wilks' lambda = .83, $\chi^2(6) = 110.43, p < .001$) differentiated between the two groups. HB ($r = .95$) contributed the most with regard to the discriminant function (HM: $r = .59$, FL: $r = .51$, EE: $r = .50$, PV: $r = .49$, and SI: $r = .02$).

The results indicated that the perception of automatic usage (HB) contributed highly to longer esports gameplay times among hardcore gamers. Contrary to this, in terms of the mean scores, casual gamers showed the lowest for HB, which indicated that HB is the least important antecedent among casual gamers. There was no statistical difference regarding SI, and SI was found to be the least powerful antecedent to esports gameplay intention among hardcore gamers, indicating that the influence of peer and reference groups is minimal when playing esports games.

Implications

Theoretically, the findings revealed the role of antecedents according to the casual and hardcore gamers groups. The findings also provided empirical evidence to suggest that casual and hardcore gamers can be identified by measuring esports gameplay time, which in turn supports Manero et al.'s (2016) findings. Practically, the findings help esports game marketers to develop differential marketing strategies in relation to hardcore gamers and casual gamers.

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A Preliminary Framework for the Deployment of Professional Football Clubs' ESports Strategies within the Sense, Seize, Transform Model of Dynamic Capabilities.

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Aim and Research Questions

Although more than 200 football clubs entered the electronic sport market since the pioneer commitment of Besiktas Istanbul in January 2015, only few studies have attempted to investigate the rationale behind the eSports strategies of those organizations. Consequently, this research examines why and how professional football clubs are establishing such strategies drawing upon the dynamic capabilities (DC) framework (Teece, 2018). The main purpose is to propose a preliminary framework of professional football clubs' eSports divisions within the 'Sense-Seize-Transform' model of DC (Teece, 2018). Secondly, this research set out to assess how the creation of adaptive DC (Wang & Ahmed, 2007) allow those organizations to establish a new range of marketing and business strategies across their electronic sport activities. The last goal is to submit managerial implications for football clubs' eSports managers based on the DC perspective.

Theoretical Background and Literature Review

Recently outlined by Cunningham et al. (2018) as a relevant topic for further sport management researches, electronic sport has been depicted by Schmidt and Holzmayer (2018) as one of the main current topic in terms of growth strategy for football clubs, alongside for instance, the opening of international offices or the construction of high-tech stadiums. In practice, digging into an high volatile industry (Scholz, 2019) like eSports constitutes a major stake for football clubs. Given their positioning of emerging actors, it is challenging for them both to anticipate and respond to the quick changes occurring in the eSports environment. Consequently, developing specific skills and capabilities to fastly reshape their eSports activities according to those transformations is needed. Notably, this is reinforced by the fact that DC both help firms to address rapidly changing environments (Teece, 2018) and to extend their strategic flexibility.

Research Design, Methodology and Data Analysis

In line with Miles et al. (2014) suggestions, we delineate professional football clubs that hired at least one eSports player to represent their brand in electronic sport competitions as our unit analysis. We then decompose it into two sub criteria namely (1) their eSports involvements features and (2) geographical location. Semi-structured interviews were conducted with people in charge of eSports activities from 28 professional football clubs, distributed within Europe (21), South America (3), Asia (2), Oceania (1) and Africa (1). Interviewees were asked a series of questions for each of the three (sensing-seizing-transforming) dimensions. Data were thematically organized through QSR NVivo 10 across two sets of nodes. One underscores each

step of the model while the other emphasizes the nature of DC, microfoundations and resulting eSports strategies. This process was enhanced by a counting method to illustrate specific patterns such as the number of clubs who internalize their key assets.

Results/Findings and Discussion

We successively highlight the deployment of professional football clubs' eSports strategies across the 'Sense-Seize-Transform' process of DC (Teece, 2018). Accordingly, we identified three DC (one for each step of the process), namely feel and capitalize on emerging trends, quickly acquire and mobilize resources, and create new sources of value through brand leveraging, which structured the rationale behind the shaping of their eSports strategies. We then outlined the microfoundations and the external factors supporting each DC. Thereafter, we point out the wide diversity of eSports strategies patterns resulting from the elaboration of those DC. Overall, these findings have important implications within both the eSports, sport management and DC literature. For example, it corroborates Scholz's (2019) description of eSports as a very volatile industry as well as improves our understanding of sport organizations patterns strategies to enter the eSports ecosystem. Furthermore, this research also tend to moderate the outcome of Schmidt and Holzmayer (2018) as the monetization of football clubs' eSports activities are still nascent and modest compared to the revenues generated by their core business actions.

Conclusion, Contribution and Implication

In accordance with the main goal of this study, our results help us to provide an exploratory framework of the deployment of professional football clubs' eSports strategies through the 'Sense-Seize-Transform' process of DC. These findings, while preliminary brings the light on the reasons why they want to dig into this industry. Besides, this research also demonstrates the capacity of football clubs to launch new products and services within their eSports activities such as gaming brand derivative furniture's, matchday offers combining eSports and football, gaming center experiences as well as the creation of their own eSports competitions. Another contribution of this study is that we also illuminate managerial implications for clubs and other professional sports organizations, rooted in each of the sensing, seizing, and transforming dimensions. However, the generalizability of these results is subject to certain limitations given the lack of maturity and stability of football clubs eSports' strategies. Hence, further research on these questions would be a useful way to open new areas of inquiry around this emerging sports-eSports ecosystem.

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Esports and Olympism: Towards a Strategic Alliance? Between Esports Democratisation and Rejuvenation of the Olympic Brand

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Aim and Research Questions

The International Olympic Committee (IOC) officially started to consider possible collaborations with the esports industry during The Olympic Summit in October 2017. From then on, initiatives combining the two movements multiplied, such as the IEM *Starcraft II* tournament ahead of the PyeongChang Olympic and Paralympic Games (February 2018) or the Esports Forum in Lausanne (July 2018). Finally, at the initiative of the IOC and the Global Association for International Sports Federations (GAISF), the Esports Liaison Group (ELG) was created in December 2018. These considerations on a strategic alliance continue in 2021 with the announcement of tournaments on *Rocket League* and *Street Fighter V* ahead of the Tokyo Olympic Games (OG). In this context, this research focuses on the benefits and challenges of this nascent collaboration between the key stakeholders of Olympism and esports movement. In particular, this work aims to answer three questions: (i) To what extent can this alliance affect the stakeholders of the Olympic and esports worlds? (ii) What are the issues and limits associated with this nascent union? (iii) What are the dynamics between each stakeholder and their role in the search for possible solutions to progressively implement some esports disciplines within the Olympic event?

Theoretical Background and Literature Review

While esports is gradually entering the considerations of the Olympic movement, academic work on the relationship between these two ecosystems remains rare. As such, if the arrival of competitive video games within the OGs can be seen as the culmination of the process of esports international institutionalization (Witkowski, 2016), it proves to be complex in many aspects, whether it be because of its distribution, which is mostly restricted to certain geographical areas and to the younger generations (Wu, 2019), or because of the private, commercial and monopolistic aspect of video game publishers (Gries, 2019). Our research wishes to complete this exploratory work by providing new empirical data on the analysis of the perception of the relationship between the esports industry and the Olympic movement through the lens of the stakeholders theory (Soriano et al., 2012).

Research Design, Methodology and Data Analysis

In order to answer these questions, we have implemented an initial empirical study based on semi-directive interviews (n = 11) with professionals from the esports and Olympic spheres and the study of secondary data (annual Olympic Summits reports). The data collected were then analysed through a thematic categorical treatment (Miles et al. 2014) in order to trace the evolution of this alliance and illustrate its prospects.

Results, Findings and Discussion

The Olympic movement wants to rejuvenate its brand through esports, which in turn aims to further increase its democratisation. However, esports remains a volatile market controlled by game publishers (Burk, 2013). In this context, it is a question for the Olympic authorities to reinforce the synergies initiated in 2017 with their esports counterparts, for example by continuing their collaboration within the ELG.

Conclusion, Contribution and Implication

This research concludes on the need to clarify the role of the main stakeholders involved (International Federations, National Olympic Committees, Olympic Partners, Olympians, Publishers, League Organisers, National Esports Associations, Pro-players) and to establish a common agenda between these stakeholders to sharpen the strategies for the implementation of esports within Olympic events. In this respect, if the integration of esports discipline(s) within the sports programme of the OGs has been excluded, the continued development of esports events before or in parallel with Olympic events (discovery workshops for esports practices in the animation villages in the host cities) are interesting avenues.

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The Economics of Professional Esport: An Overview

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Aim and Research Question

Esports is a high growth industry with more and more players, competitions and games, and, therefore, more revenues and financial stakes. Parallel to this economic expansion, there is also a growing interest from academics especially in sport management. Nevertheless, several research questions remain, especially on economics models of the structures. This research highlights the different economics models of esports organisations to investigate their goals (looking for win and/or profit). What are the different economical models of esports organisations and what are their aims? It seems to be an important subject since it's affecting the regulation of the sector by the leagues or the tournaments organizers.

Theoretical Background and Literature Review

Esports popularity is relatively recent but esports is already a study field which have been mainly scrutinized for sociological (i.e. attitude of the fans, Seo, 2014) or marketing (i.e. specifics endemic sponsor, Scholz TM, 2019) purposes. Much has to be done about the economic models of professional esports structures. This research tries to fill part of this gap thanks to an analogy with the traditional economics aspects of professional sport.

The economic theory of professional sports leagues is mainly based on the assumption that club owners' objectives are oriented towards either maximizing profits or utility, more specifically sporting success or wins (Terrien et al., 2016). According to the features of the league (open or closed), clubs would be profit (North-American clubs) or utility maximizers (European clubs, Szymanski & Késenne, 2004). Utility maximizers may also look for wins under a soft constraint budget, fueling an arm race between competitors (Andreff, 2009). Are these behaviors relevant in the esports industry?

Looking at the economic models (sources of income and expense) for esports organisations could help to answer this question. Different economic models have been determined for the traditional sports clubs over the years. Andreff and Staudohar (2000) described two types: the SSSL model, represented by sports with a little fanbase, such as handball or volley-ball, and the MMMMG model, characterized by a higher fanbase, such as professional football.

Considering that the league may affect the club owners' objectives toward wins or profit, more has to be known about the features of the esports leagues. Their roles are critical to maximize the quality of the show (i.e. a joint product, Neale, 1964) and several regulation mechanisms could be implemented to do so (salary cap, draft, revenue sharing, etc.). Are these mechanisms used in the esports context and do they have an impact on the objectives of the esports teams?

Research Design, Methodology and Data Analysis

This paper lies on a qualitative methodology based on ten semi-directive interviews with influent stakeholders of the esports industry. Two agent players, two marketing director of a structure, one co-managing director of a big competition organizer, one co-founder of an agency who manage an esports organization were interviewed, two CEO of French esports structures and one person who is working for a professional esports league. All the interviews are transcribed and double coded. The research period extends from October 2019 to June 2020.

The interviews deal with revenues and expenses of the structures, logics and investment strategies of the clubs, in order to know if they are maximizing profit or victories, and if they are under a budget constraint, and roles of the leagues.

Results/Findings and Discussion

The preliminary results allow to identify two different models for esports organizations, which do not prevail in the traditional sport. There is first an international model with structures earning an amount from sponsoring. They aim to develop other sources of revenues (i.e. merchandising). Finally, these structures have, most of the time, a team which is evolving in a closed league, allowing a revenue from this one. Nevertheless, their main sources of incomes comes from raise equity.

The other model coming from National French structures (structures which are mainly evolving in national esports competitions in France) seems to present some differences. Their main source of revenue first comes from sponsorship and second from subsidy given by their parent company which helps to balance their budget.

It seems like teams are utility maximizers in both models. They all are evolving under an arm race context. International organisations are using raise equity to finance this arm race and the huge wages. National French organisations are trying to maximize their victories in order to maximize the profit of the parent society too. In both cases, teams are loss-making despite they do not behave under a soft budget constraint.

Conclusion, Contribution and Implication

This research contributes to a better understanding of the esports structures economic models, and their strategies. The research raises questions about the optimal regulation systems in esports leagues, and how these ones could optimize the joint product in the esports ecosystem.

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Does Brand Extension Dilute Parent Brand's Equity? A Case of ePremier League

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Aim of the Research

Brand extensions of professional sport teams are becoming more common, and teams are now expanding their brands to non-traditional sport sectors. One emerging strategic trend is an extension to eSports. Recently, the Premier League newly launched the ePremier League and the Bundesliga introduced Virtual Bundesliga League. Likewise, it is expected that more traditional sport teams will extend their territory to eSports. Reflecting this trend, this research explores how the brand extension to eSports influences brand equity of parent brand (e.g., feedback effects). More specifically, grounded on the concept of brand extension authenticity (BEA) incorporating sociocultural aspects, this research purports to test the impacts of BEA, personal innovation, and attitude towards commercialisation on brand equity. In addition, the moderation effect of team identification on the path from BEA to brand equity is examined.

Literature Review

Brand extension, which refers to a marketing effort of a use of established brand names to enter new product categories or classes (Aaker & Keller, 1990), has been dominantly researched, grounded on a cognitive perspective with a concept of 'perceived fit'. This perspective assumes that consumers make similarity judgements, emphasising the logical assessments (e.g., perceived similarity and relevance of association). Hence, it is suitable for functional brands which people assess performance capabilities and benefits cognitively. However, it does not capture symbolic and cultural aspects of brand extensions.

Given that symbolic and cultural aspects such as heritage and tradition for professional sport teams are crucial (Abosag et al., 2012), the cognitive method does not fit well with professional sport context. Hence, the current research adopts the BEA model (Spiggle et al., 2012). BEA, defined as "a consumer's sense that a brand extension is a legitimate, culturally consistent extension of the parent brand" (Spiggle et al., 2012, p. 969), is distinct from perceived fit. BEA refers to whether a brand extension maintains similar brand standards and style, preserves the parent brand's essence and heritage, or does not simply exploit the brand for commercial gain or not, highlighting sociocultural aspects. Thus, this research postulates that a higher level of BEA may positively lead to brand equity of teams.

Personal innovativeness and attitude towards commercialisation are also proposed as determinants of brand equity. According to Xie (2008), consumer innovativeness exerts considerable influence on consumers' acceptance of brand extensions. In addition, Zhang et al. (2005) revealed that negative attitude towards commercialisation had an unfavourable influence on consumers' response. Hence, this study assumes people with higher personal innovativeness and more positive attitude towards commercialisation may evaluate brand equity in a more positive way. Also, BEA suggests that brands can generate secure connections with consumers (Spiggle et al., 2012), implying that BEA could exhibit a more considerable

influence on consumers strongly connected to the team. Hence, this paper posits team identification positively moderates the effect of BEA on parent brand equity evaluation.

Methodology

Using a convenience sampling technique, 300 questionnaires will be collected from Premier League fans. Measures will be adapted from various literature: BEA (Spiggle et al., 2012); team identification (Kwon et al., 2007); personal innovativeness (Lu et al., 2005); attitude towards commercialisation (Zhang et al., 2005); and brand equity (del Barrio-García & Prados-Peña, 2019). Using LISREL 8.80, a two-step approach (Anderson & Gerbing, 1988) of SEM will be employed. The overall (goodness-of-fit) and internal (reliability and validity) structures of the model will be assessed by CFA. For the hypothesis testing, the structural model will be assessed to estimate path coefficients.

Conclusion/Implication

The findings of this study would provide a new insight of brand extension and feedback effects of sport teams, where existing research could not fully explain the mechanism. First of all, the 'perceived fit' method has been a dominant approach, only emphasising cognitive aspects while disregarding possible sociocultural sides. The current BEA model provides a foundation for understanding the cultural legitimacy of sport teams' brand extensions. Secondly, the cognitive approach assumes that self and brand are neutrally connected, evaluating brand extensions with little regard to one's identification with the parent brand (Spiggle et al., 2012). Using BEA which incorporates the strong connection between a brand and consumers, shaping how they respond to the evolution of the brand especially its extensions (Spiggle et al., 2012), this research will provide a better evaluations of brand extensions reflecting team identification. Thirdly, the majority of existing studies were limited to products with lower risk and involvement level. However, feedback effects cannot be clearly revealed with those products. This is because consumers generally tend to engage in a decreased level of cognitive and behavioural processing for such products, paying less attention to feedback effects. Lastly, this research may provide useful insights for practitioners, especially who are currently working in eSports area and/or managers in traditional sport field who are considering a brand extension strategy to non-sport area.

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SPORT LAW AND ETHICS

Chair: John Grady and Barbara Osborne

The Grey Zone Between Strategy and Fixing: An Analysis of Road Cyclists' Awareness of Match-Fixing

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Aim and Research Questions

Match-fixing, being the manipulation of sport competitions, is a complex and diverse phenomenon (Van Der Hoeven et al., 2019). Consequently, match-fixing has already been studied in various sport disciplines (Carpenter, 2012). Despite some famous incidents, match-fixing has barely been investigated in relation to road cycling (see Christiansen and Hjørngard (2013) for an exception). For example, former cyclist Alexandre Vinokourov was accused of buying his 2010 Liège-Bastogne-Liège victory (Cyclingnews, 2011). Hardly a year later, Vinokourov was again discredited after he had won the London Olympic road race in a controversial way (Hood, 2012). Moreover, since road cycling has several unique peculiarities, the culture of agreements (i.e., match-fixing) may be seen as part and parcel of road cycling itself (Christiansen & Hjørngard, 2013). Taking this into account, road cycling is an interesting case to investigate where strategy ends and fixing begins.

This study examines road cyclists' perceptions and moral awareness of match-fixing in their sport. Additionally, it investigates if and how match-fixing has become normalized in road cycling (Ashforth & Anand, 2003). Therefore, the two research questions read as follows:

RQ1: To what extent are road cyclists aware of match-fixing in their sport?

RQ2: Is match-fixing normalized behaviour in road cycling?

Theoretical Background and Literature Review

Road cycling has several peculiarities, making it susceptible to match-fixing (Christiansen & Hjørngard, 2013). Firstly, road cycling is an individual sport practiced in teams (a so-called "hybrid sport") (Lagae & Van Reeth, 2016). This creates a difficult balance between individual and team interests, since cycling races are organized as team events, but are won by individual cyclists (Rebeggiani, 2015). Moreover, road cycling is practiced on public roads with wind resistance as the primary external factor (Olds, 1998). Therefore, the technique of "drafting" (i.e., riding in another cyclist's slipstream) is the foundation for much of the tactical work in road cycling (Brewer, 2002). Additionally, road cycling is characterized by hierarchical intra- and inter-team structures (Brewer, 2002). More specifically, some cyclists are referred to as "leaders", who are expected to garner the team's results, whereas others are called "helpers" (Candelon & Dupuy, 2015). The UCI (Union Cycliste Internationale) also makes a distinction

between UCI WorldTeams, ProTeams, and Continental Teams (UCI, 2020). Furthermore, the cycling peloton has often been described as a close community with tacit rules, showing similarities with the concept of *omertà* (Whitaker et al., 2014).

By applying the model of normalization of corruption in organizations (Ashforth & Anand, 2003), an interesting lens is provided to gain insights into how match-fixing has become normalized in road cycling. This model proposes that three pillars contribute to the normalization of corruption: (1) *institutionalization*, the process by which corrupt practices are enacted routinely, without conscious thought about their propriety; (2) *rationalization*, the process by which individuals develop self-serving ideologies to justify their corrupt practices; and (3) *socialization*, the process by which novices are taught to perform and accept the corrupt practices (Ashforth & Anand, 2003).

Research Design, Methodology and Data Analysis

Data were collected in Flanders (Belgium), through semi-structured interviews. The sample consisted of 15 adult road cyclists (11 male; four female) who were active on different levels (from amateur to WorldTour level cyclists). The interview guide consisted of eight open ended questions examining the tactics agreed with cyclists from other teams or external persons, their occurrence depending on the level, and their evolution over time. Moreover, the participants' attitudes towards these tactics were asked, together with their knowledge about bookmakers and (online) betting operators in cycling. Additionally, we examined the participants' awareness and perceptions of match-fixing as a threat to road cycling and how they think other actors within road cycling would perceive this threat. Data analysis were performed using Nvivo software.

Results and Discussion

Results show that there is a general lack of awareness in road cyclists of the belief that match-fixing could be a threat to their sport. Moreover, road cyclists acknowledge that agreements, and buying and selling of victories are not unfamiliar to their sport. However, they do not define this behaviour as match-fixing, since agreements are usually not made in advance, but depend on the situation during the race. Additionally, the results demonstrate that match-fixing is normalized behaviour in road cycling. More specifically, (1) cooperation between competitors to obtain success happens routinely, (2) cyclists use self-serving explanations to justify these collaborations, and (3) novices have to shift their perspective on their competitors.

Conclusion, Contribution and Implication

Building on the model of normalization of corruption in organizations, this study enriches the sport management literature on match-fixing by providing new insights about the contexts in which match-fixing can occur. Moreover, it shows that road cyclists do not perceive match-fixing as a threat to their sport, while road cycling faces many issues to maintain its credibility towards fans and sponsors.

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The Legal Regulation of Water Sports Activities in Spain

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Theoretical Background

The exponential growth of sports practice in nature in recent years is an outstanding fact and verified in multiple studies of the last decade (Doistua & Ried, 2016; Rodríguez, 2016; Fulbrook, 2017). The natural environment has gone from being a space restricted to great specialists, with great respect and knowledge of its dangers and unpredictable conditions, to becoming a sports facility without spatial limits, open to anyone who wants to start practicing sports in any modality (Inglés & Puig, 2016).

Furthermore, the increase in accidents related to this type of activity has not led to the generation of general jurisprudential criteria in determining liability. As Inglés (2012, p. 89) points out, activities in the natural environment “can be considered as particular situations in the legislative and jurisprudential fields”; adding, in addition, that “the lack of clarity and consensus in the legislation in this regard, generate a disparity of criteria in determining responsibility, leading both organizers and practitioners to great confusion”.

Nasarre (2008) confirms the existence of an expansion of Active Tourism (AT) companies in Spain in recent decades. Motivated by the great increase of practitioners of sports activities in nature who decided to dedicate themselves professionally to what until then constituted their hobby. The same author manifests and sees the legal framework of AT companies and warns of possible lines of confluence in terms of hiring, customer information, security, insurance or titulation of workers.

Along the same lines, URQUÍA & BAS, Correduría de Seguros S.L (2018), affirm that AT sports activities are subject to different regulations, which, directly or indirectly, generate various obligations for those responsible for their organization. Among the areas of application of the legal regulation of adventure tourism in Spain we could highlight: labor regulations; environmental law, civil law, criminal law; education laws; regulations applicable to the tourism sector; etc.

It is, therefore, a very broad and varied regulatory compendium to which employers must pay attention, in order to manage with their management to the level of compliance requirements imposed on it.

Research Aim

The present work tries to focus its attention on the aquatic sports activities developed in sea areas, lakes, swamps and rivers, whose tourist attraction has generated a great growth in the number of practitioners and in the creation of AT companies in recent years.

Research Design, Methodology, and Data Analysis

For this, it is intended to describe and analyze the current legislation that regulates water sports activities in Spain. In order to deepen them, it is necessary to broaden the legislative vision by referencing and describing the Water Framework Directive (at European level); the Water Law (at the national level); the Hydrographic Conferences (autonomic level); AT Decrees (autonomous communities); and the Law of Maritime Navigation.

Consequently, the legal regulation of AT in Spain will be deepened, the sports activities carried out in the aquatic environment will be described, the current regulation will be analyzed and the requirements regarding the minimum qualification required for the development of these activities will be detailed.

Results

On one hand, in relation to the legal regulation of AT, it should be noted that there has been a great legislative and regulatory advance of sports activities in the aquatic environment in terms of safety, material requirements, certification, etc. Everything and that it is going in a good way, there is still a long way to go (outdated decrees, competing powers between autonomous communities, etc.).

On the other hand, the set of sports activities in the aquatic environment that make up the different AT decrees are highly variable. Would it be interesting to include them all in a general “living” document in order to be able to refer to them in a more technical way? Various concepts are used in different contexts to refer to the same sports activity. This could create confusion for employers and practitioners who analyze the current regulation.

Conclusion

Based on the regulation of the aquatic activities of AT, they are differentiated by hierarchical order: the Water Framework Directive; the Water Law, the Hydrographic Conferences and the Law of Maritime Navigation. Regarding the Water Framework Directive, AT companies or those who practice sports activities in the aquatic environment, find it difficult to apply them directly, since it yields its powers to the National Water Law. The same Water Law contemplates in its articles the “Recreational Uses” and the “Navigation and the aquatic transport”, although this relationship can be modified in the Basin Hydrological Plans. Thus, the Hydrological Plans are the ones who will ultimately regulate the sports activities carried out in the aquatic environment, enforcing their demands by means of a responsible declaration.

Thus, this work aims to structure, clarify and provide legal information to all those organizations, associations, companies and individuals that use the aquatic environment as a means of sports interaction, in order to bring the current legislation closer to their activity.

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Examining Global Sport League Strategy After the NBA's Fallout in China Through the Lenses of Globalization and Sport Branding

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Relationship to Professional Practice

This abstract relates to professional practice. It relates to professional practice by examining how a public relations crisis altered the globalization strategy of the NBA in China and seeks to provide other leagues and teams with guidance of how to subsequently adjust or maintain their globalization strategies in China.

Aim

The aim of this professional practice research is: A) To examine the NBA's globalization strategy following its fallout in China after the Houston Rockets' general manager tweeted in support of pro-Hong Kong democracy protesters, B) to stimulate dialogue on future research addressing the managerial and legal aspects of sport sponsorship as a branding strategy in a globalized setting and C) provide suggestions to leagues and teams seeking to globalize in China following the incident.

Purpose and Background

For 41-years, the NBA has hosted games abroad to globalize its brand. In 2004, the league hosted its first games in China, a country that would become critical to its globalization strategy. With 1.42 billion citizens, China presents an attractive growth opportunity for leagues whose national growth has stabilized. In leading NBA China to a valuation over \$4 billion, the NBA utilized the globalization theory of glocalization (Zhou, et al., 2017).

Glocalization remains an emerging theory, the definition of which has not been fully developed. Most simply, glocalization relates to the adjustment of a product distributed globally to fit the culture or needs of a local market (Hayes, 2019). Glocalization has permeated the NBA's revenue generation strategies in China, from how it negotiated television contracts, assembled its China-based management team and entered into Chinese-based sponsorships (Zhou, et al., 2017).

The Rockets' general manager's tweet marked an instance of an NBA representative straying from the league's glocalized strategy in China. The actions of protesters in Hong Kong were objectionable to a majority of people in mainland China. In response, the NBA faced immense immediate backlash in China, ranging from CCTV and Tencent blacking out NBA games and the leagues' Chinese sponsors suspending or ending their partnerships with the NBA. The breadth and immediacy of this backlash calls into question the role of glocalization in growing a sport brand abroad.

Design and Implementation

Along with examining its interplay on sport globalization theory, this study will evaluate the Rockets' general manager's tweet from the lenses of managerial decision-making, legal aspects and sport sponsorship related to global brand strategy. Minimal research has been conducted in these areas.

Lee and Ross (2012) utilized Analytic Hierarchy Process to identify how sport sponsors select partner leagues, teams and properties. Santomier (2008) examined the impact of new media on global sport sponsorship. Olkkonen (2001) posited how the interorganizational network approach could be applied to the study of international sport sponsorship. Sport sponsorship has not been examined in the context of globalization strategy.

The study of sponsorship is grounded in marketing, but includes legal and management theory aspects (Meenaghan, 2001). The geopolitical response by China to the NBA following Morey's tweet presents new lenses through which to examine these areas. This study will outline the legal, management theory and sponsorship frameworks through which sport managers can examine the effectiveness of American leagues' globalization strategies.

Outputs/Outcomes, Reflections and Future Development

The researchers are in the process of completing the analysis, so at this stage, outputs cannot be reported. However, it is expected that the outcomes will provide insight into how globalization strategy shifts amid a public relations crisis.

Related to future development, it is expected that the outputs will identify emerging globalization themes and strategies. It is also expected that the definition of "glocalization" can be given more sound meaning following this study. It is possible that a new typology or typologies of globalization will emerge from the analysis.

From a reflection standpoint, this research can guide future researchers in examining other leagues' globalization strategies in a shifting geo-political and geo-economic landscape punctuated by the COVID-19 pandemic. It can also provide leagues and teams insights in how to manage their globalization strategies.

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The Unexpected Summer: Analysing the Impact of Postponing Tokyo 2020 on Rule 40

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Aim

The postponement of the Olympic Games for the first time due to the COVID-19 pandemic has created countless problems and ripple effects, not the least of which are legal and marketing concerns for Tokyo 2020 athletes and their personal sponsors. These concerns exist, in part, because there is “no Olympic precedent on which sponsors can rely ... to make the most of what is still a marquee marketing opportunity” (Yi & Bergner, 2020). Despite overall uncertainty in the global sports marketing space, “Olympic marketers can proceed with their plans with a level of confidence that is uncommon at this time” (Ruby, 2020, p. 1). However, one area likely to create legal and regulatory challenges is ambush marketing, an ongoing threat to the Olympic sponsorship funding model (Epstein, 2017).

Within the context of Olympic ambush marketing, the area of greatest legal uncertainty is how Rule 40.3 of the Olympic Charter will be applied. Rule 40 restricts how athletes can be used by their personal sponsors in advertising but recent changes provide exceptions for “generic,” non-Olympic themed advertising (McKelvey et al., 2020). The Olympic postponement, however, has shifted the Rule 40 Games period (the “blackout period”) to Summer 2021, which creates a unique window of opportunity this summer for personal sponsors to “leverage the event in their advertising” (Yi & Bergner, 2020). While not likely to involve traditional ambush campaigns which ambush the event itself, Summer 2020 may provide non-sponsor brands with opportunities to create compelling athlete-driven content, and gives Olympic “brand police” a preview about how revised Rule 40 regulations may eventually play out. Given the pandemic, there may be heightened consumer demand for Olympic content and social connections with athletes, yet there will be a lack of legal protections for official sponsors because Rule 40 will not be in effect.

Purpose

The purpose of the study is to analyse how recent substantive changes to Rule 40 may impact non-sponsors’ ability to market Olympic athletes and explores potential legal issues resulting from postponing the Tokyo 2020 Olympics.

The following research questions will guide this study:

1. What is the legal impact of postponing the Olympic Games on personal sponsors’ ability to market athletes within the Rule 40 regulatory framework in the United States?
2. What is the practical impact of postponing the Olympic Games on non-sponsors’ ability to market athletes within the United States during Summer 2020?

3. What legal responses, if any, are taken by event organizers to address perceived instances of ambush marketing or intellectual property infringement during Summer 2020?

Background

Recent successful legal challenges in Germany have weakened Rule 40 and provide expanded opportunities for athletes affiliated with non-Olympic sponsors to be included in the Olympic marketing space (Sparks, 2019). In what would otherwise be a heavily regulated advertising period, advertising practitioners predict postponement of the Olympics, will cause “brands [to] now have access to ‘active’ Olympic athletes during the July-August timeframe for which they would have otherwise been restricted (or heavily regulated)” (Ruby 2020). Meanwhile, sport lawyers have opined postponement creates unique legal challenges for National Olympic Committees (NOCs) related to implementing updated versions of Rule 40 (Yi & Bergner, 2020), with only 10 nations having relaxed their regulations (SportBusiness International, 2020). For Team USA athletes, Rule 40 allows athletes’ personal sponsors to use the name, image, and likeness of their athletes for marketing purposes, but advertising must not draw a specific Olympic connection, and puts limits on the number of social media messages by athletes and personal sponsors (McKelvey et al., 2020).

Design and Implementation

A goal of the project is to first identify marketing campaigns and social/digital content created by personal sponsors that run during Summer 2020 and feature Olympic athletes. Next, the researcher will legally analyze the advertising content to compare it against the refined USOPC guidance for Rule 40 to determine if there would be violations if these campaigns ran during the official “blackout period.” Finally, the researcher will analyse any legal responses by Tokyo 2020 event organizers to perceived instances of ambush marketing or trademark infringement.

Implications

This legal and marketing analysis should enable Olympic stakeholders to develop strategies to counter ambush campaigns that straddle the line of what is allowed, and close any legal loopholes in Rule 40 compliance as they prepare for 2021. Findings should also reveal the impact of the postponement on marketing activities and on long-term official sponsorship agreements. Based on current media content, it is expected that personal sponsor brands may continue featuring athletes’ personal stories in order to fill the “Olympic gap” in content this summer (Ruby, 2020). This study contributes to the “sport marketing and the law” scholarship by illustrating the potential for ambush marketing surrounding Tokyo 2020 and provides practitioners with a revised Rule 40 roadmap of innovative legal and industry responses.

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Considering Athlete Rights and Regulations, Post-COVID-19

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Aim and Research Questions

The sport and entertainment industry is undoubtedly facing a myriad of complications and challenges around the business pause for all related programming and events caused by COVID-19. At the same time, the pause has created a number of opportunities for reflection and consideration, including the landscape for athlete rights and regulations. This study reviews the landscape and scope, from a legal, ethical, and business perspective, of athlete rights and regulations, post-COVID-19.

Theoretical Background and Literature Review

Along with serious health implications, COVID-19 has caused an economic retraction, leading countries like the United States into an economic recession. Throughout American history, the time period following economic depressions and recessions has led to increased employee rights. For instance, the seminal body of labor law in the United States, the National Labor Relations Act, was enacted in 1935, following the conclusion of the Great Depression. In turn, sport has followed the American legislative process, by carving out greater rights for athletes after economic downturns by utilizing legislative rights. This expanse of rights, though, is contrasted against management's desire to grow revenues following an economic downturn.

In the age of COVID-19, American employees are increasingly utilizing the rights given to them under the National Labor Relations Act. For instance, employees at two essential companies--Amazon and InstaCart--engaged in strikes to demand higher wages and more safe working conditions. While labor peace presently exists across the four major U.S. male professional sport leagues--MLB, NBA, NFL and NHL--and WNBA due to each having a collective bargaining agreement in place, leverage can be obtained by athletes in the respective leagues to seek greater rights, as they have made salary concessions during COVID-19-related league suspensions to help their respective leagues remain financially secure.

Research Design, Methodology and Data Analysis

This study will examine how MLB, NBA, NFL, NHL and WNBA athletes can secure greater rights in a post-COVID-19 world from the lens of the National Labor Relations Act. It will examine historical instances of how athletes amassed greater rights following economic downturns through reliance on labor law mechanisms. In turn, it will make recommendations on how rights attainable by athletes in these elite leagues can be extended to athletes at the amateur and intercollegiate levels. It will also assess the business and managerial responses to a demand for greater rights in a post-COVID-19 economy. Finally, it will also assess the negative consequences to athlete rights presented by COVID-19, again, from a labor law perspective.

Results/Findings and Discussion

The researchers are in the process of collecting and examining data for this study. It is expected that this data collection will be completed in late-May or early-June, 2020, allowing for ample time to analyze the data and provide discussion at the 2020 EASM Conference.

Conclusion, Contribution and Implication

From an examination of changing business models and media distribution, coupled with remarkable change in property rights and responsibilities, this study will discuss the renewed sense of the athlete from a variety of amateur to professional perspectives. Further, the study will present opportunities and challenges for growth and development. Finally, the study will conclude with a discussion related to broad implications for the sport industry, as well as greater suggestions for vertical growth.

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Free Speech's China Syndrome

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Theoretical Background and Literature Review

The sports industry is an international social phenomenon with an estimated worth of approximately \$480 billion to \$620 billion, with a compound annual growth rate of 5.9 percent. Over the last several decades, the sports industry's globalization has brought forth new challenges as much as it has created new financial opportunities. One issue that has emerged is that not every nation provides its people with freedoms that are similar to those which exist in the United States. At all levels of sport, athlete activism is common feature now in around the world and what may be a meaningful cause for one person to champion could result in a controversy or be a point of contempt for another. Furthermore, the ways in which we speak have advanced significantly, and these new technological innovations in communications have resulted in greater information flow across geographic boundaries when compared to what existed before. Problems arise, however, when what is said with freedom by an athlete or sports persona in one country offends a foreign power. With more than 1.38 billion people and an economy that produced \$25.3 trillion in 2018, China has emerged as a foreign power, one that recently took offense to statements made by sports professionals in the United States and elsewhere. Within Xi Jinping's regime, there exists a growing confidence in regards to China's ability to exert its influence on decisions that are made by non-Chinese brands based in other countries.

Aim and Research Question

This presentation addresses the complicated challenge that sports organizations now face in having to balance the freedom of speech interests belonging to those within their industry against pressures asserted by foreign nations. In addressing this issue, we focus on both the National Basketball Association (NBA) and the emerging sports industry segment, esports. The reasoning for this focus is that in 2019, controversies arose involving both NBA and esports personalities who spoke out in support of protestors in Hong Kong, a subject matter for which the Chinese have been sensitive to criticism. The NBA began investing in China in the late 1980s, and its NBA China business arm is valued at more than \$5 billion, with the NBA drawing more than \$500 million in revenue from China annually. Similarly, the emerging sports industry of esports has taken root also in China with its more than 350 million consumers, and revenues in expected to reach \$1.9 billion, according to a report by Tencent's Penguin Intelligence. Accordingly, China has substantial influence and economic power, which it can exert over foreign entities looking to business in China. Using the examples from both esports and the NBA, this abstract examines the legal protections that exist for employees in the United States within the NBA and the esports industry. Our methodology is a traditional

legal study that evaluates the phenomena based on examinations of relevant sections of the National Labor Relations Act, statements made by the NBA and relevant esports entities to media, and extent case law.

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SPORT MARKETING

Chair: Tim Ströbel

Strategic Marketing in Intercollegiate Athletics: An Analysis of the Football Marketing Directors in the Big Ten Conference

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Aim of the Research

The sport industry segment of intercollegiate athletics in the United States is a big business enterprise for universities, generating \$10.3 billion in revenue in 2019 (Finances, 2019). No college sport brings in as much revenue and attracts more media attention than football. Of the schools competing at the highest classification of college football (i.e., Football Bowl Subdivision), on average, football revenue accounts for more money than the other sports combined. Furthermore, football may provide benefits to the rest of the university by highlighting school spirit, evoking pride in the institution, and increasing donations from alumni and other donors. A successful football season can increase the number of applicants attempting to enroll at the university (Anderson, 2017). The Big Ten Conference is the oldest and most lucrative collegiate athletics conference, bringing in \$759 million in total revenues in 2018 (NCAA Finances, n.d.). The Big Ten Conference consists of 14 member schools and is a considered a “Power 5” conference, meaning that its members compete at the highest level of intercollegiate athletics.

Over the years, scholars (e.g., Simmons et al., 2017) have examined intercollegiate athletics and the marketing of college sports. The majority of the work in this area focuses on the consumer (e.g., behavior, motivations, constraints), but not necessarily on the organizational or practitioner perspective of the marketing exchange. In particular, college football marketing directors and the processes used to market college football have not received much attention. Thus, this study addresses this gap by focusing on these marketers and their perceptions and actions. In particular, this study seeks to understand the process of marketing college football in the Big Ten Conference.

Theoretical Background & Literature Review

This study uses the framework of the sport marketing management process, which was originally presented by Sutton (1987). This model states that in order for a sport organization to market its product effectively, the organization’s leaders should first analyze their organization’s internal status and its environmental position in order to set marketing goals. Once these goals are set, the marketing plan should be developed with key techniques identified to ensure that the organization’s marketing goals will be met. The organization must then enable marketers to integrate the marketing plan into the organization and execute it efficiently. Lastly, the organization should develop and maintain systems to record progress and have

clearly defined metrics in order to conduct proper evaluations. While this process has been examined in various ways over the past few decades, the particular analyses of sport marketing directors have mainly focused on marketers in other leagues, have been primarily quantitative studies, and have focused mainly on marketing techniques (e.g., Dick & Schwartz, 2020). Furthermore, while marketing techniques make up only one of the stages in the model noted above and the published research in this area often explains the “what” aspect pertaining to what sport marketers do to market their product, there is a need to further examine the “why” behind actions of the sport marketers. Thus, this study uses a qualitative methodology to examine the process used in the marketing of college football in the Big Ten Conference.

Research Design, Methodology, & Data Analysis

The data for this qualitative study has been collected via semi-structured, one-on-one interviews with the primary football sport marketer from each of the 14 member schools of the Big Ten Conference. The interview guide consisted of six open-ended questions, which has been cultivated from sport marketing literature. Interview questions were vetted, revised, and confirmed via a six-person expert panel, and three pilot interviews with sport marketing professionals were conducted. For the full study, interviews have been completed and are being transcribed verbatim for analysis. Triangulation, a second coder reliability check, member checking, and peer debriefing measures will be taken to ensure reliability and trustworthiness of the data and subsequent analysis.

Results/Findings and Discussion

All 14 Big Ten Conference sport marketing directors have been interviewed for data collection. At the time of this submission, interview transcription and full data analysis is still ongoing. This analysis will be completed over the coming weeks, and the findings will be reported along with a discussion of the study’s results and implications. The results are expected to reveal the marketing process of Big Ten Conference college football from the perspective of the marketing directors. These findings, which are expected to provide key contextual information behind the marketing process, may provide the impetus for scholars to further examine college football marketing. For practitioners, the findings of the study should provide insights into how some of their sport marketing peers complete their work, and comparatively allow them to assess their own marketing efforts.

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Conceptualising Pure Public Resource Integration on Engagement Platforms in Sport – Using the COVID-19 Crisis as an Example

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Aim of the research

In this conceptual paper, we use the ideas of Sport Value Framework (SVF), Engagement platforms (EP), and Pure Public Resources (PPR) as theoretical underpinning. We further apply the example of the COVID-19 crisis to illustrate how important PPR are for value co-creation in sport management. So far, both, the sport management and EP literature lack of the integration of PPR. Accordingly, we contribute to the conceptualisation of sport events as EPs and, in particular, we introduce the role of PPR in value co-creation.

Literature review

The SVF conceptualises sport events as platforms: “We will no longer consider sport events as goods, but as platforms that actors can use to co-create value in their business and leisure activities.” (Woratschek et al., 2014, p. 21). Platforms are analysed more in detail in the EP literature as “physical or virtual touch points designed to provide structural support for the exchange and integration of resources, and thereby co-creation of value between actors in a service system” (Breidbach et al., 2014, p. 594). The EP literature emphasises the importance of actor engagement and actors’ agency to integrate resources for value co-creation (Storbacka, et al., 2016). However, the influence of PPR such as air, climate, or the COVID-19 virus on value is widely neglected, although it can be paramount in the context of sport events. Every actor can use them “without permission or contracts” because they are “owned by an actor without agency” and therefore, they are “non-excludable as well as non-rivalrous” (Woratschek et al., 2020, p.164-165). PPR can lead to both benefits and value diminishment in the process of value co-creation.

Rethinking sport events as engagement platforms

“Sporting activities are the core of sport management” and consequently, they are the basis for sport events as platforms where many actors (e.g. fans, spectators, sponsors, media companies, and politicians) integrate resources to co-create value (Woratschek et al., 2014, p. 14). This is in contrast to the traditional approaches in sport management, which follow a logic of sport products instead of a logic of value co-creation. The logic of sport products assumes value is embedded in products and services and exchanged for money. This logic falls short because it ignores that sporting activities enable actors’ social interactions leading to value co-creation processes. Consequently, value cannot be embedded as outputs of sport events. Furthermore, it is useful to consider actors without agency providing PPR because they can also have an enormous influence on value co-creation in sport management. An illustrative example is the

COVID-19 virus currently leading to complete shutdowns in the sport event industry (SPONSORS, 2020).

Drawing on the SVF and EP literature, we regard sporting activities as a starting point leading to a sport event as an EP. In contrast to the SVF and EP literature, we focus on different levels of abstraction instead of levels of aggregation. EPs, defined as virtual and physical touchpoints for resource integration (Breidbach et al., 2014; Uhrich, 2014), can be found at all levels of abstraction. At a macro-level, an EP such as the Olympic Games is highly abstract because it does not describe which sports are included. At the meso-level, a single sport event as EP such as Olympic track and field, basketball, and swimming competitions is more concrete. At the micro-level of abstraction, a physical EP can be a VIP lounge in the basketball arena or an autograph session with swimming stars. A virtual EP at the micro-level is a live-sport-betting app or a business club app for sponsors.

The EP literature considers resource integration of actors with agency, but does not recognise that PPR can also play a significant role in value co-creation of sport events. In the current COVID-19 crisis, EP analyses without considering PPR can neither explain nor forecast the consequences for value co-creation. The COVID-19 crisis leads to sport event cancellations and consequently to value diminishments for many actors, such as event organisers, athletes, spectators, and sponsors. Accordingly, resource integration does not only lead to benefits in the case of PPR integration. It can also lead to many sacrifices.

Conclusion, contribution, and implications

This paper makes manifold contributions to the new logic of value co-creation in sport management. First, we extend the SVF by connecting it to the concept of EPs. Second, we introduce different levels of abstraction to enhance the EP theory and to make theories better accessible to sport practitioners. Third, we shed light on the importance of the role of PPR for value co-creation on sport EPs. PPR can undoubtedly provide many benefits for various actors of sport events. Nevertheless, PPR can bear serious risks, as the current COVID-19 crisis dramatically shows. Hence, it is paramount for sport practitioners to be aware of the value diminishment potential of PPR.

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Assessing the Service Quality Measurement Scale for Youth Football Academies in China

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Aim

The great enthusiasm for football of the Chinese government has triggered the nation's endeavour of developing the level of Chinese football. Among all policies and actions that have been implemented, the promotion of football among children is a prominent cornerstone for Chinese football development (Tan et al., 2016; Júnior & Rodrigues, 2017). Over past years, numerous youth football academies have been established and the increasingly competitive environment causes the management of youth football academies to realise the importance of understanding customers' perceived service quality. An extensive review of literature evidences that existing instruments in measuring service quality are not appropriate to be applied into Chinese football training context and the element of youth participation has not been well-studied. Under this circumstance, a service quality measurement model specifically for Chinese youth academies was conceptualised by authors. This study aims to assess the established measurement model by testing reliability and factor structure of the measures in the proposed model.

Theoretical background

Based on the review on existing service quality measurement tools designed for diverse industrial and sport settings (e.g., Dabholkar et al., 1996; Ko & Pastore, 2004), the authors conceptualised the hierarchical service quality model. It contains four dimensions, and each dimension is represented by two to three sub-dimensions. The first dimension is related to physical quality which refers to tangible aspects. Its three sub-dimensions are equipment used during training, environment conditions, and convenience of the location. Programme quality is the second dimension which represents players' perceptions of the programme excellence that the academy provides. Two dimensions (range of programme and programme information) are generated in this category. The third dimension, personnel, measures quality of dynamic interactions between employees and participants. Participants evaluate employees' service in terms of their expertise, attitude, and actual performance during service encounter. Lastly, personal development indicates participants physical, social, and mental gains through the service. Sociability and individual improvement are included in this dimension. This context-dependent service quality measurement scale was conceptualised based on previous literatures. Therefore, an empirical assessment was carried out to assess the item reliability and the factor structure during exploratory stage.

Methodology

In this study, the proposed integrative service quality model is empirically assessed by implementing a quantitative research method driven by a quantitative survey design. Data were collected from two youth football academies in the south-eastern China. A total of 543 youth

players were recruited with a non-probability convenience sampling strategy. Finally, 406 of them were retained for further analysis. Specifically, the guideline provided by Churchill (1979) for scale development was followed. Firstly, the service quality construct was specified by defining its dimensions (first order). Sub-dimensions (second order) were then conceptualised through a comprehensive literature review. Secondly, an initial item pool was formed which accurately represented each sub-dimension. These items were then content-validated and modified according to the feedback from panel of experts and the results of Q-sorting analysis. Thirdly, a questionnaire was designed based on modified items, and data were collected from target participants. Finally, data were purified and analysed by employing the preliminary analysis, reliability analysis, and exploratory factor analysis (EFA) to test the factorial structure of the measures.

Findings

The research findings provide empirical evidence for researchers to analyse all the proposed variables and help to understand items that were grouped under specific dimensions. Firstly, a total of 50 items were modified or eliminated through the data processing and analysing stages and finally 52 items were retained for further validation test. Secondly, the results of data analysis suggested the nine-dimensional service quality scale instead of the original proposed 10-dimensional model. Items under staff expertise and staff attitude merged into one single factor and thus this sub-dimension was re-labelled as staff trustworthiness to describe meanings of items combined. Based on the results, low factor loadings, wrongly loaded and cross-loaded items, and merged constructs were detected, which improved the interpretability and unidimensionality among sub-dimensions. In summary, the factor analysis revealed satisfactory results of conceptualised dimensions and the overall service quality model was supported.

Conclusion

The assessment of the measurement model supports that conceptualised service quality dimensions are deemed reliable and discriminant, which could be a unique contribution to service quality research area under participant sport context. Researchers will have access to an already examined and tested tool for further studies. It also advances the knowledge of practitioners who are working in the youth football training industry by assisting them to better understand the nature of determinants of service quality. An appropriate use of this instrument may help practitioners identifying their drawbacks and improve service offerings. Academies with an improved training delivery system can enhance players' satisfaction and thus retain current players. Further research could investigate the relationship between the service quality dimensions and other constructs such as customer satisfaction and behavioural intention.

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Unity in Diversity? Exploring the Challenges and Opportunities of Managing an Unprecedented Major Sport Event – The Case of UEFA Euro 2020

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Aim and Research Questions

UEFA Euro 2020 is a Major Sport Event (MSE), which provides a unique contextualisation for this study. To celebrate the tournament's 60th anniversary, it will be hosted on a one-off basis across an unprecedented network of twelve countries (Lienhard & Preuss, 2014). As such, the event represents compelling actor engagement opportunities, in addition to considerable challenges, further complicated by the recent global postponement of all MSEs due to Covid-19. The unparalleled and widespread branding and cultural circumstances of this tournament offer invaluable opportunities to explore the following:

- The creation and development of Euro 2020 host city brand identities.
- The degree of brand identity alignment between host cities, and the impact on the Euro 2020 brand.
- The extent to which the Euro 2020 brand may contribute towards the development of relationships between host cities.

Theoretical Background and Literature Review

Central to the development of a MSE is the formation of a clear identity based on tangible and intangible cues, often referred to as its brand (Heslop et al., 2013). Brand architecture refers to the structure of a brand portfolio and the relationship between the names, logos and symbols used in different market segments (Aaker & Joachimsthaler, 2000). The uppermost level is the corporate brand, the legal entity under which an organisation is formed. This represents an umbrella, under which multiple sub-brand identities are contained (Brexendorf & Keller, 2017).

Recent work recognises a broad range of inter-related brands within a sport ecosystem (Kunkel & Biscaia, 2020). Within a MSE setting, brand architecture can be explored by examining the hierarchical relationships and the extent of alignment between the umbrella brand of the MSE property and the host city sub-brands. This may provide further insight into how MSEs are developed and aligned when they involve multiple identities and sub-brands, addressing calls for deeper understanding of the paradoxical nature of MSEs, such as how they may be positioned and used to unite communities nationally and internationally (Müller, 2017).

Research Design, Methodology and Data Analysis

In-depth, semi-structured 'elite' interview data was collected from senior industry executives with a clear remit within their roles for contributing to the organisation of Euro 2020 from a host city perspective. A thematic analysis was employed, allowing the inductive identification of emerging themes. Particular attention was paid to conformability, specifically inter-coder

agreement, to assess the extent to which the data was analysed in the same way by the researchers.

Findings and Discussion

Five key themes emerged from the interviews. The first relates to brand identity signals developed by each host city (sub-brand) and includes physical elements such as: signage, communication devices, mascots and volunteers; and intangible elements such as: the vision, values and long-term aspirations of each host. The second focuses on brand management and includes aspects such as planning, positioning, responsibility and a drive for consistency across all touchpoints. The third acknowledges the complex ecosystem related to Euro 2020 brand identities, including the presence of interrelated stakeholders and competitive yet open relationships between cities, a reverential relationship between hosts and UEFA (corporate brand), and relationships with national-local policy makers. The fourth involves host city differentiation, whereby hosts have flexibility to develop independent initiatives and programmes often unique from other hosts as long as these are supported by the corporate brand. This links to the final theme, centring on the dominance of the corporate brand. The corporate brand creates an overall visualisation for host city brands and it is each host's responsibility to develop such aspirations into reality by facilitating the tangible and intangible elements of brand identities.

Conclusion, Contribution and Implication

Host city brand identities are created and managed based on a clear vision and desired requirements put forward by the corporate brand (UEFA), yet each host is responsible for the operationalisation of each identity. Further, hosts are aligned to the aspired corporate brand identity; however, some misalignment is encouraged in order for hosts to develop tailored identities to meet the wants, needs and culture of each jurisdiction. Therefore, findings suggest that the corporate brand envisioned the MSE as an occasion to illustrate unity in diversity of cities and nations across Europe and instill this mantra in the hearts and minds of citizens and spectators.

Theoretically, this study contributes to better understanding of how MSEs create and manage brand identities and how MSEs are developed and aligned when they involve multiple identities and sub-brands. In addition, calls for deeper insight into how MSEs are positioned and used to unite communities nationally and internationally are addressed. Managerially, guidance in developing blended, pragmatic approaches towards cultivating multiple brand identities with a degree of alignment is offered. This approach can enable MSEs to develop distinct yet related identities and also create positive experiences for stakeholders and establish long-term societal benefits.

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An Examination of Consumer Response to Cause-related Marketing Fees Associated with Sport Tickets

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Aim and Research Questions

Companies initiate cause-related marketing (CRM) campaigns to increase profit while committing to corporate social responsibility (Barone et al., 2000). Sport organizations commonly use CRM strategies to provide a positive societal impact, while improving customer loyalty and firm reputation (Lewis, 2003). For instance, the NFL's CRM campaign of pink merchandise to increase breast cancer awareness has generated more than \$15 million since 2009 (NFL Football Operations, 2016). To link their live event tickets to social causes, sport organizations sometimes incorporate CRM fees into ticket prices and allow consumers to donate a portion of ticket prices to a charity. This donation can be surcharged as a mandatory or optional payment, providing consumers a choice. This surcharge strategy evolves from partitioned pricing (PP), which splits a total cost of a product into a base price and a surcharge (Morwitz et al., 1998). Separate price components in PP become more noticeable and particularly more effective in increasing consumer demand when consumers perceive the surcharges to offer benefits (Morwitz et al., 1998). However, there are two concerns with this strategy that have not been adequately addressed in the literature. First, the way consumers perceive mandatory and optional CRM fees added onto sport tickets through PP is unknown. Second, organizations sometimes focus on an initiative that affects all demographic categories (e.g., cancer research), whereas other initiatives are geared towards a certain demographic (e.g., anti-bullying to help children). However, the impact of CRM initiatives focused on certain demographic categories has not been examined. Therefore, the purpose of this study is to examine consumer reactions (e.g., perceived motives, purchase intentions) to cause-related surcharges (mandatory vs. optional) for live event tickets that support only youth or all ages.

Theoretical Background and Literature Review

Scholars claim CRM influences consumer perception of the motives (cause-centered vs. profit-centered) of firm's engagement in CRM, which impacts purchase intentions (Barone et al., 2000). The perceived motives are relevant to a fit between the initiative and an organization's objectives and/or a timing of the initiatives (Becker-Olsen et al., 2006). For instance, when the CRM initiatives align well with the firms' visions and features (e.g., Home Depot and homelessness), it generates a feeling that the firm has altruistic intention in their campaigns (Becker-Olsen et al., 2006). Additionally, proactive CRM campaigns enhance favorable consumer responses for ongoing causes (e.g., child kidnapping), whereas reactive campaigns could be beneficial for natural disasters (e.g., hurricanes; Becker-Olsen et al., 2006).

Additionally, consumer behaviors towards the surcharged CRM initiative fees in ticket prices may differ, as PP can generate positive or negative outcomes (Morwitz et al., 1998). When sport consumers acknowledge a CRM fee in their ticket prices are to support community, this could result in increased sales. However, consumer reactance to PP is limited within the

context of sport. Additionally, consumer behaviors towards mandatory versus optional surcharge payment has not been investigated.

Hypothesis

This proposed research assumes individuals are more inclined to CRM initiatives supporting youth than supporting all ages due to the prevalent initiatives for youth (e.g., educational support; Babiak & Wolfe, 2006). Moreover, a mandatory payment may generate more favorable consumer behaviors than an optional payment which consumers have an optional of opting out. Thus, the following hypotheses were developed.

- *H1*: Individuals will perceive youth-supporting CRM as a cause-centered motive.
- *H2*: Individuals will have higher purchase intentions towards tickets associated with youth causes.
- *H3*: Individuals will perceive a mandatory donation as a more cause-centered CRM initiative than an optional donation.
- *H4*: Individuals will have higher intention to purchase tickets with a cause-related mandatory surcharge compared an optional surcharge.

Methodology

To examine these hypotheses, a 2 (payments: mandatory vs. optional) x 2 (demographic groups: youth vs. all ages) experimental design was developed with a control group. Respondents will be recruited via MTurk and randomly assigned to various conditions. An online survey will be developed to assess cause support, perceived motives of a specified team's CRM involvement (profit-centered vs. cause-centered), consumer attitudes, and purchase intentions. A 2 x 2 multivariate analysis of variance will be used to determine group differences in perceived motives, consumer attitudes, and purchase intentions.

Theoretical and Managerial Implications

Through the examinations that have not been investigated or are still limited, this proposed study extends the CRM and PP literature. First, this study will advance scholars' understanding of the way demographic groups affected by CRM campaigns impact perceived motives and purchase intentions. Second, this study will describe the way consumers react to ticket sales with a surcharged CRM fee. Third, the findings will provide knowledge regarding the role mandatory and optional surcharges play in consumer attitudes and behavior. Finally, through consumer attitudes towards CRM surcharges in ticket prices, this study will extend the PP literature by adding supplementary evidence whether positive consumer attitudes and behavior towards PP are aroused by perceived benefits of surcharges (e.g., benefiting society).

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Post-Event Effects: A New Perspective on Giveaways Distributed at Sporting Events

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Aim and Research Question

Giveaway promotion is one of the most common marketing techniques in spectator sports. Previous researchers have shown that giveaways incentivize people to attend sporting events (Howell et al., 2015) and enhance their game day experience (Yoshida & James, 2011). However, little is known about how giveaway items are used after the events. After people receive a giveaway item at a sporting event, they may take it home, use it in their daily lives, and talk about the sporting event. In this way, giveaway items can result in brand exposure (Fang et al., 2007) and trigger word of mouth (WOM; Sernovitz, 2015). In the present study, we focused on the post-event effects of giveaway items and explored whether and how people use giveaway items after sporting events.

Research Design, Methodology, and Data Analysis

This study involved two online surveys using Amazon Mechanical Turk. In the first survey ($N = 237$), we investigated people who had recently attended a sporting event and received a giveaway item. In the survey, we asked the participants whether and how they used giveaway items after the events using the multiple-choice format. Additionally, we asked those who rarely or never used or displayed the items why they did not do so using the open-ended format. Through a content analysis of the survey responses, we identified the major constraints of using and displaying giveaway items. First, one of the authors generated the key themes, and then two researchers coded each response independently, based on the themes.

Findings and Discussion

The results showed that 68.6% of the participants used a giveaway item at least occasionally, and 45.2% said they talked about the giveaway item at least occasionally, implying that giveaway items often result in brand exposure and WOM after sporting events. Then we identified primary reasons for not using giveaway apparel items (e.g., T-shirts), including the item being “too small/large” and “not fashionable.” We also found that people did not display giveaway memorabilia (e.g., bobbleheads) because they thought the items were not interesting and worth showing. From the customer value perspective, these reasons are related to the functional, symbolic, and social value of giveaway items (Sheth et al., 1991). Thus, we propose that these three value dimensions play key roles when consumers decide to use and talk about giveaway items after sporting events.

To test our proposition, we conducted the second survey ($N = 233$). We asked the participants to imagine that they attended a sporting event and received a giveaway item at the gate. After providing the introductory scenario, we showed a giveaway item to the participants—each participant was randomly shown either a T-shirt or bobblehead—and asked them to evaluate the item based on the three value dimensions: functional (Sweeney & Soutaer,

2001; Cronbach's $\alpha = .93$), symbolic (Escalas & Bettman, 2003; Cronbach's $\alpha = .94$), and social (Činjurević et al., 2019; Cronbach's $\alpha = .93$). Then, the participants indicated their intention to wear/display the item in a public space and talk about the item after the game.

We conducted a series of regression analyses to examine the relationships between the value dimensions and behavioral intentions. First, focusing on the T-shirt, functional ($\beta = .395, p < .001$) and symbolic ($\beta = .390, p = .001$) values showed significant relationships with intention to wear the item in a public space, but social value did not ($\beta = -.063, p = .587$). Additionally, symbolic value showed a significant relationship with intention to talk about the item with others ($\beta = .518, p < .001$), whereas functional ($\beta = .135, p = .093$) and social ($\beta = .091, p = .409$) values did not. Regarding the bobblehead, functional ($\beta = .392, p < .001$) and symbolic ($\beta = .319, p = .003$) values had significant relationships with intention to display the bobblehead in a public space, but social value did not ($\beta = .082, p = .460$). Finally, functional ($\beta = .269, p < .001$), symbolic ($\beta = .248, p = .014$), and social ($\beta = .366, p < .001$) values all showed significant relationships with intention to talk about the bobblehead with others.

Conclusion, Contribution, and Implications

In one of first studies that examines the post-event effects of giveaway items, we provide unique theoretical and practical implications. When sports teams design giveaway items, they should consider not only how to incentivize people to attend sporting events but also how to motivate them to use, display, and talk about the items after the events. We suggest that sports teams can encourage consumers to engage in those behaviors by improving the items' functional, symbolic, and social value. Specifically, when sports teams give away apparel items, they should consider offering various size options and designing fashionable items. When sports teams create memorabilia, they should consider adding a distinct function and design to the items so that they reflect a unique experience and identity.

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Using Deep Learning for Strategic Prediction of Major League Baseball (MLB) Attendance

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Aim & Research Questions

In professional sports, the spectatorial audience is one of the most important factors that directly impacts the team business management. The revenue (gate receipts, parking, concessions, etc.) brought in by fans in attendance significantly affects the stability of teams in terms of financial management. Major League Baseball (MLB) attendance has been steadily declining over the last few seasons, dropping to the lowest numbers since 2003. According to Fisher (2019), the total attendance of MLB at the end of its 2019 regular season was 68.49 million, which was 1.7% less than that from previous year. In order to provide a solution to prevent further decline, previous studies have tried to predict the variables that affect attendance numbers by employing past and current data (e.g., Mueller, 2018). Demand forecasting can be utilized both qualitatively and quantitatively to forecast tendencies of industry demand. Past and current data have been used to predict the future demand not only in the field of statistics, but also across various disciplines including psychology, sociology, business, and economics. This approach to predicting demand, which also has been used in the sport industry, plays a crucial role in providing guidance to organizations as they can make strategic decisions in an environment that can be quite unpredictable and dynamic. Several studies (e.g., Coates & Humphreys, 2012; Mueller, 2018) have been conducted to predict the number and characteristics of the sport audience. Such research initiatives have sought to foresee revenue generated from spectators as this revenue stream helps sport teams and leagues in their operational management. Unlike previous studies that aimed to predict demand in sport, the prediction of spectators requires the employment of powerful forecasting models that considers various external factors influencing the total number of people amassed in the stadium. The current study uses the deep learning model (noted below) to compare variables that affect the size of audiences in MLB games and ultimately to better predict the number of attendees in future games.

Theoretical Background and Literature Review

In professional sports, attendance numbers have largely been predicted using three analytical methodologies: through the Auto Regressive Integrated Moving Average (ARIMA) model, regression analysis, and machine learning and deep learning. Chea (2012) used the ARIMA time series analysis to predict the audience size for the Korea Baseball Organization (KBO). Smith and Groetzinger (2010) used a regression analysis to predict the impact of the attendance figures on the home team's winning rate and the scoring difference in MLB. In addition, Winfree et al. (2004) utilized a regression analysis to identify the non-game-related variables (e.g., distance, price, population, stadium) that affect audience size. Lastly, as machine learning and deep learning have been receiving more attention, using an artificial neural network has

emerged as one way to predict spectator attendance (Mueller, 2018). Despite the prevalent use of these models, the current study utilizes the deep learning model to forecast MLB spectators, which has proven its reliability in other settings.

Research Design, Methodology & Data Analysis

Six years of daily MLB game data from 2014 to 2019 were used for this study. Data about the game internal factors such as standings of the home team, the total winning rate (home and away games), goals, losses, the winning rate for each team's home game, and the winning rate for each team's away games were collected. The external factors – weather (i.e., the mean temperature, humidity, and precipitation), day of the game (i.e., weekday and weekend), and macroeconomics-related variables (i.e., NASDAQ index and the Dow Jones index) – were included as input. Lastly, as an output, the attendance figures for each game day were used. In order to build the prediction model, the Random Forest regression model, Lasso regression model, and XG boost were applied. All of the analysis was conducted using Python 3.7.

Results, Discussion, and Implications/Conclusions

The comparison of the three models showed that XG boost had the best predictability power with 69.4%, and the Random Forest regression model returned 54.5% of predictability. The Lasso regression model was not an ideal model as it showed only -0.0016 of predictability. The XG boost returned an R2 score of 56.8%, a fairly high predictability percentage, along with a mean squared error of 15.2%. The category of holidays was the most influential variable at 21.9%, followed by days (10.70%), standings (7.89%), and precipitation (5.43%).

The study, using XG boost, also identified some main factors that affected the size of the audiences. Specifically, while both internal and external factors affect attendance number, this study attests that the external factors render more influence over the internal factors. Such findings could be also taken into consideration both for future research initiatives in sport spectatorship and for various marketing strategies conducted by sport organizations.

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Perceived Brand Authenticity of Athletes on Social Media

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Aim and Hypotheses

Insincerity in marketing has resulted in skepticism from consumers (Charlton & Cornwell, 2019), resulting in an emphasis on authenticity (Moulard et al., 2015). Celebrities are defined as human brands (Thompson, 2006), and possess substantial branding influence. For athletes, branding influence results from a robust social media presence and ability to monetize content, with sponsorship earnings in the millions (Badenhausen, 2019). This study will examine perceived authenticity antecedents of athletes with high social media engagement to determine which factors contribute to authenticity in social media.

The celebrity authenticity scale by Moulard et al. (2015) was adopted for this study. The constructs of talent (i.e., natural skill), originality (i.e., creativity), and discretion (i.e., modesty), were found to positively effect authenticity through presentation of “true self.” The constructs of consistency (i.e., recognizable), candidness (i.e., straightforwardness) and morality (i.e., values) were found to positively affect authenticity through intrinsic motivations. The following hypotheses were developed for this study:

- *H1*: Talent positively affects brand authenticity
- *H2*: Discretion positively affects brand authenticity
- *H3*: Originality positively affects brand authenticity
- *H4*: Consistency positively affects brand authenticity
- *H5*: Candidness positively affects brand authenticity
- *H6*: Morality positively affects brand authenticity

Theoretical Background and Literature Review

Authenticity combines real and constructed attributes to characterize a brand (Beverland, 2005). One underlying commonality of authenticity relates to a person behaving according to their “true self” (Moulard et al., 2015) with individuals routinely assessing the perceived authenticity of others. Authenticity is a growing area of analysis, with current marketing research emphasizing perceived authenticity (Charlton & Cornwell, 2019). Perceived authenticity has been examined in celebrities across various industries, with limited research focusing solely on athletes who utilize social media as a branding tool.

Research Design, Methodology, and Data Analysis

The top five male and female athletes with the most engagement (i.e., likes, comments, shares) on Facebook, Twitter, and Instagram in 2019 were analyzed (Badenhausen, 2019). Participants (N = 200) were recruited utilizing Amazon’s MTurk, and paid \$0.50 by the researchers for

survey completion. Approximately 76% of respondents were male ($n = 147$) and 24% were female ($n = 45$), with a mean age of 30. Approximately 59% ($n = 115$) of respondents followed the athletes on Facebook, 41% ($n = 78$) on Twitter, and 43% ($n = 83$) on Instagram. Participants were divided into five groups of 40, and assigned two of the 10 athletes – one male and one female. The questionnaire contained 19 items, and each participant completed two separate questionnaires for their assigned athletes. Thus, a total of 400 questionnaires were collected in March 2020. Data cleaning resulted in the reduction of usable questionnaires to 384 ($n = 384$), comprising the data sample.

Results and Discussion

Questionnaires were analyzed using structural equation modeling (SEM) in SPSS Amos 26.0. Confirmatory factor analysis on a first-order model included constructs of celebrity authenticity, talent, discretion, originality, consistency, candidness, and morality. Results indicated model fit ($\chi^2 = 315.98$, $p < 0.001$, $df = 98$; CFI = 0.94, RMSEA = 0.07). Next, SEM analyzed hypothesized influences on celebrity authenticity in the first-order model, modifying celebrity authenticity as an endogenous variable. SEM results indicated model fit ($\chi^2 = 407.60$, $p < 0.001$, $df = 110$; CFI = 0.92, RMSEA = 0.08). All constructs of talent ($\beta = 0.69$), originality ($\beta = 0.19$), discretion ($\beta = 0.79$), consistency ($\beta = 0.32$), candidness ($\beta = 0.16$) and morality ($\beta = 0.11$) had statistically significant effect on celebrity authenticity ($p < 0.01$), supporting all hypotheses.

Differences occurred regarding the importance of various factors compared to results by Moulard et al. (2015) suggesting social media usage as a branding tool may impact perceived authenticity. In this model, the strongest factors influencing authenticity included discretion, talent, and consistency, while results from Moulard et al. (2015) reported the strongest factors as talent, candidness, and originality. Noteworthy is the strong influences of discretion and talent. Discretion is defined through modesty, while talent is defined through raw skill. For this set of athletes, perceived authenticity on social media is increased through messaging reinforcing the athlete as highly skilled, yet humble. The consistency factor was moderately strong and indicates the positive influence of familiarity in social media presence for perceived authenticity.

Conclusion, Contribution, and Practical Implication

Contributions from this study build on the model by Moulard et al. (2015) by focusing on athletes with significant digital media engagement and identifying factors that impact perceived authenticity in social media. Exposure to athletes builds perceptions of authenticity, which can be reinforced through various marketing or branding channels. Athletes are high users of social media as a branding tool. From a practical perspective, they would benefit from strategic marketing management on social media to curate content that positively influences perceptions of the athlete as a brand (Thompson, 2006), and create authentic marketing experiences.

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Exploring Soft Power Sponsorship Through Social Network Analysis

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Aim

This study explores the strategic uses of sport sponsorship by nation states and state-owned entities through a social network analysis of three countries' sponsorship activities. In so doing, the research addressed: (1) What are the nature, extent and features of soft power sponsorship?; and (2) What are the implications of soft power sponsorship for sponsors and sponsees?

Theoretical Background

Nye (2004) described soft power as an actor's potential to "attract and co-opt [others] to want what you want" and manifests as the ability to achieve objectives through attraction, noting that nations commonly utilise such appeals as a discursive tool to engage in global affairs (Nye, 1990, 2004). Soft power thus represents a "politics of attraction" (Grix & Lee 2013), intended to communicate a nation's personality, culture, political values, institutions, and policies to establish its legitimacy and moral authority.

The application of soft power to sport has largely been restricted to the study of mega events (e.g., Grix & Lee, 2013), investigating nations' use of events as a mechanism for diplomacy, image building, and political and economic strategic development. The application of soft power to sponsorship, however, presents a novel approach to understanding nations' engagement with sport more broadly. Evident in agreements such as those between Abu Dhabi-owned Etihad Airways and Manchester City FC, and Russian-oil Gazprom's widespread sponsorship of European sport, nations have increasingly engaged with sports properties through sponsorship, underpinned by a range of commercial and non-commercial strategic objectives. Such agreements adopt a network structure (Jensen et al., 2016), which affords nations the ability to embed with key target audiences and to exert political, economic, and socio-cultural influence through attraction.

Methodology

To explore soft power sponsorship, a social network analysis (SNA) approach was adopted. SNA affords the ability to create and investigate the structure and interrelationships of actors present within a network (Crossley, 2010), allowing for the detection and exploration of patterns within and between networked entities.

In constructing the analysis, a systematic documentary analysis of archival evidence was employed, drawing on print and digital news media, national strategic planning, and sponsorship industry reports, two separate sources were used to clarify the existence of an sponsorship connection. In total, 1700 documents were examined, with all relevant data regarding state or state-owned properties engaging in sport sponsorship globally respecting three target countries: China, Russia, and Qatar. As three of the most prominent exponents of soft power sponsorship, the nations selected provided a wealth of data upon which to build

networks. The archival and documentary data then informed the population of three ego-nets, employing Gephi to construct and illustrate each developed sponsorship network comprising 137 total sponsorship agreements.

A descriptive qualitative analysis of each ego-net was then undertaken, examining the structure, position, and flow of network links. This analysis explored the connections established between actors within each of the networks, alongside patterns, trends, and key network characteristics present within the data.

Findings and Discussion

The unique aspects of each nation's apparent soft power sponsorship strategy reflect the complexity of international relations as realized through sport. Each nation has adopted a bespoke approach to soft power exertion through sponsorship, reflective of the different audiences or markets targeted (e.g., Russia engaging with European audiences, contrasting China's much more global scale), as well as apparent policy directives at play.

Across each of the networks examined, key strategic partners were seemingly targeted by the nations studied, including major events and rights holders (e.g., UEFA Champions League, FIFA), prominent and strategically situated properties with leverageable international brands (e.g., Real Madrid, Renault F1), or culturally-laden and valued organizations (e.g., FC Barcelona, IOC, UEFA). For sponsors, results indicate that politics, policy, and strategy interests are increasingly being served by soft power deals; in turn, countries and governments may more frequently conceive of sponsorship goals in terms of national interest. Conversely, for sponsees this implies that unless they occupy a strategic position (either in geographic, network, or market terms), or else embody a set of values with which a soft power sponsor wishes to be associated, they are unlikely to be engaged in a soft power sponsorship.

Conclusions

Soft power sport sponsorship represents an important and intriguing development in sponsorship relations and strategy. Nation states have adopted sponsorship as a mechanism through which to communicate social, economic, and cultural ideals, leveraging the socio-cultural capital of sport and engaging with strategically positioned global sports properties. Our results suggest that sponsorship can now be conceived of as being a B2G (business-to-government), or even a G2B (government-to-business) or G2C (government-to-consumer), targeted relationship, wherein sponsor goals may range from securing access to natural resources through to establishing the global presence of a domestic industry or corporation. As a result, such soft power sponsorships are divergent from existing forms of sponsorship, most notably those which accentuate the importance of marketing.

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The Development of a Structural Model of Athlete Brand Equity: An Exploratory Analysis

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Aim and Research Question

Gao and Pyun (2019) conceptualised a measurement model of athlete brand equity (ABE). This study proposed a comprehensive structural model of ABE, including its antecedent (professionalisation of athlete) and consequences (attitude and purchase intention). The conceptualisation contains two multidimensional measurement models of athlete professionalisation and ABE. The main research question is whether the proposed relationships and patterns of the measures can be correctly interpreted and understood as they are conceptualised. Thus, as a preliminary phase, this study aims to test reliability and the factor structures of the measures in two models.

Theoretical Background and Literature Review

In the current sport industry, the increase in athlete income and the existence of athlete public relation breed different types of sport heroes, celebrities, or even villains (Rascher et al., 2017). Therefore, the concept of athlete branding has emerged. On the basis of a critical review of existing brand equity, human brand, athlete brand management and marketing literature, five dimensions (i.e., brand loyalty, brand awareness, perceived quality, brand image and brand uniqueness) for ABE and two dimensions (i.e., athletic technique and athlete brand personality) for professionalisation of athlete were conceptualised. A wide variety of academic research has touched on brand equity, such as Aaker's (1991) brand equity model and Keller's (1993) customer-based brand equity model which are the fundamental studies in general marketing level. However, brand equity has not been widely used in the athlete branding context. It is obvious that the process of building athlete brands differs from traditional brand development for goods or services and requires further explorations (Parmentier & Fischer, 2012). Athletes are usually considered as a critical team component to form sport team brand equity. The exploration of athlete personal brand is however inadequate. Arai et al. (2013) proposed a conceptual model of athlete brand image but failed to show a full understanding of athlete brand equity. There is a call for a more comprehensive and integrated approach to ABE conceptualisation.

Research Design, Methodology and Data Analysis

Specifications of the dimensions, items generation process, content validity, the Q-sort test and back-translation technique were conducted to develop a valid questionnaire. As a result, the questionnaire is composed of two parts which are ABE (48 items) and athlete professionalisation (22 items). All items were adapted from past literature or self-developed. The population of this study consists of adult consumers in Hangzhou, which is one of the biggest cities in the southeast coast of China. The authors collected data at several big shopping

malls in the urban districts of Hangzhou. As a result, a total of 251 questionnaires were collected as the research sample. The data were analysed by internal consistency reliability test and exploratory factor analysis (EFA) to purify the current measures of ABE and athlete professionalisation.

Results

The reliability test showed that the Cronbach's alphas of all dimensions in two scales were higher than the .70 cut-off. While the item-to-total correlation coefficients of all items in athlete professionalisation scale were higher than its cut-off of .50, 12 items in ABE scale were removed at the reliability test stage due to low item-total correlations ranging from .10 to .49. The remaining 36 items of ABE and all 22 items of athlete professionalisation were prepared for EFA. Based on the results from two separate EFA tests, the authors deleted all problematic items which did not meet the criterion (.40) of factor loading or cross-loaded. Through the data purification test, 19 items for ABE and 15 items for athlete professionalisation were finally retained.

Conclusion, Contribution and Implication

The results from this exploratory stage generally support the two proposed models but need another phase to revisit reliability and EFA. Further item generation should be taken particularly for brand image, perceived quality and brand uniqueness as a significant number of items for each dimension were removed. In the future, using a new data set, a revised item pool needs to be tested to ensure their reliability and factor structure. Additionally, the authors will further test the psychometrics properties of both measurement models in terms of the overall and internal model fits. This study contributes to the synthesis of a structural ABE model for athlete branding setting. This multidimensional approach provides a comprehensive understanding of ABE for future researchers. The model of ABE would help sport practitioners' work of athlete brand management and enable them to identify the salient athlete brand equity dimensions. Sport marketers or athletes can also use ABE to assess athletes themselves relative to competitors or other athletes. They can appreciate which parts of ABE are stronger or weaker, compared to their competitors. The measurement model of athlete professionalisation would provide athletes with the essential elements to advance elite athletes and enhance personal brand value through the measurements of athletic technique and athlete brand personality.

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Viewing Sport Sponsorship through the Lens of a Platform Perspective

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Aim of the research

Sport sponsorship is widely referred to as a dyadic relationship between sponsee and sponsor. Considering sponsorship portfolios of sports organisations, which include multiple sponsors, a dyadic perspective on sponsorship seems narrow-minded. Accordingly, the latest developments in sport management literature emphasise the importance of B2B-relationships in sponsorship. However, the literature lacks comprehensive research on the complexity of the sponsorship network, its ecosystem, and the relationships between the connected actors (Cornwell & Kwon, 2019). To fill this gap, we use the ideas of service-dominant logic (SDL) and engagement platforms (EP) as theoretical underpinning in this conceptual paper. Hence, we synthesise network approaches from existing sponsorship literature with the theoretical concepts from SDL and EP literature. Thereby, we aim to contribute to a conceptualisation of sponsorship as an EP within the sport service ecosystem.

Literature review

In the academic literature, some authors already described sponsorship with a relationship approach and applied a network perspective. For instance, Olkkonen (2001, p. 312) argued that a “network approach of sport sponsorship goes beyond dyadic relationships to networks of relationships”. Thereby, the author requested a broader understanding of sponsorship by considering additional actors and their relationships within the network. Morgan, Adair, Taylor and Hermens (2014) extended the dyadic alliance of sponsor and sponsee to a complex dynamic inter-organisational relationship with a strong focus on sponsors’ business-to-business (B2B) networks. Although some authors regarded sponsorship from a network perspective, they limited the network to either the sponsee with its multiple sponsors (B2B) or to a “trinity” including sports organisations, business, and media (Olkkonen, 2001).

Boundaries of sport sponsorship network approaches

Considering the reality in sport management practice, however, further actors (e.g. spectators/fans, athletes, politicians, media organisations) are involved in a sponsorship network. More importantly, none of the previous studies investigated the interrelation of actors in the network and the resource integration among actors. Consequently, the network perspective of sport sponsorship is still underdeveloped in academic literature. The limitations are mainly based on the theoretical foundations of previous studies, e.g. the IMP-related network approach (Olkkonen, 2011). SDL literature (Vargo & Lusch, 2004), and EP literature (e.g. Breidbach et al., 2014) provide valuable theoretic ideas to describe and investigate sponsorship from a network perspective.

Rethinking sport sponsorship as a platform

Woratschek, Horbel, and Popp (2014) already introduced the ideas of the fundamental premises of the SDL to the sport management context. According to their sport value framework, “sporting activities are the core of sport management” (Woratschek et al., 2014, p. 19). They further stated that sport events are platforms where various actors, e.g., event organisers, fans and media, co-create value through resource integration (Woratschek et al., 2014). Drawing on the SDL and EP literature and considering the sport value framework, we develop a conceptual sponsorship model.

Following SDL, we used three aggregation levels of analysis (the macro-, meso-, micro-level). The sports industry is regarded as the sport service ecosystem at the macro-level. In the sport service ecosystem, various interdependent EPs exist (e.g., sporting goods manufacturer, leagues, and sport events). Each EP exhibits collocations of actors (meso-level). One focal EP in the sport service ecosystem is the sport event platform, whereas sporting activities are the fundamental basis for value co-creation (Woratschek et al., 2014). The sport event platform provides the condition for the emergence of a sponsorship platform. The sponsorship platform emerges when a sponsee and at least one sponsor enter into a sponsorship agreement, whereby the sponsee is considered as the platform provider. From that moment on, additional actors engage in multiple dyadic relationships (micro-level), integrate resources, and thereby co-create value. Actors who interact on the platform can be other sponsors, agencies, media organisations (Olkkonen, 2001), spectators/fans, politicians, employees, athletes, security staff, and other actors.

Conclusion, contribution, and implications

With our conceptual paper, we extend the idea of Olkkonen (2001, p. 317) that sponsorship “can be described as a value-adding exchange network” by conceptualising a sponsorship platform where various actors interact to co-create value through resource integration, and which is conditioned by a sport event platform and embedded in the sport service ecosystem. The sponsorship platform approach serves as a new way of thinking for both scholars and practitioners and fosters the understanding of sponsorship as a tool for interacting and benefiting from other actors’ resource integration while integrating own resources at the same time to co-create value. Hence, sponsors should be aware of potential spillover effects where the actions of other actors on the platform could affect their reputation both positively and/or negatively. This is crucial for the decision which sponsee to sponsor. To exploit the full potential of sponsorships, sponsors should cooperate with other actors, not only with other sponsors, on the platform and, for example, jointly activate sponsorships. The sponsees as platform providers should actively mediate between the actors and facilitate cooperation.

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An Examination of the Prevalence and Use of Athlete Brand Marks on Social Media

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Aim and Research Questions

The purpose of this study was to evaluate where athletes were circulating their personal brand marks. With a relative lack of literature pertaining to athlete brand marks, this study employed the content analytic method to determine what platform is most used by athletes in disseminating their brand marks, the frequency at which athletes circulate their brand marks on their social media platforms, and how athletes present their brand marks on social media platforms.

Theoretical Background and Literature Review

Athletes, who are no longer just members of a team or extensions/associations of a brand, have evolved into sustainable brands themselves (Williams et al., 2015). With the proliferation of social media, the concept of athlete brands has emerged as a significant line of interest (Williams et al., 2015) because of the source publicity opportunities presented to athletes through the various platforms. In this new realm of athlete branding, a phenomenon has emerged regarding the use and acquisition of personal brand marks by the athletes.

Athletes often rise to the status of celebrity, making them an integral part of the human brand equation (Thomson, 2006). With the extent to which the status of athletes has grown, there are opportunities for them to further develop their brand. Previous scholars have called for the utilization of techniques that will bolster athlete identification, benefiting the success of the team and the athlete (Carlson & Donavan, 2013). However, to address what techniques may help the athlete brand and brand marks, an assessment of the current landscape of these marks is needed.

Previous research has postulated that these symbols (i.e., brand marks), when designed around their affiliated brand, will serve as a key element in establishing distinguishability in consumer markets such as the retail industry (Park et al., 2012). Thus, once athletes develop their brand to a point of distinguishability, their impact in the marketplace is significantly strengthened. Nike and legendary basketball player Michael Jordan took the “Jumpman” brand mark and turned it into a billion-dollar brand to the point that Jordan earned more than 10 times as much money from items purchased with “Jumpman” on them than the composite salary throughout of his career (Gaines et al., 2020).

The social media platforms examined in this study (i.e., Twitter, Instagram, and Facebook) were selected for their popularity and their ease of use by athletes in setting their own agenda (e.g., source publicity through social media posts). Athletes, through their use of these platforms, are able to bypass the traditional media gatekeepers (Pedersen et al., 2017) and decide for themselves how much they want to promote and circulate images of their own personal brand marks.

Research Design, Methodology and Data Analysis

In this content analysis examining athlete brand marks, a list of the most prominent athletes was compiled using two data sources (i.e., ESPN's "World Fame 100" and Forbes' "World's Highest Paid Athletes"). To expand the breadth of the study, data were collected from the two most recent years of the source lists (i.e., 2018 & 2019), resulting in a total of 217 of the most well-known athletes that were examined for the study.

Each athlete's Twitter, Instagram, and Facebook accounts were observed, recording the most recent 25 pictorial posts as such a number captures the timeframe for which an athlete would have an opportunity to display a personal brand mark. Through the coding of the brand mark data (e.g., cover photos, profile pictures, linked posts, personal websites), the average time for each athlete's 25th post across all platforms was three months prior to data collection.

Results/Findings and Discussion

After evaluating 13,928 posts from the 217 accounts, 147 (67.7%) displayed a personal brand mark on social media or personal website. Athletes most used a personal website to display their personal brand mark (57.1%), followed by Facebook (49%), Instagram (44.2%), and Twitter (40.8%). Out of the 65 athletes who used Instagram to display their mark, 56 posted their brand mark on pictures, 21 posted it on their highlight, and five used it as a profile picture. Thirteen of the athletes who posted their brand mark on Facebook used it as their profile picture.

Conclusion, Contribution, and Implication

With the escalating use of athlete brand marks in the marketplace and by the athletes in their social spaces, this research serves as a platform and baseline upon which other researchers can base their work. Furthermore, the study presents a snapshot of prolific athletes and their marks disseminated on predominant platforms. Brand managers for current and future athletes will be able to use the findings of this study to evaluate the current trend in athlete personal brand marks, setting a foundation for keeping the status quo or for indicating potential methods of differentiation.

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Co-Creation of Value in Digital Interactions – A Netnographic Analysis of a Sport Clubs' Social Network Platforms

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Aim and Research Questions

Digital innovations such as social network platforms, connected stadiums, blockchain applications, or second screens affect digital interactions among sport organisations and other actors in sport. However, current research on digital innovations in sport marketing mainly emphasises the relationship between clubs and fans, while other relationships are neglected (Abeza et al., 2017). With the Sport Value Framework (SVF) Woratschek et al. (2014) presented a general theory with a high level of abstraction for the analysis of valuable relationships on network platforms between different actors. However, the SVF does neither explicitly aim at digital relationships nor substantiate digital processes of value co-creation. Consequently, this study contributes to the development of a mid-range theory, which formulates and substantiates a general theory (Brodie et al., 2011) based on practice theory (Schau et al., 2009). More specifically, we categorise value co-creation practices of sport club-related actors' (e.g., fans, sponsors) digital interrelationships on social network platforms.

Theoretical Background and Literature Review

The current study merges two fields of theoretical underpinning to analyse value co-creation practices on social network platforms. From a sport management perspective, we use the SVF (Woratschek et al., 2014) as a theoretical foundation. It describes the fundamental understanding of how interactions among actors are constituted and value is co-created on a platform in sport. However, the SVF does not substantiate actors' digital interactions in detail. Therefore, social practice theory (Schau et al., 2009) is used to analyse sport club-related actors' digital interactions.

By combining the two perspectives, we categorise digital value co-creation practices with an emphasis on a sport club's social network platforms. Since existing literature in sport management shows a gap in the investigation of digital interrelationships and value co-creation practices on social networks of sport clubs, this research contributes to the understanding of value co-creation in digital interactions.

Research Design, Methodology, and Data Analysis

We applied a netnographic approach (Kozinets, 2019) on BSC Young Boys (BSC YB), a Swiss football club, because netnography has proven its suitability for the examination of social network platforms in sport management (Abeza et al., 2017). Data were collected in November 2019. Therefore, we recorded all posts from BSC YB's Facebook and Instagram profile during the season 2018/19. Data analysis categorised the actors and their interactions in posts (texts, images, and videos) by employing a thematic analysis of value co-creation practices by two

independent researchers. According to Perreault and Leigh (1989), the coding of the actors and their relationships showed excellent interrater reliability ($r=0.96$).

Results and Discussion

Our results show that most of BSC YB's posts involve actors from the sport area such as the team, other football clubs, leagues, fans, sponsors, and the city of Bern. Regarding the network of relationships, we found that the team is commonly linked to other football clubs. Furthermore, the team is frequently connected to sponsors. It is striking that various combinations of actors have little or no common denominations (e.g., fans and sponsors).

Overall, the interrelationships of the actors and the practices on social network platforms clearly show that the sporting activity itself is the core of marketing activities, which is in line with the fundamental premise of the SVF. BSC YB's posts, for example, fuel rivalry with opponents. Moreover, BSC YB actively encourages its fans to create posts about the team or their experiences in the stadium. In addition, BSC YB posts content from the best player election, the Champions League, the city of Bern, shares news about sponsors' CSR activities or about an open rink ice hockey game in their stadium. The presented practices demonstrate that value is being co-created (or co-destructed in the ice hockey game example) by many actors on BSC YB's social network platforms.

There are some management implications. Sponsors are noticeably less engaged in BSC YB's communication. When sponsors are involved, they are connected to the team because they want to be associated with the sport. However, no proximity is created between fans and sponsors, meaning that sponsors' practices on the sport club's social network platform should be more encouraged by the club to better exploit the existing potential for the sponsors.

Conclusion, Contribution and Implication

In summary, this study provides new insights into the digital interrelationships of sport clubs' actors on social network platforms. Our research offers two main contributions to sport management research: (1) The SVF as a general theory with a high level of abstraction is formulated and substantiated. Therefore, we contribute to a mid-range theory about actors' contributions on social network platforms. (2) We enrich the SVF by analysing and categorising value co-creation practices of actors' digital interrelationships on social network platforms. Furthermore, we contribute to sport management practice by revealing the potential of sport clubs' actors' interrelationships on social network platforms, which can be leveraged by sport managers.

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PUBLIC HEALTH AND PHYSICAL ACTIVITY

Chair: Karin Book

Pathways of How Fitness Apps Increase Physical Activity

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Aim and Research Questions

There are various health benefits of regular physical activity (PA). With the rapid development of technology, smartphone applications (apps) have the potential to deliver cost-effective interventions to promote PA (and hence health), while poor adherence to these apps weakens their long-term effects. To date, it remains largely unknown what the mechanisms are that promote physical activity via the usage of apps. Therefore, this study uses the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) model (Venkatesh et al., 2012) to investigate the relationships between technology- and service-related as well as consumer-related variables, intended usage of PA apps, and intended PA. The research question that guides the research is the following: Which mediators relate to individuals' intended PA levels via intended app usage?

Theoretical Background and Literature Review

UTAUT2 provides the theoretical background for the study. It considers various determinants of individuals' usage intentions of new technology: (1) performance expectancy, (2) effort expectancy, (3) social influence, (4) facilitating conditions, (5) price value, (6) hedonic motivation, and (7) habit (Venkatesh et al., 2012).

While there is one previous study that adopted UTAUT2 to investigate the determinants of intentions and usage of PA apps, the authors did not relate these variables to intentions to be physically active or actual PA levels (Yuan et al., 2015). This is a shortcoming of the study, because health benefits will only be realized if (intended) app usage relates positively with PA (intentions).

Based on UTAUT2, the present study investigates whether intentions to use PA apps mediate the relationships between performance expectancy, effort expectancy, social influence, facilitating conditions, price value, hedonic motivation, and habit and intentions to be physically active.

Methodology

The study utilized a survey design with an online panel, delivered via Qualtrics and Amazon Mechanical Turk. Healthy individuals who were between 18 and 65 years old, owned a smartphone, and have downloaded and used at least one PA app were included. The study was conducted in March 2020 and 867 individuals participated in the study (all U.S. residents).

Items of UTAUT2 constructs and intentions to use PA apps were adapted from Venkatesh et al. (2012). Intentions to be physically active were measured by the International Physical Activity Questionnaire (short form).

The data were analyzed using R (RStudio, Boston, MA, USA). Confirmatory factor analyses were conducted, and structural equation modeling was used to test the hypotheses. Bootstrapping was used to test mediation effects.

Results and Discussion

The criteria for validity and reliability of the scales were largely fulfilled, with composite reliability between .78 and .97, average variance extracted between .54 and .83, and Heterotrait-Monotrait less than .85 (except for performance expectancy [.88] and facilitating conditions [.89]). The model had a good model fit ($\chi^2/df = 912.86/264$, $p < .001$, CFI = .976, TLI = .971, SRMR = .064, RMSEA = .053).

The hypotheses testing showed that performance expectancy ($\beta = .63$, $SE = .06$, $p < .001$), habit ($\beta = .32$, $SE = .05$, $p < .001$), price value ($\beta = .14$, $SE = .05$, $p < .01$), and facilitating conditions ($\beta = .19$, $SE = .10$, $p = .06$, marginal significance) related positively to intentions to use apps, while effort expectancy, social influence, and hedonic motivation were non-significant predictors (p 's $> .20$). Intentions to use PA apps related positively to intentions to be physically active ($\beta = .24$, $SE = .12$, $p = .05$). None of the UTAUT2 determinants related to intentions to be physically active. The model explained 86% and 19% of the variance in intentions to use PA apps and intentions to be physically active, respectively. Bootstrapping analyses revealed that the mediation effects were marginally significant for performance expectancy ($\beta = .15$, $SE = .08$, $p = .06$) and habit ($\beta = .07$, $SE = .04$, $p = .06$), totaling to .22 for these two constructs.

Conclusion, Contribution, and Implications

The UTAUT2 determinants had a high predictive power of the intentions to use PA apps. These intentions related positively to the intentions to be physically active, with performance expectancy toward the app and habits to use apps as marginally significant mediators. Thus, it is crucial that users perceive apps as helpful for achieving their fitness goals, and that users are supported to form routines in using these apps.

To complement the data, the authors will collect data in a second wave to include data on reported PA levels. Also, the moderating effects of app functionalities (e.g., motivational, educational, and gamification-related functionalities of the most preferred app that the participants used; Yang et al., 2020) on intention-behavior relations will be assessed.

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Positive Externalities from Professional Football Club in Germany: Trickle-down Effects Associated with Promotion and Relegation

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Aim and Research Questions

Hosting a professional sport club can be costly for a city. One avenue of positive externality is through the ‘trickle-down effect’; exposure to professional sport inspires people to participate in the respective sport at grassroot level (Weed, 2009). Identifying the determinants of the effect can be informative for attaining sport participation goals and justifying the costs of hosting professional sport clubs (Weimar et al., 2015).

This study is conducted to test how the promotion and relegation of a professional sport club affects sport participation via the membership in local non-profit sport clubs. In European professional sport, promotion and relegation can be a critical point where the valence of a team’s stimulation of sport participation significantly changes.

Theoretical Background and Literature Review

Trickle-down effect. The trickle-down effect is grounded on the presumption that exposure to elite sport performance will inspire people to participate in grassroot-level sport (Weed, 2009). Exposure to elite sport can prompt sport participation based on cultivation theory (Gerbner, 1973); theory posits that exposure to media will influence one’s perception about a subject and induce one to emulate the world shown on media. The theory predicts that more frequent exposure to sport and inducing stronger inspiration by exposing people to higher levels of sport excellence can be helpful for facilitating the trickle-down effect.

Previous studies on the trickle-down effect of professional sport are few, and existing results are inconsistent so far (e.g., Veal et al., 2012). More empirical examination on the topic/context testing causal relations based on secondary data is necessary.

Promotion and Relegation. As the promotion and relegation of a professional club can impose significant impacts on the exposure a club can get through attendance and media (Theo, 2018), promotion and relegation can be one of the main factors influential on the relation between professional sport and mass sport participation. Testing promotion and relegation as an opportunity and/or risk are critical for the effective delivery of the trickle-down effect.

Research Design, Methodology and Data Analysis

We argue that promotion and relegation drive an exogenous variation to assess the causal evidence. Promotion and relegation are not easily predictable since game outcome always contains uncertain and random factors. We assume that this exogeneity generates ideal condition to test the causal impact.

We collect the numbers of membership in local non-profit sport clubs at city-level in the German federal state of Nordrhein-Westfalen (NRW) from 2007 to 2016 from the State Sports Association (Landessportbund in German)[1]. Also, we collect the promotion and relegation cases between Bundesliga 1 and 2 over 10 seasons. For covariates, city-level annual population and unemployment rates were obtained from the Federal and State Statistics Office (Statistische Ämter des Bundes und der Länder in German)[2].

We apply difference-in-difference approach to estimate the effects of promotion and relegation in Bundesliga on the membership of local non-profit football club. We ran two models with city-level covariates and city and year fixed effects. First, we focus on the membership of non-profit football clubs, and use cities without any clubs in Bundesliga 1 as a comparison group. Second, we use the membership of all sport clubs to see changes in football club membership compared to that of club membership in other sports. Falsification test is also performed to see if promotion and relegation in the Bundesliga football affect the membership of clubs in other sports.

Results/Findings and Discussion

Results from the first difference-in-difference model show that promotion to the first division increases football club membership by 5,442, or 13.4% on average, compared to cities without the first division Bundesliga club. The second model, comparing the membership in other sports club, generates similar results; promotion increases football club membership by 6,253, or 15.4% from the average membership. Relegation does not change the membership in both models. The results of the falsification test prove that the estimated effects on football club membership were driven by the football specific variations and represent a net increase in membership. Promotion and relegation do not change the membership of other sports. It can be concluded that increases in football club membership does not come from other sports.

Conclusion, Contribution and Implication

Using plausibly exogenous variations from promotion and relegation, this paper shed a light on unseen positive externalities from the Bundesliga 1 football club. As a result, we found 13 to 15% increases in football membership after the promotion. Relegation does not change the membership. This finding is the first evidence that supports trickle-down effects from causal inference. As football is one of the vigorous activities, increased membership is more likely from youth and young generation. Increases in physical activity in youth and young generation have several advantages which include both short-term and long-term health benefits.

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The True Importance of Human and Cyber-physical Systems in Healthcare in Companies: Towards invisible Sports Science software in sedentary companies for sustainable employability

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Aim and Research Questions

To increase compliance with social assistance programs and simplify organizational processes to operate Cyber-Physical and Human Systems (CPHS) (Vanderhaegen & Jimenez, 2018) and health care protocols in business, this research shows the results of a qualitative study conducted with three European companies with the aim of analyzing the characteristics of an ideal WHPP software based on Sports Science to increase work capacity and sustainable employability. This research aims to find an explanation about specific software's based on CPHS to applying WHPP to answer four research questions:

- Why do companies with sedentary occupations obtain such heterogeneous health results?
- Why are there no greater motivations with the application of current software's?
- What are the organizational barriers that limit participation in workplace health promotion programs (WHPP)?
- Why has the work engagement not improved with the use of conventional software's?

Theoretical Background and Literature Review

In recent years, promoting wellness in companies through multidisciplinary health and prevention programs has been very important front sedentarism and their health problems associated. Multiple studies have demonstrated the effectiveness of promoting health and physical activity in the workplace (Conn et al., 2009). Also, improving work engagement increases work capacity, that contributes to greater sustainable employability (Rongen et al., 2014). New technologies have made it possible to use CPHS to manage the employees' health. Although the companies incorporate CPHS into their prevention and health care processes, invest large sums of money to prevent risks, the truth is that an inadequate design and implementation of preventive measures in the company less efficiency in the actions, the desired adherence to the WHPP and increased occupational risks. Previous studies have suggested that implementation specific software's based on CPHS to applying WHPP can increase physical activity and health (Rudolph et al., 2019). In light of these evidences, the prevention and technology specialists of companies ask themselves how to develop integrated software that allows them to coordinate all organizational actions without interfering in the work routine of employees (Melzner et al., 2014). Rongen et al. (2014) found work ability is

related to better health and if the work engagement increases, the work ability improves. Despite the existence of important CPHS for health care in companies in combination with strategies that improve sedentary working conditions and increase work capacity, it is still necessary to know the characteristics of the ideal software and the barriers to its implementation to promote participation in WHPP and improving sustainable employability.

Research Design, Methodology and Data Analysis

A case study based on a qualitative analysis was carried out through the administration of semi-structured interviews in three European companies with sedentary occupations. The methodology is based on Strauss's grounded theory (Strauss & Corbin, 1998). The sample consisted of four managers and four employees. Selection of participants was made with gender parity. The interviews were recorded and transcribed from the audio file and the duration was 10 minutes.

Results/Findings and Discussion

A conceptual map was prepared. The workplace is considered as an optimal place for health promotion programs. Likewise, top company executives fear that conventional software's will distract people from the company's main goals. Everything seems to indicate that the optimal CPHS will have to adapt to corporate cultures, be flexible and facilitate these processes. The authors propose the invisible software is a CPHS that, through the human-machine relationship, allows a greater effectiveness of comprehensive WHPP through efficient organizational processes without interfering in the company's tasks. The conventional software does not adapt to corporate cultures and it is preferable to use invisible software, capable of adapting to the rhythms of the company in order to improve adherence to the programs, to reduce associated risks and to optimize the organization of WHPP based on Sport Science to promote work engagement and sustainable employability in companies with sedentary occupations.

Conclusion, Contribution and Implication

The use of invisible software can now be expected to increase adherence to welfare programs and make organizational processes simpler in order to optimize CPHS and health-care interventions in companies. The challenge now is training the people who will be responsible for taking over those functions attributable to the software. There is a need to continue researching the development of software to achieve the desired effects of WHPP in a way that is effective and efficient. It would be interesting that companies with sedentary occupations carry out strategies focused on promoting work ability based on health promotion, considering invisible Sports Science based software's to promote work commitment and participation in health promotion programs against sedentary lifestyle in the companies. The comprehensive WHPP based on Sports Science through invisible software could encourage greater participation and commitment of employees, improve, work ability and promote stability at work. Quality experimental studies are suggested to corroborate our primary findings in the future.

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Play & Train. Social Benefits of Outdoor Sports for People with Disabilities

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Introduction

This case of study is part of the European project *Benefits of Outdoor Sports for Society* (BOSS), funded by the Erasmus + Sport call up to 2019, promoted by European Network for Outdoor Sports (ENOS). The overall objective of the project is to increase participation in outdoor sports in order to improve European people's health, designing a framework for the collection of clear and comparable evidences about their social benefits.

Literature review

The first stage of the European project consisted in a systematic review on this field in Europe. The systematic review of the scientific literature showed significant benefits generated by the practice of physical activities in the natural environment (Dickson et al., 2008), and explained how the participation in outdoor activities provides positive effects on social inclusion and the integration of people with some type of disability (Dorsch et al., 2016). The review has allowed to detect the main social benefits and classify them as follows: increase of social and civic responsibility; education and lifelong learning; improvement of mental health and well-being; increased environmental and ecological awareness; economic impact; and benefits to physical health (Eigenschenk et al., 2019).

Aim

The third stage of the European project aims to evaluate the social impact of the outdoor activities through the analysis of case studies. To carry out this evaluation the design and validation of a methodological tool was developed considering the social benefits identified in an international systematic review.

The case of study selected in Spain was *Play and Train*, an organization the main objective of which is facilitating people with disabilities and their families the right to access the practice, learning and training of elite and leisure time sports activities, regardless of their capacity, gender and age. The association offers outdoor sports programs for people with disabilities: surfing, alpine skiing, snowboarding and mountain biking.

Method

The methods used for data collection in Play & Train case were: an online questionnaire answered by 52 participants of the Play & Train project (qualitative analysis by SPSS); and two focus groups, with 10 participants of the association each accompanied by families and coaches. Interviews were transcript and qualitative analysis with Nvivo software was developed).

Results

Results show the social benefits that practice of outdoor activities entails for people with disabilities; as they point to the factors obtained in the BOSS systematic review.

Some of these benefits have been: a) *improving health and physical fitness*; more than 65% states that their health is much better now (25) or somewhat better now (40.4) than it was before participating in *Play & Train* activities. A clear example of that overall improvement is mentioned by P1: “the physical well-being that sport brings me, I really notice it in my day-to-day mobility. b) *the improvement on mental health and general wellbeing*; all the participants state that outdoor activities with *Play & Train* have improved their mental health and wellbeing, and more than 80% consider that it has been very significantly (46.2) or significantly (34.6). Furthermore, the improvement of other wellbeing factors is also mentioned, such as the feeling of freedom as one of the best improvements after practising outdoor sports.; c) *the increase of autonomy and concentration*; most of the participants have outlined the improvement of their autonomy; d) *the spirit for overcoming*: “the spirit of overcoming also by the fact that you see that things come out and you continue to demand yourself a bit more” (P8); and e) *the increase of the environmental awareness*; all the participants affirm that outdoor activities with *Play & Train* have improved their environmental awareness and their feelings towards the environment.

Conclusions

Therefore, the case of study of *Play & Train* shows the social benefits to practice outdoor sports for people with disabilities in order to improve their health and the wellbeing as the results of the systematic review predicted. The work also provides an overview in the social benefits associated with the practice of physical activity in nature.

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Understanding Active Travel as a Public Health Issue: A sociological study of public health figurations in Greater Manchester.

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Research Questions

As a result of the multifaceted benefits to be gained from regular cycling and walking, several parties have called for the health sector to play a greater role in the promotion of active travel (AT). Accordingly, this study explores the standing of AT as a public health issue, focusing on public health figurations in Greater Manchester (GM). GM was identified as an area of interest because of the unique context presented by two recent ‘devolvement deals’ in health and transport. The research questions for this study were: (1) How do different members of GM public health figurations understand AT as a public health issue? (2) How do individuals within GM public health figurations explain enabling and constraining processes towards the promotion of AT?

Theoretical Background and Literature Review

This study is underpinned by the theoretical framework of figurational sociology. According to Velija and Malcolm (2019, p. 1) “significant bodies” of figurational work have developed in relation to policy implementation within the areas of sport policy and leisure. These analyses have helped to develop a more reality congruent picture of “why policies implemented in organizational and community settings tend to have unplanned and unanticipated outcomes” (Thurston, 2019, p. 126). This suggests that figurational sociology has the potential to contribute to a more adequate understanding of implementation processes within public health figurations.

Research in countries that have demonstrated ‘success’ in promoting AT suggests that interventions are most likely to generate increases if they are supported by measures that seek to restrict car use (Pucher & Buehler, 2008). However, AT promotion in the UK has typically been of an advisory nature, as local, and national, politicians demonstrate a reluctance to adopt some of the more ‘invasive’ measures (Aldred, et al., 2019). Scholars therefore suggest that more needs to be done to raise the profile of AT in the UK, with many viewing population health as an appropriate ‘hook’ for this work (Bloyce & White, 2018).

There is limited previous literature on AT work from public health teams. However, implementation studies in other areas of physical activity policy, such as mega event legacy, have demonstrated the difficulties of negotiating implementation amongst a wide number of parties. For example, Bloyce and Lovett (2012) found that an unintended consequence of the complexity of legacy implementation networks can be that few organisations assume responsibility for specific goals or outcomes. This of great relevance to the present study, as AT is an issue that transcends many different departments and sectors. It was therefore

important to explore how public health figurations were managing implementation and promotion alongside an array of partners.

Research Design

42 semi-structured interviews were conducted with members of GM public health figurations in order to understand their views and experiences of AT promotion. This sample was of a purposive nature and deliberately targeted a range of public health roles (including Directors of Public Health, councillors, and local government officers). A supplementary snowball sample, whereby participants were asked to identify actors who may be relevant to the study, led the inclusion of sport development officers, transport officers, and urban planners. Interviews were analysed thematically.

Results and Discussion

(1) The rhetoric for health devolution was heavily focused on a ‘radical shift’ towards illness prevention measures, with physical activity and AT seen as ‘headline’ activities. However, participants questioned the extent to which public health figurations would be able to lead on this shift, as they anticipated that such work would be constrained by a long-developed ideological bias towards treatment based services. For some, this ideology meant that most public health services had been directed away from what they considered to be ‘true’ public health, and were instead focused on addressing any gaps in frontline treatment work. This was found to impact on the development of prevention based interventions, and in particular, AT promotion, as few were prioritising such work, despite recognising the potential gains.

(2) Anyone wishing to improve AT provisions within their borough were, to a greater or lesser extent, dependent on the views and attitudes of their local councillors. However, public health professionals suggested that there was disparity between evidence-based policy making and the political forms of decision making that councillors had become accustomed to. In particular, it was suggested that councillors prioritised communication with local residents over guidelines and research studies. This concerned those who were more supportive of AT improvements, as there was an awareness that AT is rarely an important issue for the voting public.

Conclusion

This study suggests that there is currently little pressure on local governments to challenge traditional thinking about transport. This means that, in a time of continued austerity for local government, it is unlikely that local authorities and public health teams are going to be universally able, or willing, to radically improve AT provisions within their locality.

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Estimating the Economic Value of Physical Activities in School using Contingent Value Method: Physical Activity Promotion System (PAPS) in South Korea

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The Korean government has adopted a policy based on the School Sports Promotion Act from the recognition of the importance of physical activities. The Ministry of Education recently announced plans to promote school sports from 2019 to 2023. These attempts are aimed at solving physical fitness and obesity problems of students and helping them grow healthy. From 2019, it is currently being promoted to develop and distribute educational programs to school sites so that students can expand opportunities to participate in physical activities and develop exercise habits. Major tasks also include the revitalization of school sports clubs, expanded application of PAPS(Physical Activity Promotion System), and cooperative governance for school sports.

How can we value the effects of these policies and systems on society? In the context of differing views among stakeholders, there can be a variety of controversies over the expected effects of implementing these policies. The contingent value method(CVM) is used to predict the expected effects of public policy on presenting a new agenda. This is a way of estimating economic value by artificially establishing a virtual market for non-market goods that do not actually exist. This method is widely used in the evaluation of indirect value, presence value and optional value of non-market goods, such as the effect of improving the quality of national system, and valuation of policy. It is a method of producing willingness to pay (WTP) through surveys after presenting hypothetical scenarios related to policies or schemes. The purpose of the study was to estimate economic value based on the calculation of willingness-to-pay on school sports promotion plans, including PAPS of Korea. Specifically, the study was estimated the WTP and the benefits of the entire society of Korea's school physical activity promotion system by applying CVM. First of all, this research was conducted by establishing a virtual situation for estimating the value of physical activity promotion system in schools as non-market goods, and this resulted in the amount presented as the basis for the main survey. This study controlled gender and age ratios for accurate valuation, and performed proportional allocation extraction reflecting the proportion of population by region. The survey model for the analysis of the CVM adopted a dichotomous choice and estimated the logit model using the SPSS 24.0 program.

In the preliminary survey, WTP was estimated to be around 20,785 WON(15.20 EURO). If this translates into 51.7 million Korean people (as of 2019 by KOSIS), it is estimated to be about 1074,584,500,000 WON(785,980,368.49 EURO). Based on this, the main survey will also calculate the WTP from the final model and estimate the benefits of society as a whole by converting to the number of people in Korea as of 2020.

The study is intended to identify the social and economic value of systems that support physical activity in schools based on empirical data. It can also provide useful information that can be used to plan public policies and budgets for physical activity promotion in schools.

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SPORT EVENTS AND TOURISM

Chair: Guillaume Bodet

Rio 2016 Transforma Programme: Developing a Scale to Olympic Education Legacy

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Aim and Research Question

Education is an integral part of Olympism and the Games provide the perfect platform to teach the Olympic values and generate an education legacy for their hosts. This study contributes to the sport mega-event legacy literature by presenting empirical evidence of the Olympic education legacy using a case study of a school community-focused educational project. Key factors underpinning educational legacy outcomes are identified.

Theoretical Background and Literature Review

Olympic education programmes are potentially the most visible exponents of Olympic values and legacies for host cities. In recent decades Olympic Games bidding cities have systematically included the pillars of Olympism within tangible and intangible legacy aims (Tomlinson, 2014). However, the problem that host cities and all those involved with the Olympic Games legacy face is that the evidence of increases in sport participation and education derived from sport mega-events is anecdotal (Sousa-Mast et al., 2013). In addition, the IOC isn't satisfied with the numbers of young people who playing sports as well as with those don't know the educational values of sport (IOC, 2014).

The debate regarding the advantages and disadvantages of hosting an event such as the Olympic Games seems to remain (Solberg & Ulvnes, 2017) given the importance now placed on the impact of intangible legacies (e.g. experiences, knowledge; Leopkey & Parent, 2009). In tandem, education is a key element of the legacy narrative with the suggestion being that there is extensive impact on all individuals and entities who are inspired by the values of Olympism. Previous studies have found that intervention programmes had a positive influence on local youth's interest in the Olympic Movement and had a positive effect on the national pride (Schnitzer et al., 2018). Despite the topic's growing popularity the lack of research on the Olympic educational legacy is a critical omission on literature (Sousa-Mast et al., 2013). In addition, previous studies pointed that educational projects have tended to lack theoretical unity and subsequent evaluation (Grammatikopoulos et al., 2004).

Research Design, Methodology, and Data Analysis

The Transforma Programme of Rio Olympic Games was selected as a case study. To develop a reliable and valid scale of Olympic education legacy, four rigorous stages of scale development were conducted: a construct definition and content domain; item generation and expert review; a quantitative study for the purification of the scale; and a quantitative study to

validation of the scale. An online questionnaire was used to collect data among physical education teachers who attended the Transforma Programme, nineteen months post-event (between 1st and 30th March 2018). The online questionnaire shared on organisational database was made available by the Rio Olympic Games Organising Committee. This allowed to collect data from a group of teachers who live in different regions of the country (n=3), mainly in the Rio de Janeiro, Minas Gerais and Brasília States. The survey was available online for one month, collecting data from a total of 783 visitors accessing the survey link. After data screening, a set of 617 surveys were deemed usable. Data were submitted to a confirmatory factor analysis (CFA) to examine the measurement model using AMOS 23.0.

Findings and Discussion

The results of the CFA indicated a good fit to the data [$\chi^2(51)=158.21$ ($p<.001$), $\chi^2/df = 3.10$, TLI = .97, CFI = .98, GFI = .96, RMSEA = .05]. Internal consistency of all constructs were above .70, the AVE values were greater than the .50 standard indicating construct validity, and the discriminant validity was also accepted. These results indicate that the construct of Olympic education legacy was assigned to three main categories: experiences, knowledge/training and skills-development.

Regarding the second-order measurement model indicated an acceptable fit to the data [$\chi^2(84)=285.57$ ($p<.001$), $\chi^2/df = 3.40$, TLI = .97, CFI = .97, GFI = .94, RMSEA = .06], the paths between Olympic education legacy and the three proposed dimensions indicated that all relationships were positive and significant ($p<.05$). In the second step, the results of the measurement and structural models also showed an acceptable fit to the data [$\chi^2(86)=304.44$ ($p<.001$), $\chi^2/df = 3.54$, TLI = .96, CFI = .97, GFI = .94, RMSEA = .06]. The analysis of the path coefficients evidenced that the construct of Olympic education legacy have a significant positive effect on Knowledge about Olympism ($\beta = .87$, $p<.01$). Altogether, the Olympic education legacy construct accounted for approximately 76% of the variance of 'Knowledge about Olympism' ($R^2 = 0.76$).

Conclusion, Contribution, and Implication

This study contributes to the sport mega-event legacy literature by presenting empirical evidence of the Olympic education legacy using a case study of a school community-focused educational project. The presence of Transforma Programme in host schools also contribute for increasing the knowledge about Olympism among physical education teachers. It is important that organisers take steps to engaging schools, pupils and their teachers before the Games and develop strategic alliances with Olympic sponsors and corporate stakeholders to promote the continuity of Olympic education programmes in the schools.

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Reconceptualising a Demonstration Effect: Integrating Rational and Affect Responses on Youth Elite Sport Spectators

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Aim and Research Question

Youth sport participation can improve physical and emotional well-being and strengthen social networks. Policymakers claim sport participation can be increased through *demonstration effects*, which suggests elite sport events will inspire spectators to participate in the sport on display (Weed et al., 2009). Understanding demonstration effects requires the examination of rational (e.g., constraints) and affect (i.e., emotion) mechanisms (Potwarka, 2015). However, researchers have yet to consider both types of mechanisms within the same demonstration effect model, rather, previous researchers have exclusively examined rational (e.g., Potwarka, 2015) or affect (e.g., Teare et al., 2020) mechanisms. We advance the position that integrating both rational and affect-based spectator responses provide a more holistic understanding of demonstration effects. Thus, the purpose of this study was to identify rational and affect factors associated to youth spectator's post-event intentions to participate in track cycling. To do so, we applied the *theory of planned behavior* (TPB; Ajzen, 1991) and the *affect state of inspiration* (Thrash & Elliot, 2003). This study was guided by the research question: *what factors lead to youth's sport participation post-event intention after spectating an elite sport event?*

Theoretical Background and Literature Review

TPB posits a person's behavior *intention* represents the most important predictor of action (Ajzen, 1991). Accordingly, intentions are determined by an individual's *attitude toward the behavior* (i.e., overall evaluation of the behavior), *subjective norm* (i.e., beliefs about peer's approval/disapproval of the behavior), and *perceived behavioral control* (i.e., perceived ease or difficulty of performing the behavior).

The TPB has been critiqued for its lack of affective constructs (Potwarka, 2015). We addressed this deficiency by examining how the psychological state of *inspiration* might explain significant proportions of variance in youth's post-event intentions to participate (above and beyond TPB predictors). State inspiration can be conceptualized and measured in terms of three core characteristics (Thrash & Elliot, 2003); *transcendence* (i.e., gaining awareness of better possibilities), *evocation* (i.e., inspiration is drawn out of the individual by observation of an external stimuli), and *approach motivation* (i.e., individual becomes compelled to actualize one's new vision).

In addition, researchers have critiqued the TPB for subjective norm's lack of statistical significance to intention, and have called for researchers to include a descriptive norm construct (i.e., beliefs about whether referent individuals would perform the behavior; Potwarka, 2015). Aligned with this theoretical framework, this study examined the following research hypotheses:

H₁: Attitude toward the behavior will have a direct and positive influence on post-event intention.

H₂: Subjective norm will have a direct and positive influence on post-event intention.

H₃: Perceived behavioral control will have a direct and positive influence on post-event intention.

H₄: Descriptive norm will have a direct and positive influence on post-event intention, above and beyond TPB predictors.

H₅: Inspiration will have a direct and positive influence on post-event intention, above and beyond TPB predictors.

Research Design, Methodology, and Data Analysis

Participants were between ages 12-14 and enrolled in schools throughout the City of Milton, Ontario Canada. Student participants attended the Milton International Challenge as part of a school trip organized by the research team. Immediately following spectatorship, students ($n=318$) completed a post-event questionnaire assessing each original TPB construct, and descriptive norm and inspiration constructs. A three-step hierarchical regression analysis was conducted to examine each hypothesized direct relationship, and the change in intention variance predicted from the additional constructs.

Results/Findings and Discussion

Results from step one of the hierarchical regression analysis revealed that attitude toward the behavior ($\beta=.437, p<.001$) and perceived behavioral control ($\beta=.243, p<.001$) were significant positive predictors of post-event participation intentions. The addition of descriptive norm in step two explained a significant amount of variance in post-event intentions beyond step one ($\Delta R^2=.020, p=.002$). The addition of inspiration in step three then explained a significant amount of variance in post-event intentions beyond step two ($\Delta R^2=.087, p<.001$). In total 45.5% of the variance in youth's post-event intention were explained by the five modeled variables. The final model indicated attitude toward the behavior ($\beta=.239, p<.001$), perceived behavioral control ($\beta=.221, p<.001$), inspiration ($\beta=.356, p<.001$), and descriptive norm ($\beta=.150, p=.007$) were statistically significant positive predictors of post-event intention.

Conclusion, Contribution, and Implication

Improving understandings of mechanisms involved in the demonstration effect is useful for sport stakeholders wishing to integrate elite sport event(s) into community plans to increase sport participation (i.e., leveraging; Chalip, 2006). These findings indicate stakeholders should be concerned with addressing both rational and affect-based mechanisms. What mechanisms are most important may differ based on targeted segments and desired participation outcomes. For instance, subjective norm was insignificant for youth's sport participation intention in this study, this does not objectively suggest it lacks predictive utility. Rather, to best implement strategies from demonstration effects, sport stakeholders should combine rational and affect-based mechanisms which might be pertinent to desired sport participation increases (e.g., group/peer opportunities to spectate and meet competing athletes/role models).

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Segmentation and Determinants of Active Event Sport Tourists' Expenditures in China: A Finite Mixture Model Approach

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Aim

This study applies a finite mixture model (FMM) to examine expenditures of tourist runners in China. It contributes to the methodological innovation of sport tourism research.

Literature Review

To formulate effective strategies to entice visit spending, market segmentation and targeting is of great importance. Expenditure-based segmentation and targeting is desirable as a relatively small number of the tourists account for a large proportion of the total spending and attracting “heavy” spenders is conducive to increase an event’s economic impact. Research on active sport tourism expenditures mainly takes two approaches. One segments and profiles the expenditure segments based on predetermined threshold values (e.g., Dixon et al., 2011; Spencer, 2010). The other uses regression models to examine the determinants of expenditures (e.g., Wicker et al., 2012). While studies applying both approaches shed lights on spending patterns of active sport tourists, there are opportunities to gain further insights as the threshold values used to segment expenditures are arbitrary in nature and the extant studies have not accounted for the unobserved heterogeneity of the expenditures (Mortazavi & Lundberg, 2019). To address the issues, this study applies FMM to segment and examine determinants of expenditures among Chinese tourist runners.

Methodology

Study participants (n = 4929) were Chinese tourist runners travelling to attend three events of two marathons held in China in 2018 and 2019. Data was collected via online survey immediately after each event. The dependent variable was the total expenditures (TOT) at the destination spent by the runner and his/her party of accompanying family members or friends. Independent variables include travel features (i.e., number of other runners in the travel party, number of company persons in the travel party, travel distance, travel cost, first time visit, and number of nights stayed), destination behavior (i.e., distance type of race entered, type of activities engaged during the visit), and demographics (i.e., gender, age, education, annual family income). Further, the effects of event year (2018 v. 2019) and host city (Chengdou v. Jiaxing) were included.

Data analysis

FMMs are a popular latent variable modeling technique to capture unobserved heterogeneity and reveal latent groups based on observed data (Grun & Leisch, 2008). Regression mixture via flexmix 2.3-15 package in R was used to model the heterogeneity among the tourist runners.

The three sets of independent variables were included in the mixture regression. Additionally, an OLS regression with same IVs was conducted in order to compare the FMM results with the OLS results. Seven FMM models starting from one latent class to seven latent classes were estimated using the stepFlexmix function in flexmix. The best model was then selected using a set of information criteria. The selected model was then refitted with the refit function in flexmix.

Results

Based on the various information criteria, the existing literature and researchers' insights, a three-cluster solution was deemed mostly appropriate. The average TOT across the three cluster (segments) were respectively US\$1589 for heavy spenders (H-spenders, n = 422), US\$511 for medium spenders (M-spenders, n = 1542), and US\$136 for light spenders (L-spenders, n = 2965). H-spenders spent about eight times more in accommodation, dining and local transportation than L-spenders whereas their expenditures on the other more discretionary categories were about 20 times more. There were both similarities and differences in terms of determinants on expenditures between the OLS regression and the FMM regression.

Discussion

Expenditure patterns are heterogeneous (Wicker et al., 2012). By applying FMM to segment active event sport tourists based on expenditures, this study reveals that in addition to variation in TOT (e.g., Dixon et al., 2011, Spencer, 2010), the size of H-, M- and L-spenders was greatly uneven. They accounted for respectively 8.6%, 31.3%, and 60.2% of the sample, corresponding to 36.0%, 42.3%, and 21.7% of the money spent at the host destination. In addition to targeting the H-spenders, M-spenders presented a promising segment target as they were responsible for the largest expenditure proportion.

Significant effects presented in the OLS regression and all three segments of the FMM regression render general marketing implications. Consistent with Chalip's (2004) economic leverage model, tactics to extend the duration of stay, promote tourism-related activities, encourage the runners' family and friends to join their visit, and attract distant runners with high travel costs can be implemented to increase the economic impacts of active sport events. Meanwhile, the FMM regression revealed unique effects across segments. Sample years positively affected L-spenders only, suggesting albeit spending the least, expenditure of this segment increased over years. First time visit positively affected M-spenders only, suggesting targeted promotion aiming at the first visitors of this group may lead to increased expenditures.

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Examining Changes in the Volunteer Experience: Evidence from a Pre-Post Research Design

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Aim and Research Questions

Sport event volunteers (SEVs) have long been recognized as an indispensable resource for the survival and success of sport events. Despite their needed contributions, practitioners are challenged to recruit and retain SEVs. Within sport event volunteer research, independent examinations of identified antecedents, which might influence individuals to volunteer, are demonstrated (e.g., satisfaction, motivation, commitment, and sense of community; Lachance & Parent, 2020). However, research has not considered how the experience of volunteering at a sport event may affect these antecedents. Understanding how sport events impact these factors will assist practitioners better recruit and potentially retain volunteers for their events' survival.

Thus, the purpose of this study was to explore how volunteering at a sport event changed SEVs' motivation, satisfaction, commitment, and sense of community. This study was guided by the following research hypotheses:

H₁: Volunteers will have a more positive motivation towards volunteering post-event than pre-event.

H₂: Volunteers will have a more positive satisfaction towards volunteering post-event than pre-event.

H₃: Volunteers will have a more positive commitment towards volunteering post-event than pre-event.

H₄: Volunteers will have a more positive sense of community towards volunteering post-event than pre-event.

Theoretical Background and Literature Review

Previous SEV research has focused on: (a) independently measuring four antecedents (i.e., motivation, satisfaction, commitment, and sense of community); and (b) exploring their potential relationships to the SEV experience (Lachance & Parent, 2020). While this research has demonstrated the efficacy of these antecedents to directly predict SEVs' experience, less is known about changes in these antecedents. Though cross-sectional understandings are important (e.g., MacLean & Hamm, 2007), this focus has obscured potential changes over time, such as the effects from the event experience itself. For instance, previous research found evidence that sport events can serve as an intervention shifting behavioural and experiential outcome antecedents (e.g., Bakhsh et al., 2019). Therefore, longitudinal investigations featuring pre- and post-event designs to assess potential changes of volunteer experience antecedents are needed.

Research Design, Methodology, and Data Analysis

The context was the 2019 Osprey Valley Open – a professional golf tournament associated with the Mackenzie Tour-Professional Golf Association Tour Canada held in Toronto, Ontario, Canada.

Following the acquisition of our ethics certificate from our University's Research Ethics Board, data were collected using an online self-administered questionnaire. Pre- and post-event questionnaires were administered to SEVs ($n=256$) two weeks before the volunteer training sessions and two weeks following the completion of the event. Questionnaires assessed volunteers' motivation (i.e., MacLean & Hamm, 2007), satisfaction (i.e., Galindo-Kuhn & Guzley, 2001), commitment (i.e., Cuskelly & Boag, 2001), and sense of community (i.e., Kerwin et al., 2015) through previously-validated scales.

Following data collection, a total of 161 SEVs completed the questionnaires (65% response rate). Data were inputted into SPSS for data analysis where paired samples *t*-test were conducted to determine whether there was a statistically significant mean difference between SEVs' motivation, satisfaction, commitment, and sense of community pre- to post-event.

Results and Discussion

All volunteers were from Ontario, and ranged from 15 to 82 years old. The majority identified as males (68%, $n=110$) compared to females (30%, $n=48$), or preferred to not disclose (2%, $n=3$). Most participants were also married (84%, $n=112$) and had children (72%, $n=97$), while 31% ($n=50$) were returning volunteers.

Volunteers indicated higher post-event than pre-event measures for all four antecedents examined. Statistically significant ($p<.001$) mean increases were found for: (a) satisfaction, $t=4.204$; (b) commitment, $t=4.181$; and (c) sense of community, $t=5.072$. No significant change was identified for SEVs motivation from pre-event to post-event.

Results suggest volunteering for a sport event can be effective at driving positive shifts in volunteers' satisfaction, commitment, and sense of community towards volunteering. Such results are consistent with previous sport participation research (e.g., Bakhsh et al., 2019), suggesting sport event involvement impacts antecedents of the volunteer experience. Changes observed indicate volunteering might have also altered SEVs' desire to engage and re-engage with the event.

Conclusion, Contributions, and Implications

Findings have implications for future research on SEV retention – an under-researched phenomenon, yet one sought by practitioners and researchers – as the event experience impacted antecedents of the volunteer experience. In comparison to cross-sectional studies (e.g., MacLean & Hamm, 2007), findings highlight the dynamic nature of these antecedents, which are subject to change at different points of the volunteer experience. Researchers interested in SEVs should explore the transferability of this study's findings in different sport event contexts (e.g., community, mega-events) and how such positive shifts might be leveraged to better retain SEVs. Sport practitioners can use these findings to positively impact their SEVs' experiences, and increase volunteer retention to ensure their event's survival and success.

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Understanding Residents' Support for a Mega Sport Event through Dual Theories

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Aim and Research Question

The Olympic and Paralympic Games have been believed to have powerful tangible and intangible forces that generate profound positive impacts. Between 2013 and 2018, however, 10 cities (Boston, Budapest, Calgary, Davos/St. Krakow, Moritz, Hamburg, Munich, Oslo, Rome, and Stockholm) had withdrawn from the race to host the Summer and Winter Olympic Games, mainly due to the lack of residents' support (Hiller & Wanner, 2016). Although residents' goodwill and cooperation is essential for the sustainability and legitimacy, hosting mega sport events is in the hands of a small group of politicians who follow a top-down decision-making process (Gursoy et al., 2017). Despite the prevalent importance of relationship quality between governments and the public in the successful host, it remains an unexamined area. Therefore, the aim of this study is two-fold: (a) to explore the relationship between the government-public relationship qualities (GPR) and residents' support and (b) to test the moderation effects of perceived positive and negative impacts on the relationship, building on social exchange theory (SET). This study focuses on the upcoming 2020 Tokyo Olympic Games in order to explore these aims and respond to the identified research gaps.

Theoretical Background and Literature Review

The concept of GPR quality, which is developed on organisation-public relationship, addresses the necessity of a relationship management approach to public relations, in order to pursue mutually beneficial long-term relationships (Ki & Hon, 2012). GPR posits that an organisation (in this study, a government) requires a certain level of relationship qualities with their key stakeholders for its policies to be successful and beneficial (Ki & Hon, 2012). Empirical studies confirmed that the relationship quality links to individuals' attitude. This result leads to our first hypothesis: GPR (control mutuality, trust, satisfaction, and commitment) positively influences residents' support. Next, SET provides a suitable theoretical base for explaining the relationship between perceived impacts and support (Prayag et al., 2013). However, the moderation effect of the perceived impacts on the relationship between GPR and residents' support has not been considered yet. SET postulates that the relationship quality with an exchange partner is assessed by the positive and negative outcomes manifesting from the relationship (Nunkoo, 2015). Thus, in an attempt to deepen our understanding of the link between GPR and residents' support, the present research hypothesises a moderate effect of perceived impacts.

Research Design, Methodology, and Data Analysis

Data ($N = 402$) were obtained from Tokyo residents who have resided in the city for at least one year using both face-to-face and web-based online surveys in September 2019. Tokyo, a host city of the 2020 Tokyo Olympic Games, was chosen to test the hypotheses posed. GPR (antecedent) was measured with four dimensions (i.e., control mutuality, commitment,

satisfaction, and trust), developed by Shen (2017), perceived positive and negative impacts (moderators) were measured with 18 items, adapted from Prayag et al. (2013) and Gursoy et al. (2017), and residents' support (consequence) was measured with five items from Gursoy et al. (2017). After conducting exploratory factor analysis on GPR, structural equation modelling was employed to assess the quality of the measurement model and to examine the established hypotheses in the structural model.

Results/Findings and Discussion

Since GPR is first applied to the Olympics context, this study carried out EFA for four dimensions of GPR. EFA suggested a three-factor structure of GPR, which are control mutuality, trust and satisfaction. Commitment was removed due to its high correlation with satisfaction; most commitment items were merged into satisfaction. Results revealed that all GPR dimensions (i.e., control mutuality [$b = .20, p < .001$], trust [$b = .36, p < .001$], and satisfaction [$b = .15, p < .05$]) were found to positively influence support, meaning that good quality of GPR is an important determinant of residents' support toward hosting the Games. In terms of the moderating effect of the perceived positive and negative impact, while the perceived negative impacts were found to have a significant moderating effect on the control mutuality-support ($b = -.14, p < .05$) and trust-support relationships ($b = -.26, p < .01$), insignificant results were revealed on perceived positive impacts.

Conclusion, Contribution and Implication

The structural model tested in this study revealed that residents' support toward hosting the Olympics was determined by GPR quality. The result shows the importance of GPR quality that can have a substantial impact on forming a favourable attitude in the host community. This implies that GPR should be a central concern for government administration, and as such policymakers and government public relations managers should establish policies to achieve robust GPR quality. Moreover, the government and the organising committee should pay attention to the negative impacts because of the significant moderated effect of perceived negative impacts of the event. One key implication that can be offered from this result is that residents' perceived negative impacts outweigh positive impacts, and therefore the government needs to convey long-term plans about how to cope with negative impacts of the event.

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Polythink! The Impact of a Polycentric Football Tournament on the Iterative, Projective and Present-Evaluative Functions of Human Agency within a National Supporters Association

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Research aims

Next summer, for the first time, a sport mega-event (SME) will be held across an entire continent. The rescheduled 2020 UEFA European Football Championship finals (EURO 2020) will be hosted by not one or two, but twelve European cities. Whilst academic interest in this phenomenon has begun to coalesce around issues of sustainability and security (cf. Stura et al., 2017; Ludvigsen, 2019), little attention has been paid to the implications of the multi-host format for sport tourists. The aim of this paper is to investigate how the new configuration impacts the activities of supporters travelling to watch their teams and the organisations through which these activities are enabled.

Theoretical Background and Literature Review

This paper sets out two theoretical designations. The first identifies EURO 2020 as a unique type of SME. Officially, EURO 2020 is a one-off, with former UEFA President Michel Platini referring to it as a “romantic” way to mark the 60th anniversary of the tournament’s inception. However, with the 2026 FIFA World Cup scheduled to take place across three host nations and the International Olympic Committee also considering the benefits of multi-hosting (Stura, *et al.*, 2017), this strategy is gaining traction as a means to reconcile the cost and legacy imperatives of hosting SMEs. The trend casts doubt over accepted definitions of SMEs in the literature, with EURO 2020 set to controvert two of the four mega-event classifications proposed by Müller (2015). Hence, this study concurs with Stura’s use of the term *polycentric* to define SMEs hosted by more than two countries.

A second designation is the concept of a *National Supporters’ Association (NSA)*. This term is taken to mean not only the members of a National Supporters Club, who constitute a subset of sport tourists, but also the membership functions of a National Football Association and the operators that support its ticketing and travel provision. Although these agents are typically conceptualised as networks of independent entities, in practice the structural and cultural boundaries between them are blurred. This paper, drawing on the principles of the hybrid identity organisation (Heere & James, 2007), regards NSAs as single units, comprised of multiple subunits, that act within the context of EURO 2020.

The polycentric tournament format has practical implications for NSAs, with supporters’ club members compelled to make complex and expensive travel arrangements in order to follow their teams (Ludvigsen, 2019). As new ticketing and travel options emerge, and tournament experiences arise, the interrelationships between different organisational actors within each NSA will evolve. Documenting the routine and non-routine activities of actors before, during, and after EURO 2020 can reveal the short and longer-term impacts of polycentricity on NSAs and inform debate about future polycentric tournament hosting.

The objectives of the study are thus:

1. to determine how the activities of organisational actors reproduce or transform the structure, culture and identity of an NSA;
2. to explore how the polycentric format of EURO 2020 impacts on these processes;
3. to determine the extent to which these impacts are transformational; and
4. to consider the implications of these impacts for sport event policy and management.

Research Design, Methodology and Analysis

The study will be a longitudinal inquiry into the NSA of Wales. Adopting an extended case study approach (Wadham & Warren, 2014), the research will explore activity among three organisational subunits: Wales supporters travelling to EURO 2020; administrators working for the Football Association of Wales (FAW); and employees of the FAW's travel partners. The case study protocol identifies a range of primary and secondary data sources which will be honed through the manual filtering of theoretical ideas and a commitment to the process of "progressive focusing" (*ibid.*).

The analysis will draw on Emirbayer & Mische's "chordal triad" of *iterative*, *projective* and *present-evaluative* agency; a triad synonymous with habit, imagination and judgement (1998, p.962). This temporal triad will be used to reconcile organisational theory with extant theories of sport tourism, including nostalgia, destination image, authenticity and choice theory, and set these within a relational framework of people, objects, practices and the self. The framework will be used to interpret the activities that occur within and between different subunits of the NSA, creating a broad impression of its structural and cultural transformation in the context of EURO 2020.

Contribution and Implications

Although the rescheduling of EURO 2020 has delayed this study, it is possible to outline three theoretical contributions that the research will make to the sport tourism literature. Firstly, it will introduce the concept of NSAs as organisational entities. Secondly, it will explore how Emirbayer & Mische's chordal triad may be applied in the context of an NSA. Thirdly, it will explore how the context of a polycentric tournament impacts on the structure, culture and identity of an NSA. Taken together, these research outcomes can help inform managerial practice at future polycentric SMEs.

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The Deinstitutionalization of Traditional Bidding Practices for the Olympic Games

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For much of the recent history of the Olympic Games, bidding practices where multiple cities submitted candidatures to the International Olympic Committee (IOC) up to 10 years in advance of the event had become the taken-for-granted norm (cf. DiMaggio & Powell, 1983). However, reoccurring failed public referendums (e.g., Calgary 2026) and a plethora of other candidate drop outs (e.g., Hamburg for 2024) has fueled radical change within the field. With the advent of Olympic Agenda 2020, the IOC has suggested that the Olympic Games could be hosted in multiple countries and cities if necessary (MacAloon, 2016). As a result, the 2026 Winter Olympic contest was between two joint bids formed by cities in Sweden (Stockholm and Åre) and Italy (Milan and Cortina) respectively. Additionally, the IOC has begun reforming the bidding process and related policies (AP, 2019). More specifically, they have eliminated the existing competition format and moved towards a more flexible campaign time-table, eliminating the 7-year planning window. In lieu of the highly contentious and expensive competition between official candidate cities, Olympic Panels will recommend one or more cities to the IOC Executive Board for selection. These changes can be expected to have a significant impact on Games stakeholders ranging from local governments and sponsors to community members and sport organizations.

Aim and Research Questions

These changes signal a steady move away from the institutionalized bidding practices of the past towards a rapidly changing and transformative future in the organization of the Olympic Games. This can arguably be understood as a process of deinstitutionalization, that is “the erosion or discontinuity of an institutionalized organizational activity or practice” (Oliver, 1992, p.563). The institutional approach provides a framework that can help us better understand the conditions under which the bidding practices associated with the Olympic Games have changed over time and how these changes will impact a variety of Games stakeholders in the future. It is especially important to better understand these implications in light of the many issues facing the future of the Olympic Movement including lack of bidder interest and candidate drop outs, as well as the postponement of the Tokyo 2020 Games.

This study will address the following research questions: (1) What organizational and environmental factors (e.g., political, functional, social) are determinants in the erosion of institutionalized bidding practices within the Olympic Movement? and (2) How might these changes impact Games stakeholders?

Theoretical Framework

Institutionalization refers to the process through which components of formal structure become extensively adopted and implemented by organizations within a field and serve to legitimate

them over time (Berger & Luckmann, 1967). These institutionalized practices have most often been described as stable and repetitive activities maintained over long periods of time, frequently becoming resistant to change (Zucker, 1987). Despite this resilience however, it is acknowledged that institutionalized practices can “weaken and disappear” (Scott, 2001, p. 182). This process of deinstitutionalization can be described as “the delegitimation of an established organizational practice or procedure as a result of organizational challenges to or the failure of organizations to reproduce previously legitimated or taken-for-granted organizational actions” (Oliver, 1992, p. 564). Oliver (1992) proposed that a combination of social, political and economic pressures in the intra-organizational and external environment can increase the vulnerability of institutionalized practices to erosion or discontinuity.

Methods

A content analysis of archival materials related to the recent bidding reforms of the IOC are being collected. Documents which identify and explain, promote, or critique the changes to Olympic Bidding, or use the changes to justify decision making, will be collected and analyzed. This includes newspaper clippings, official reports, policy documents, and formal publications by the IOC such as The Olympic Review. Data analysis will be aided by Computer Assisted Qualitative Data Analysis software ATLAS.ti 8.0. According to the stages laid out by Miles et al. (2014), the analysis utilizes a two-cycle coding process which includes both inductive and deductive coding procedures.

Findings/Conclusion

Preliminary findings suggest that the discontinuation of traditional bidding practices was precipitated by a combination of organizational and environmental factors. Mounting pressures over the inability to find or maintain legitimate bidders for the event was a driving political pressure that suggests a declining performance which forced the IOC and other event stakeholders to question the appropriateness of maintaining the existing bidding procedures. Additionally, the IOC’s growing acceptance of alternative bid forms (e.g., joint bids between countries, cities and regions) as a functional necessity in order to ensure bidder adherence to technical requirements has also expedited modifications to the bidding process. Finally, examples of social pressures are also evident. For instance, the push to include outcomes of local referendums with regards to support for the bid in candidature files, led to the destabilization of shared values about the existing bidding activities to meet changing social values.

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The Role of Sport Event Personality and Memorable Tourism Experience on the development of Word of Mouth Communication: The Case of Oceanman, Greece

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Aim and Research Questions

The aim of this study was to test if memorable tourism experience mediates the relationship between sport event personality and the development of positive word of mouth communication in the setting of an international open-water swimming sport event (Oceanman, Greece).

Theoretical Background and Literature Review

It is well known that brands with a distinctly perceived personality profile are more competitive, develop strong brand preferences and simplify consumer decision making process (Giroux et al., 2017). Today, small scale sport events position their brands and enhance their brand equity through a distinct event personality concept (Alexandris, 2016). Also, it has been proposed that event personality can influence attitudes toward sport event (Lee & Cho, 2012). In one of the few studies in this area Alexandris (2016) applied Aaker's personality model into participatory outdoor sport events. He reported that perceived event personality might positively influence the brand involvement. However, he suggested that further exploration is needed in order to conceptualize the event personality framework.

In tourism settings, the memorable tourism experience framework has been recently used in order to describe tourists' unique experiences towards a tourism product (Kim et al., 2012). It stands as a key concept, since research has shown that it can contribute towards the development of positive word-of-mouth (Ritchie & Hudson, 2009). The development of memorable tourism experience explores how the emotional effect of experience influences tourists' total evaluation with the tourism product. In this line memorable tourism experience can be an important role in predicting revisit intentions and the development of positive word of mouth. The relationship between an event's brand personality and the development of memorable tourism experiences has not been explored in the literature. It would be expected that an event with strong and distinct personality would influence participants' feelings, evaluations and total experience (Alexandris, 2016). Hence, this study explores the influence of event personality on the development of word of mouth communication through memorable tourism experience.

Research Design, Methodology and Data Analysis

Oceanman Greece is a part of a swimming races circuit which is hosted in countries such as Russia, Malaysia, Dubai, Mexico, Thailand, and attracts an international audience. The survey took place in June 2019 in the region of Mani, Greece, where the event took place. The sample of this study was 106 participants/ swimmers. The majority were males (n=66) and hold a

master degree (58%). The average age was 39 years old. They were surveyed online, a week after the completion of the event. The research instruments used were: event brand personality, Alexandris (2016); word of mouth communication, Alexandris (2016); and memorable tourism experience, Kim and colleagues (2012). The Items were measured in a 7-Likert scale with anchors points, “1 Strongly Disagree” to “7 Strongly Agree”. Descriptive statistics were applied. In addition, the mediation model was developed with PROCESS extension as suggested by Hayes (2017). All constructs were treated as second order factors because they shape the overall description of each variable and support the analysis process (Hayes, 2017).

Results/ Findings and Discussion

The reliability estimates showed adequate values for event personality ($\alpha=.83$), memorable tourism experience ($\alpha=.86$) and word of mouth ($\alpha=.93$). The mediation model revealed acceptable fit indices and the path coefficients were statistically significant ($R^2=.57$, $F=68.03$, $p<.001$). Specifically, event personality regressed on memorable tourism experience ($b=.43$, $p<.001$) and word of mouth ($b=.32$, $p<.001$); and memorable tourism experience regressed on word of mouth ($b=.39$, $p<.001$). Furthermore, event personality showed direct (load=.77, $t=7.4$, $LLCI=.56$, $ULCI=.97$) and indirect (load=.21, $t=5.6$, $LLCI=.31$, $ULCI=.66$) effects on dependent variable. In total, results indicated that memorable tourism experience partially mediates the relationship between the event personality toward event word of mouth and direct influences the dependent variable.

Conclusion, Contribution and Implication

The results of the study showed that event personality plays an important role on the development of an event's word of mouth communication. Also, the unique tourism experiences strengthen this relationship and further contribute to the development of word of mouth communications, as it acts a mediation factor. From a theoretical point of view, this finding extends the literature, as there has been limited research so far to explore the role of tourism experiences on the development of positive attitudes towards a sport event. They also point out the importance of the tourism dimension of sport events. Tourism experiences should be promoted within the context of a sport event. From an applied view, they propose that collaboration between event managers and local tourism development officers is required in order to enhance vivid tourism memories which, in their turn, contribute into the development of memorable experiences and positive attitudes towards a sport event.

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Non-Monetary Value of Sporting Events: A Review

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Aim and Research Questions

In recent years, the number of sporting events has increased considerably around the world (Dragin-Jensen & Kwiatkowski, 2019). To a great extent, this phenomenon is driven by politicians' and event proponents' belief that staging an event has the potential to generate benefits for the host city, of which tangible gains such as a direct economic impact (e.g., tax revenues, increased tourism arrivals) are the most apparent (Kwiatkowski, 2014). Based on the prospect of such positive economic effects, political leaders try to achieve broad public support for these events to justify necessary public subsidies. However, empirical *ex-post* analyses of direct economic effects of events show clear evidence that even the largest events cannot be expected to stimulate local economies in a significant manner (Porter & Chin, 2012). But non-monetary or intangible effects also play a central role in the attractiveness of events. Such effects can be a sense of national pride, increasing image of the country, increases in community development, increased sport participation or local unity. These effects are often overlooked in scientific literature (Wicker et al., 2012) which is especially evident for empirical publications. One reason could be that it seems to be difficult to measure non-monetary effects as they are not quantifiable as precisely as are the monetary effects.

Against this background, the study aims to compile an overview over the current state of empirical research on non-monetary and/or intangible effects of sporting events. This will be done by conducting a systematic literature review that will also identify blind spots of current research and avenues for further research on the topic. To do so, the review will focus on the following research questions: How has the non-monetary value of sport events empirically been measured in the past? Which results have been found? Are there findings that can be generalized?

Theoretical Background

The paper has its theoretical roots, first and foremost, in *Social Choice Theory* and *Welfare Economics*, which both use *microeconomic* techniques. These theories build, thereby, a framework for the analysis of the combination of individual opinions, preferences, and interests. Within *Welfare Economics* the concepts of private and public benefits, which residents derive from events (Atkinson et al., 2012), are central for this project. Private consumption benefits arise if an individual's valuation of attending an event is greater than the incurred costs (i.e. consumer surplus). Public consumption benefits, on the other hand, encompass the intangible rewards which individuals generally attach to an event, such as the satisfaction of living in an '*eventful city*'. Private consumption benefits are only derived by individuals attending an event, whereas public consumption benefits can be derived by all individuals in the host region – whether they attend the event or not.

Research Design, Methodology and Data Analysis

The study represents a systematic literature review. The empirical procedure will use a series of keywords and combinations of keywords pertaining to the underlying research interest and research questions. Since there is a rich abundance of literature on the non-monetary value of sporting events, it has been decided to limit the review to publications published in peer reviewed scientific journals. Before starting the search process, selection criteria were defined that would guarantee the inclusion of all studies relevant to research interest. Variants of the following search terms have been used: "sport event/s", "sports event/s", "sporting event/s" combined with "intangible effect/s", "intangible value"; "sport event/s", "sports event/s", "sporting event/s" combined with "non-monetary value", "non monetary value"; "sport event/s", "sports event/s", "sporting event/s" combined with "legacy", "legacies".

The literature review provides an overview over research that was published in peer reviewed journals until the end of 2019. Web of Science, Scopus and SPORTDiscus are used as databases for the search that is focusing on publications written in English (as lingua franca of the scientific community) and have been published in peer-reviewed academic journals. All papers that are identified as relevant will be analyzed regarding the method that has been used for measuring non-monetary effects of sporting events. Furthermore, an overview over relevant findings will be compiled and generalizable findings will be outlined. Finally, an overview over the development of the research topic over time will be provided (e.g. number of publications per year).

Results/Findings and Discussion

Results are not available at the time of submission. The authors guarantee that they will be ready for presentation at the time of the conference.

Conclusion, Contribution and Implication

As results are not yet available, methodology and findings cannot be discussed. But it can already be stated that scientific implications will be an identification of the shortcomings of current empirical research on the topic as well as of promising avenues for further research.

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The Impact of the Covid-19 Pandemic on Participants of Mass Participation Sports Events. A Comparison of the Sports Behaviour Before and Since the Corona Measures in Belgium

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Aim and Research Questions

The current study investigates the impact of the Covid-19 Pandemic on the sports behaviour of participants in mass participation sports events (MPSE). From mid-March 2020 onwards, all sports events in Flanders (Belgium) were cancelled to reduce the risk of spreading the virus. Since many participants were fully engaged in preparing for their event, their preparations seem to be lost. Therefore, the following research questions are posed: (i) To what extent have sports event participants altered their training behaviour because of the cancellation of their event? (ii) Are (non-)participants willing to engage in virtual challenges? (iii) Can similar findings be found among participants of running, cycling, walking and triathlon events? These sports are selected as these are the most popular sports in Flanders (Scheerder et al., 2015; Thibaut et al., 2019).

Theoretical Background and Literature Review

The current study elaborates on the social ecological model, which states that an individual's behaviour is influenced by interpersonal, organisational, community and societal systems, and their interactions. The model was introduced in the 1970s (Bronfenbrenner, 1979), and is still used in sports (events) settings (e.g. Derom et al., 2015). Due to Covid-19, the Belgian government announced the national lockdown from 13 March 2020 onwards, combined with the cancellation of all sports events. That lockdown had implications for the sports behaviour of individuals. The closing of sports infrastructure and clubs ensured that many participants lost their social network. After all, past research found that people who cannot use structural resources in their community (e.g. indoor or outdoor recreation infrastructures) are less likely to be active after a sports event has taken place (Derom et al., 2015). The present study mainly focuses on the interpersonal and organisational system to investigate to what extent people adjust their sports (events) behaviour during crisis situations. It complements the already extensive literature on interpersonal and organisational predictors of participation in MPSE (e.g. Derom et al., 2015). However, the current study is unique, in that the main focus lies on the adjustment of behaviours during crisis situations.

Research Design, Methodology and Data Analysis

A questionnaire was distributed online between 24 April and 3 May 2020. The questionnaire was disseminated through (i) a popular newspaper in Flanders, (ii) Dutch-speaking sports

federations, (iii) commercial event organisers, (iv) (local) sports governing bodies, (v) other organisations in and out of the field of sport, and (v) academic and personal networks.

The instrument included socio-demographic characteristics and organisational features for sports practice, as well as three constructs that measure involvement in sports, including attraction, centrality and self-expression (Kyle et al., 2004). The motivation to participate in MPSE was measured by using an abbreviated version of the Recreational Experience Preference scale (Alexandris et al., 2009). Further, the adaptation of training intensity and the participation in a virtual event as a result of a cancellation of the event are investigated.

First, chi squared tests are used to detect differences between groups of event participants as regards adaptation of training intensity and participation in virtual events. Next, logistic regression analyses are executed to investigate associations between adaptations of training behaviour and (non-)participation in virtual events on the one hand, and socio-demographic, involvement and motivational variables on the other hand.

Results and Discussion

In total, 2,290 individuals completed the questionnaire. Two third already participated in or was training for a MPSE. Preliminary analyses indicate that almost half of event participants trained at a lower intensity since the lockdown, whereas only seventeen percent increased intensity. Respondents training for a walking or triathlon event were more likely to decrease their intensity of training, in comparison with cycling or running event participants. In addition, one third of event participants participated in a virtual event as an alternative for their originally planned real-life event. Running event participants were more likely to participate in virtual events compared to walking event participants. Additional analyses show significant differences for age as regards the adaptation of training intensity and participation in virtual events (with limited differences for educational status too). Being a member of a sports club induced no significant differences as regards adaptation of training intensity nor participation in virtual events.

Conclusion and Implication

The results provide stakeholders in the field of MPSE (local sports governing bodies, sports federations, sports clubs, commercial event organisers) with relevant insights. Based on the study, they will have a notion of the participant groups that dropped out because of a cancellation of the event. Interpersonal systems seem to be more important compared to organisation systems. Therefore, stakeholders can specifically address the respective target groups to participate in the (virtual) event (the year afterwards). Of interest are also the group of 'newcomers', being people who did not partake in any event, but now discover opportunities to become active due – or thanks to – the ongoing Covid-19 pandemic.

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Learning through Volunteering: Managing the Process and Outcomes

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Theoretical Background and Literature Review

Learning is acknowledged among important benefits of volunteering for individuals, organisations and communities. Yet, there is limited research to date that would focus on exploring the connections between volunteering and informal learning in general settings (e.g. Duguid et al., 2013; Ilsley, 1990) and sport event settings (e.g. Elstad, 1996; Kemp, 2002; Nedvetskaya & Girginov, 2018). Besides, there is a research gap related to learning that takes place in volunteer management. Among the reasons learning is undervalued is a dominant perception of learning to be acquired through formal or non-formal settings (school or work) and, therefore, seen as a result of a structured curriculum or a passive/reflective activity. Voluntary activities and their management, on the contrary, are considered as ‘doing’ rather than ‘learning’. However, the prevalent learning modality for volunteering is informal with educational activities complementing the learning process. The tacit character of informal learning is another complication that makes it difficult for the participants to articulate their learning motivations and capture the outcomes of their learning experiences or strategically plan for them.

Aim and Research Questions

This study aimed to identify valuable learning experiences of volunteers and volunteer managers in the context of a mega sport event. The main questions were to understand the processes and mechanisms through which these experiences (a) were shaped and utilised to deliver the event, and (b) were further transformed beyond the event to generate a volunteering legacy in the form of a sustainable volunteering infrastructure. The context for this study was 2018 FIFA World Cup in Russia with its volunteer programme as a primary ‘successor’ of the Sochi 2014 Olympic Games volunteer programme.

Research Design, Methodology and Data Analysis

Pawson’s (2013) critical realist evaluation was applied as the research strategy to uncover ‘context + mechanism = outcome’ configurations that facilitated the creation of a volunteering legacy associated with a sport event. Mixed methods were utilised to gather a richer and stronger array of evidence: documentary analysis, participant observations and in-depth semi-structured interviews with volunteers and managers. The fieldwork took place in Sochi, Moscow and Saint Petersburg during 2018 FIFA World Cup in Russia. 8 focus groups with 61 volunteers were conducted to understand individual reflections on skills, competencies, knowledge and networks accumulation and their practical application. 8 in-depth interviews took place with key Sochi 2014 informants in managerial positions. The aim was to identify their personal learning journeys and experiences related to the direct involvement in the processes of setting up and managing the Sochi 2014 volunteering infrastructure and its further development during 2018 FIFA World Cup. Participant observations took place during the

author's personal involvement in FIFA World Cup volunteering, which allowed to record first-hand various social interactions taking place in the event volunteering setting.

Results/Findings and Discussion

This study argues that volunteering is relationship-bound and should be viewed as a learning process that takes place in a collaborative, co-constructive way. Only through exploration of human interpretations and meanings attached to volunteering experiences and learning it is possible to understand mega sport event volunteering and its utility. Therefore, volunteering was analysed through social interactions among volunteers in a team and with managers, and multiple meanings volunteers and managers attached to their experiences with the volunteer programme. This was mediated by the context in which volunteering took place that was shaped by the event structures and the management practices in place affecting personal and programme outcomes.

The preliminary findings suggest that volunteers and managers had multiple motivational factors to learn and engage in Sochi 2014 and, consequently, 2018 FIFA World Cup. Those volunteers who had an opportunity to gain new skills and competencies during the Olympics were able to re-use this knowledge beyond the event in other volunteering roles in and outside the event context. Still, other volunteers were able to leverage their learning experience for the professional advancement via joining 2018 FIFA World Cup on a paid basis. From the managerial perspective, the learning accumulated through planning and delivery of the Sochi 2014 volunteer programme was transformed into a valuable knowledge base that was utilised by the managers in their subsequent roles at 2018 FIFA World Cup. In particular, certain management practices were substantially improved and optimised in light of the lessons learned from the Olympic Games. As evidence showed, this change boosted the experiences of volunteers and the effectiveness of the volunteer programme, which ultimately contributed to the event success. This learning and knowledge transfer further strengthened the volunteering infrastructure that was initially created for the Sochi 2014 Games and was sustained overtime. The details on the processes, mechanisms and outcomes of learning and management through volunteering will be discussed in the paper and presented at the conference.

Conclusion, Contribution and Implication

It is hoped that generated insights will provide a stronger foundation for more informed policy and practice and highlight new directions for continued academic research in the area of mega sport event volunteering and associated learning.

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The Territorial Capital as a Complex Method to Assess the Diverse Local Impacts of Elite Sporting Events

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Aim and Research Question

This study aims to adapt the theory of Territorial Capital (Ploeg et al., 2008) on the evaluation of elite sporting events by building a new and comprehensive framework for data collection and analysis in relation to the societal impact of elite sporting events on the broadly conceptualised local community. Also, aims to evaluate how sports and city infrastructure, services, organisations, and intangible dimensions such as cooperation, social networks, sustainability could be incorporated into a unified approach. Our assumption is that Territorial Capital with its original nine segments (along the dimensions of materiality and rivalry) could provide a new theoretical framework to summarize the different fields, which may be affected by sport events in the local or regional economy and society.

Theoretical Background and Literature Review

Although the concept of Territorial Capital was first mentioned in the context of regional policy, only in 2001 (OECD, 2001), several approaches were made with the concept and outside of sports the idea it became a major field of interest in economics with many contributions to the topic so far. The definition of Ploeg et al. (2008) clearly summarizes the essential meaning of the concept: “the amount and intertwinement of different forms of capital (or different resources) entailed in, mobilized and actively used in (and reproduced by) the regional economy and society”. However, Camagni’s (2008) model became widely used as it differentiates the components of Territorial Capital by rivalry (private to public goods) and materiality (tangible to intangible goods) the research items collected by Tóth (2014) improved the model itself.

Research Design, Methodology and Data Analysis

As a first part of a comprehensive research, this study will introduce the concept of Territorial Capital and its potentials for use in the evaluation and measurement of impacts constituted to elite sports events on local economy and community. Through a comprehensive review of indexed literature, the four traditional dimensions of Territorial Concept along the public-private and material-immaterial dichotomies will be tracked in sports related research, while the other five mixed segments of the model will also be referred to.

Results/Findings and Discussion

Using the concept of Territorial Capital allowed us to place the previous results of sport research systematically into this framework and to summarize the fragmented past literature into a coherent model. As a result of customizing the previous literature on the topic of elite

sports events the elements specific to sports were identified in the original nine segments of the model (adding or omitting some variables) a translated into sports specific indicators. Also, white patches were searched for to identify new research directions for the future. The sufficient amount of conceptual and empirical research findings from other science fields provided an opportunity to implement the concept in sport, open up the opportunity to develop the complex evaluation model of Integrated Regional Sports Events Capital (IRSEC), which may assist in the overall measurement of social and economic impact of elite sports events on the regional level.

Conclusion, Contribution and Implication

Among the several fundamental benefits of the application of Territorial Capital concept on elite sports events two of those should be emphasised. On the one hand the use of Territorial Capital allows for a holistic, integrated approach in the evaluation of elite sports events related impacts on the local level, and the concept can be applied in both cross-sectional and longitudinal approaches. Therefore, as elite sports events organised in different sports, at different locations or under different environmental circumstances and reaching different target groups or stakeholders can be measured on a possible comparative way. Such an integrated approach was stated to be needed for future studies (Polcsik & Perényi, 2020). The application of territorial concept may contribute to the conceptualisation and operationalisation of measurements in the ongoing debate about the economic and social impact of elite sports events. The new model of IRSEC could be tested on examples by cities, regions that got engaged in staging elite sports events in the past, or making projections for those locations that considers, intends or endeavours to do so in the future.

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Legacies of Rio 2016 Olympic Games: The perception of Carioca population

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After Rio de Janeiro hosts the Olympic Games (OG) in 2016, it becomes important to determine which Legacies (positive and negative) were left. The Rio 2016 Legacies Research group (*Grupo de Legados Rio2016*), composed by members of the State University of Rio de Janeiro (UERJ) and the Federal University of Rio de Janeiro (UFRJ), developed a project to determine the perception of Rio2016 Legacies by Rio de Janeiro population (carioca). In this sense, some objectives were outlined that include data collection among carioca population surrounding the 4 Olympic spaces (Zone 1-Barra Olympic Park; 2-Deodoro Sports Centre, 3-Maracanã Complex and 4-South Zone). It is within this (ambitious) project that this research took place. The starting point of Study 1 (composed by 4 phases: 1st-Exploratory, 2nd-Maracanã Complex, 3rd-Sambódromo and 4th-Engenhão) was given through data collection around a specific group near Maracanã Complex (Zone 3). For this purpose, we elaborate the following research question: What is the perception of Legacies, from the perspective of the population carioca around the Maracanã Complex, left by Rio 2016 OG? This 1st study aims to determine whether the population carioca around the Maracanã complex, Sambódromo and Engenhãoperceived some legacies and whether they are positives or negatives. To achieve this purpose, a questionnaire was developed. It is composed by the characterization of the sample and 89 statements divided in 3 types of legacies (social, environmental and economic), using the Likert scale. Five national and international specialists had validated the survey. The Exploratory study was applied to professors, students and administrative staff of the Institute of Physical Education and Sports (IEFD) at UERJ (because of the proximity between UERJ and Maracanã and the fact that UERJ had contributed to support the organization of the Rio2016). For theoretical support, we used national and international authors with regard to the theme of Legacies, such as Lamartine DaCosta, Holger Preuss, Gavin Poynter, Bern, among others. For these authors, megasporting event can be a catalyst in promoting the city, as well as creating new opportunities and promoting a legacy for the community (DACOSTA et al., 2008). Our legacy vision was developed based on the UN definition of Sustainable Development. UN support that something to be sustainable must be socially fair, environmentally correct and economically viable, in other words, the Triple Bottom Line – TBL (DDS, 2010). When adapting the concept of Legacy to the TBL, we chose to create 3 categories of legacies: Social, Environmental and Economic. The Economic Legacy statements are about: real estate, tourism, accessibility, equity, financial return with non-sporting and sporting events, commercial activity, quality of services, formal and informal commerce, falling income, tramps population, inflation, public transport, exodus of the poorest, cost-benefit, public expenditures, budget execution, modernization, economic return, investment in communities (slums), architectural valuation and lower prices. Social Legacies are concentrated in: urban mobility, security, infrastructure, leisure spaces, physical activity, sport, new generations, culture, social equity, nationalism/national pride and accessibility. And

Environmental legacies analyse: pollution, infrastructure, environmental preservation, environmental awareness, trash, water and sewage, urban mobility, recycling, re-urbanization, urbanism, beautification, sustainable reforms, mobility, cleaning and increasing number of people. The 89 statements were mixed (29 social, 30 environmental and 30 economic) after validation and before application of the survey. The questionnaire was registered on the *Brasil Saúde* platform and submitted to ethics committee. This survey aims to be applied (2nd phase), in a shorter format (45/50 questions, the most relevant of this exploratory study), to the population around the Maracanã Complex. And after modifications it will be applied to the population of Sambódromo and Engenheiro (3rd and 4th phases). On the 1st phase (Exploratory) the survey was applied between 8th and 15th November of 2019 to 226 individuals (208 students, 7 administrative staff and 11 professors of the IEFD-UERJ). The questionnaires were separated by group (students, professors or staff) and data transferred to an EXCEL spreadsheet, and from there to SPSS software, for analysis. The first results, by dimension, show that at economic level the three groups interviewed have not seen a positive Legacy mainly due to real estate inflation, increased cost of events and non-return on investment for the community. On the positive side, there was an improvement in the public transport system (works and infrastructure) and in the diversification of services. In the environmental aspect, the respondents had a greater perception of negative legacy than positive. This is due to the higher incidence of pollution, problems in garbage and sewage collection, difficulties in urban mobility and the absence of public power regarding the reuse of spaces and visual beautification. From social point of view, the group had perceived positive legacies in infrastructure, urban mobility, leisure, accessibility for the disabled and negative legacies in security, social equity and urban mobility on events days.

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Sports Tourism's Economic and Social Impacts: Local Bermudians Perspective

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Research objectives

Broadly, this paper presents an exploration of sports tourism's economic and social impacts in smaller countries, through the case of an island state - Bermuda. The integration of both the sports and tourism industries arguably has significant impacts on a small country's governance, resource allocation, economic development and socio-political landscapes. This study proposes the consideration of local perspectives as vital to assessment of events' success.

The research objectives for this paper include:

1. To trace the development, growth and socio-political changes within Bermudian sports tourism.
2. To evidence economic implications of Bermuda Tourism Authority's move towards sports tourism.
3. To evaluate social, cultural and economic impacts of this change, from local Bermudian's perspective.

Local Bermudians perceptions towards the economic and social impacts that sports tourism has on the island is the key interest in this study.

Literature review

This study draws from existing literature on tourism practices implemented by various small island countries, and how these countries overcome issues such as resource scarcity and seasonality to create thriving tourism industries.

When a country sets out to host an international sporting event, whether it be for commercial or non-commercial purposes, or simply attracting tourists to the country with their own events, this country is engaging in sports tourism. International sporting events of varying scales impacts on the host country economically, culturally, and socially. These events also have the ability to drastically alter the image of the host country and allows the host to rebrand its identity and change how it is viewed on the international stage. Locals of the host country will also feel effects from sports tourism, which can affect different classes of locals in various ways. The perceptions of these locals towards hosting these international sporting events, will play pivotal roles in determining the success and therefore future of the host country's sports tourism industry. This study contributes to the need for acknowledgement and call for involvement of the local population as major stakeholders in the tourism development processes.

Research methods

Using local archival documentation, participant observation and a locally distributed survey this project addresses the previously mentioned objectives. Local archives relating to Bermuda sports tourism industry were accessed, including news articles, press releases, and economic impact reports.

The survey instrument pertained to the local perceptions of Bermudians regarding the developments of the current sports tourism industry in Bermuda, and was distributed through one of the researcher's local networks.

Brief on findings

A descriptive documentation of the development of sports tourism in this island state has shown significant positive implications on the country's economy; akin to the development of their financial technology services and growth of holiday tourism. Three key themes emerged from analysis of collected data: change in Bermudian sports culture, local opinion on existing sports tourism industry, and the changes in the Bermudian sports and tourism industries following the conclusion of events.

Results suggest:

- Bermuda can develop its sports tourism industry based on previous sporting events hosted, which include the 2017 America's Cup and both the 2018 and 2019 ITU World Triathlon Series events.
- The majority of participants believe that only certain sports events will be considered as successes in Bermuda, depending on the sport. These same respondents also believe that only certain sports tourism events should be pursued for the country, as these are the events that will contribute to the growth and development of their sports industry.
- A majority of respondents acknowledged the positive impacts that sports tourism has had on the economy and sports culture, but opinions were split in acknowledging sports tourism being more valuable to the local economy than the holiday tourism and fintech industries.

Implications of study

Due to the vast economic and commercial exposure that sports tourism brings to a host country, the local perceptions towards these developments are empirically argued as vital to the success of a sustainable sports tourism industry. While pursuing these various sports tourism ventures can open the host country to numerous international development opportunities, there is always the risk in any tourism industry that any unplanned strategy will most likely lead to environmental deterioration and socio-economic inequality amongst locals. A practical outcome of this study is a proposal of key considerations for similar contexts in hosting international sporting events.

This study calls for policies to be put in place to assure consideration of local population's perception of potential changes in their localities brought about by holding major events. When exploring the direction a country should take when determining a plan for

tourism expansion, it is always crucial to remember that the local community needs to be considered as key stakeholders in any tourism development strategy, no matter the focus of the strategy, whether it be sports, leisure, etc. as the locals are the most affected.

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The Effects of an International Sporting Event with the Eyes of the Local Residents – The Case of Gyulai István Memorial: Hungarian Athletics Grand Prix

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Aim and Research Question

Within the field of sport business and economics, a growing number of studies focusing on the impacts of sport events on the general public.

Our research aims to highlight the perceptions of residents of the city of Székesfehérvár towards Gyulai István Memorial Hungarian Athletics Grand Prix (GYIM) and to demonstrate that the sporting event can fit into the city's brand and self-image. The study examines the perceived economic, social, and environmental effects of the Grand Prix with a special focus on tourism.

Theoretical Background and Literature Review

Researchers previously examining the social and economic influences of sporting events differentiated the triple-concept of impact, legacy, and leverage (multidimensional impact). This concept was later used as the basis for investigating the consequences of international sporting events (Máté, 2018) and provided the theoretical framework of our research. The economic and social impacts of a sporting event develop somewhat automatically just by the organisation of the event, but these effects are usually temporary and very hard to plan (Gratton & Preuss, 2008). At first, an events' main goal is to create a sustainable impact, called a legacy (Taks et al. 2015). The second level of impacts and legacies are strategic planning related outputs of international sport events. This process is also called event leveraging, which differs from a mere legacy planning by focusing attention to reach the desired economic, social, and/or environmental goals through integrating each event into the host community's overall product and service mix (Chalip, 2014). Legacy planning focuses on the event, while multidimensional impact planning and management focus on community building and the ways through which it can integrate each event into the urban development strategy of the host city (Máté, 2018).

The effects of sporting events, however, can be differentiated otherwise. Taks et al. (2015) pointed out the economic, social, tourism and sport-related impacts. While according to Knott et al. (2015) the main impact areas of sporting events are (1) economic, tourism and commercial, (2) infrastructure and physical resources, (3) political, (4) sport and recreation, (5) environmental and (6) social-cultural.

Research Design and Methodology

To answer our main research question, a mixed-method research design was used containing a (1) questionnaire based on the previous work of Üngüren et al. (2015), (2) in-depth interviews with organisers and athletes of the event and the members of the city administration, and (3) a field study. To understand the viewpoint of local residents towards the effects of GYIM, we asked the respondents to indicate their agreement or disagreement of several positive and negative statements about the effects of the event on a five-point Likert scale. These statements

focus on the economic, touristic, infrastructural, financial, social, environmental (e.g. traffic) and everyday life (e.g. to sport culture) effects of GYIMN. Overall, 198 locals completed the survey. The previous studies on the same event by Máté (2018) – carried out in 2017 and 2018 – gave us the possibility to observe the changes in a three year interval, and allowed us to draw some important conclusions on the potential legacies of the event.

Results, Discussion, and Conclusions

The results indicate that local residents overall have a positive opinion and experience of GYIM while supporting the organization of domestic (Hungarian) international sporting events in general. 93% of all respondents were familiar with the event, which shows a reasonable event awareness inside the city. They also agreed that GYIM has a strong and positive effect on tourism in Székesfehérvár by creating larger attention and improving the image of the city. According to the citizens, the event is suitable for creating new jobs and improving the infrastructure of the city. It is able to represent the cultural values of the city while enhancing international attention and serves as a good city marketing tool. It also helps to utilize the city's accommodation capacity. However, it lacks the ability to create a long-term financial impact which the city could benefit from. The assessment of social impacts is also positive. Each statement regarding the positive social effects of GYIM showed an agreement rate of over 50%.

The results of our study carry both theoretical and practical relevance. On one hand, it contributes to the literature on the impact of international sporting events – thus the research of such relatively smaller competitions is still rare – while, on the other hand, supports the future work of the organizers and major stakeholders (federation, state, city) of similar competitions.

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What are the Benefits of Hosting a Sporting Mega Event? Evidence from Industrial Firms

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Aim and research question

We examine whether or not sporting mega events (SMEs), in particular the Olympic Games, generate any benefits on industrial firms. The industrial sector is often overlooked in favour of the service sector, (Hotchkiss et al., 2003; Depken & Fore, 2020), where academic studies claim that the benefits of hosting an Olympic Games are short-lived and negligible (Baade & Matheson, 2001; Hotchkiss et al., 2003).

By focusing on industrial firms, it may address precisely why the benefits of hosting a SME are often minimal, as they ignore a sector that stands to benefit from the SME for a longer duration than service-sector firms. Disregarding the industrial sector further implies that supply-side outcomes are ignored in existing studies, where the service-sector typically focuses on the demand-side effect of SMEs, providing a further valuable contribution to the literature.

We show this by examining the impact of the Beijing Olympics on industrial firm earnings and investment in the run up, during and after the 2008 Summer Games, and upon the announcement effects of the Winter Olympics in 2022. This is a natural testing bed as the majority of production for the Games was contained within China, preventing the leakage of positive benefits via imports.

In addition, we examine whether these industrial firms accrued additional benefits by being located in a host-city, in comparison to firms located in non-host cities. This is important as critics claim that hosting a SME redistributes wealth from around the country, concentrating into specific host cities or regions via infrastructural development.

Theoretical background and literature review

In the run up to the 2008 Olympics, the Chinese government invested heavily in new facilities and infrastructure – Beijing airport was renovated, the subway system doubled in length, and 20 new event venues were built (Ren, 2009).

Based upon this announcement, we anticipate that manufacturing firms in Beijing will increase their capital expenditure to similar firms in other comparable Chinese cities. Likewise, during the Games, we would anticipate that these firms would receive greater earnings than their non-host counterparts, as sports tourists flock to the region, creating a surge in demand (Baade & Matheson, 2001; Hotchkiss et al., 2003; Depken & Fore, 2020).

For the 2022 Olympics, most of the existing infrastructure built in 2008 will be re-used, but China will build five new venues, including a new Olympic village. Moreover, it is forecast that international sports tourism will be on a smaller scale. Therefore, we expect in the run-up to the Winter Olympics, manufacturing firms in Beijing are increasing capital expenditure to comparable firms in other Chinese cities, although on a smaller scale compared to 2008.

Research design, methodology and data analysis

We tackle the research question using two empirical strategies. To examine whether there was a disproportional impact on firms located in Beijing we use a difference-in-difference strategy, where firms located in Beijing act as the treated group and all other firms as control units. We then test for aggregate benefits for Chinese manufacturing firms using the methodology of Klapper and Love (2011) where our impact is measured as the annual deviation from the trend.

The data spans from 2000-2017 and encompasses 1,468 unique Chinese firms that are their own individual entities, available from the *Compustat Capital IQ Database*. We focus on two outcome variables, earnings to total assets to measure the demand-side, and total capital investment to total assets as our supply-side measure, conditioning on both firm and state level variables.

Results, findings and discussion

Our findings show no significant difference in earnings, or total capital investment, for firms located in Beijing compared to firms located in non-host cities. However, there is a positive effect on earnings for firms during the Summer Olympics across China and the benefits last longer for industrial firms than for a selection of service industry firms.

Furthermore, we witness a positive impact on total capital invested in the run up to the Summer Games for Chinese firms, but no increase for the 2022 Winter Games, which is anticipated given that the budget for the Winter Olympics is 10% of that of 2008 Summer Games.

Conclusion, contribution and implications

Our results interest both academics and policymakers alike. One criticism of having cities host the Olympics is that it funnels public funds into a specific region or area of a country, (Chen & Misener; 2019). However, our findings do not support this hypothesis as manufacturers did not receive greater economic benefits vis-à-vis firms in similar cities, potentially as leveraging the Beijing Olympics was a national effort. Nevertheless, our findings do propose that beneficial effects do arise from hosting the Olympic Games and that they may be shared around the country rather than isolated in a specific area.

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SPORT DEVELOPMENT AND SOCIO-CULTURAL ASPECTS

Chair: Guillaume Bodet

International Sport Participation and Cultural Capital: Understanding the Creation of Cultural Capital on Event Participants and its Broader Implications

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Aims of the research

This study explores the creation of cultural capital at a transnational sport event. Specifically, the study applies the concept of cultural capital to understand the perceived benefits that arose from athletes' participation in the 2019 FIFA Women's World Cup. While research surrounding cultural capital in the context of sport participation has revealed differences across social class structure (Stempel, 2018), there remains a need to examine how experiences accumulated through international sport participation impact the development of cultural capital and may perpetuate the class division revealed in previous cultural capital studies.

Theoretical background

Bourdieu (1984) theorized that cultural capital, which refers to any type of cultural consumption, necessitates appropriate preferences and tastes as well as skills and knowledge (Wilson, 2002). Cultural capital is acquired from one's upbringing and education and the central tenet of Bourdieu's theory examines the unjust aspects of meritocratic social mechanisms their function in marginalizing people and limiting opportunities to exercise social power. While numerous scholars who applied Bourdieu's interpretation of cultural capital focused on formal education system as the prime source that breeds differences in scope of cultural capital possessed by individuals, the necessity to acknowledge sport within the cultural firmament has been also gained increased scholastic interest (Warde, 2006). Studies have proven that indicators of social class are positive predictors of sport involvement in general (e.g., Storr & Spaaij, 2017; Wilson, 2002); however, less focus has been given to the inverse relationship (i.e., capacity of competitive elite sport to rouse cultural capital), which may be equipped to enable movement within the larger hierarchy of social structure.

Competitive sport is often structurally associated with elite sport, which reveals unique dynamics as it has often been utilized as a mechanism for elite athletes to gain various forms of capital to exercise social power (Park & Han, 2008). As previous research (e.g., Stempel, 2018) has pinpointed the inequal distribution of cultural capital that leads to differing degrees of involvement in participatory sports, this study aims to identify the capacity of international competitive sport in generating cultural capital and its potential impact on the class structure. Thus, this study focuses on the 2019 FIFA Women's World Cup and seeks to examine the degree to which participation in the event creates forms of cultural capital and examine what the broader implications of the cultural capital acquired on the lives of the participants.

Research Design, Methodology, and Data Analysis

With a focus on international competition, this study explores the South Korean women's national soccer team players' subjective experiences garnered at the FIFA World Cup in 2019. In order to secure a representative sample, eight potential interview participants were identified based on their tenure with the team (four who played in multiple World Cups and four first-timers). An initial round of interviews, which involved four players who shared their experiences on the event and their perceived benefits, was used to develop preliminary analysis. In order to examine the environment that breeds cultural capital, a longitudinal qualitative research design with multiple interview sets was employed in order to obtain essential information pertaining perceived benefits as well as how these benefits materialize in each participants' private sphere. Thus, in addition to the initial interview set, following interventions were scheduled to enrich data sets to trace the long-term implications, which may render recognizable influences on social class structure of the selected players. The data were analyzed following the interpretive framework to identify themes that represent cultural capital and its potential influence on class structure.

Results, Discussion, and Implications/Conclusions

The data revealed evidence that a diverse form of cultural capital was created. First, the primary data sets indicated that participants acquired experiences unique to the World Cup. Specifically, all participants claimed to have benefitted from being exposed to the modern style of football. As most players recruited for this study are active in the domestic Korean league (WK-League) and therefore their exposure to the mainstream football is relatively limited. This acquired experience, which enabled them to identify various pillars that typify modern football, was then translated in each participant's way of interpreting football and setting personal goals to continuously acclimate themselves in modern football. Furthermore, another form of cultural capital was associated with more fundamental element of embodied cultural capital, namely the advantages rising from the prestige of having represented the country at the World Cup. Participants claimed to have witnessed active usage of such a benefit by a) having used their participation for contract negotiation, b) acquiring better deals with agencies and endorsements, and c) assuming more active leadership roles in their teams.

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Towards a Critical Theory of Community for Sport Management Research and Practice

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Aim and Research Questions

The overall aim of this conceptual paper is to both consolidate discussions of community which are currently taking place in sport management (in sometimes uncoordinated ways), as well as to stimulate further discussion about innovative theoretical and methodological approaches. The paper addresses two research questions: How has community been theorised and deployed in contemporary sport management research? How can a critical communitarian approach advance, or complement, usage of community in sport management research, and what are the implications thereof for research design and ethics?

Theoretical Background and Literature Review

“Community sport” and “community impacts of sport” are contexts for much contemporary research in sport and recreation management. Concepts such as social capital, community development, and sense of community are often being used within sport management research and practice. However, few scholars have endeavoured to explicitly articulate a critical theoretical framework with which to interrogate the concept of ‘community’ and the practical implications of doing so. The term community is somewhat pervasive in many sporting contexts as it is used frequently to signify many things, and in some cases, sport is hard to imagine without somehow implicating community. As such, Blackshaw (2008) argued that sport (specifically football) and community have a relationship that is both ubiquitous and tenuous.

Research Design, Methodology and Data Analysis

In this paper, we review contemporary research in sport management and adjacent sport, recreation, and leisure fields, in order to identify and classify several theoretical and methodological approaches to studying community. We provide a synthesis of current sport management research in order to highlight and problematise contemporary theoretical and methodological approaches used to study community in relation to sport. Next, we draw from critical communitarian literature in order to offer a theoretical approach to studying community that can inform how community is conceptualised and investigated empirically in sport management research.

Results and Discussion

Our review of the sport management literature establishes four main ways that community has been theorised and/or operationalised: as a context (e.g., community sport), as an outcome

(e.g., social capital, cohesion, sense of community, fandom, etc.), as a site for struggle or resistance (e.g., queer sport, Indigenous methodologies) as well as a form of regulation or social control (e.g., active citizenship in and through sport). We discuss the limitations of current uses of community in sport management research, and advance a critical communitarian agenda as a framework for conceptualising community for sport management scholars. Communitarians hold at their core a critique of the extreme individualism associated with liberalism and are more keenly concerned with managing both individual rights as well as pluralistic obligations, or a commitment to a greater good (Frazer, 2000). We draw from the work of Etzioni (2014) and argue that community can be theorised as “a web of affect-laden relationships among a group of individuals...[and] a measure of commitment to a set of shared values, norms, and meanings, and a shared history and identity - in short, to a particular culture” (p. 20). Critical communitarians further advance that there is always power invoked in proclaiming community as it is as much about who is excluded as it is who is included (Weiss, 1995). Community then, exists not within homogenous groups of likeminded individuals, but rather in spaces of “openness to unassimilated otherness...[or] a politics of difference” (Young, 1995, p. 253). Within our discussion, we consider the practical implications as well as potential avenues for research in each of the approaches that sport management scholars have used to conceptualise community. For each of these approaches, we consider and highlight issues of social justice that are inextricably bound up in the sport-community relationship in hopes of providing a more critical lens through which to examine and theorise community moving forward. In doing so, we discuss the politics of defining community as a context while simultaneously segregating sport participation based on age, gender, class, and other identities; the difficulties in measuring community as an outcome with various ephemeral and enduring qualities; the (im)possibilities of decolonising or reconceptualising sport for equity seeking groups, and; the ways in which we can support and encourage self-determination of marginalised citizens in and through sport participation.

Conclusion, Contribution and Implication

This paper establishes a foundation upon which future sport management scholars and practitioners might theorise and critically reflect on community, as well as deliberately articulate its implications in both research and practice. These discussions have implications for scholars and practitioners interested in sport (for) development, policy making and implementation, as well as corporate social responsibility.

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Which Parent are You?: Nonfiction Creative Accounts of Youth Sport Parents

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Aim and Research Questions

The purpose of the study is to highlight youth sport parents' perceptions, goals, and sacrifices in Côté's (1999) Developmental Model of Sport Participation's three stages. The study used creative nonfiction narrative to present the data as "profiles" representing parents of children according to their stage of participation/development. This unique approach was adopted as it can add value to the literature by eliciting a deeper understanding of youth sport parents and particularly, by separating parents distinctly into groups that are yet to be sufficiently explored.

Literature Review and Theoretical Framework

Youth sport parents' roles in facilitating their children's sport participation have grown exponentially. Today, they transport children to and from practices and competition, purchase equipment, and provide increasing levels of financial support. Parents' escalating responsibilities are why parents are considered a key facilitator of youth sport development (Côté, 1999). Although youth sport parents have started to garner greater amounts of attention in the literature (e.g., Dorsch et al., 2015; Knight, 2019), our understanding of how parents manage their children's sport development remains limited. This is important to address because parents are key decision makers. Parents determine where, and with whom, their children practice, how often they compete, and how best to invest their own time and money. A deeper understanding of how parents manage participation at each phase of development will not only address an important gap in the literature, but also better inform youth sport managers and providers how best to assist parents in the management of their children's athletic development.

Côté's Developmental Model of Sport Participation (1999) was used as the guiding framework of this study. The model categorizes the development of talented athletes into three stages: the sampling stage (6-12 years of age; where parents play a dominant role in development), specialization stage (13-15 years; where parents role increases) and investment stage (16+; parents transition into a lesser role). The model was therefore used to examine parents' perceptions, goals, and sacrifices during each of the three developmental phases in the creation of parent profiles.

Research Design, Methodology and Data Analysis

A nonfiction creative qualitative approach was adopted to highlight the different "pictures" of youth sport parents participating in the study. Creative nonfiction "doesn't just report facts, it delivers facts in ways that move the reader toward a deeper understanding of a topic" (Cheney, 2001, p. 1). This approach allows us to tell the stories of the participants in a way that invites readers into the scene of the narrative (Cheney, 2001), while also informing them of how

participants differ in their perceptions, goals, and sacrifices based on Côté's (1999) stages of development.

Participants included parents of children engaging in competitive, organized youth sport. Parents were categorized based on their children's stage of development: sampling, specialization, or investment (Côté, 1999). Interviews (8) and a focus group were used to collect data with the participants. A semi-structured interview and focus group guide were created to ensure consistent inquiry across participants, allow follow-up questions and probes, and permit participants to draw from values, beliefs, and their past (Rubin & Rubin, 2011). The guides were separated into four sections: introduction, goals and objectives, sacrifices for these goals/objectives, and the role of being a parent in their children's sport development. The interviews and focus group were audio-recorded, sent to a third party vendor for verbatim transcription, and read multiple times before beginning data analysis.

The researchers looked to Johnson's et al. (2008) work to analytically structure and unpack the narrative data. Following this guide, researchers participated in individual coding, and collective debriefing that reduced main concepts found in each data source, exposed and discussed overlaps and tensions across sources, and finally identified overarching concepts connecting the participants to Côté's (1999) model. In comparison, to other qualitative works, themes were not pulled for this work, instead, a sample parent creative nonfiction narrative for each group (sampling, specialization, and investment) was created to illustrate the story and unique differences between these groups.

Initial Findings

Initial findings tell three varying stories: Karen (sampling parent), Kevin (specialization parent), and Keith (investment parent). Karen's story demonstrated the "shock and awe" of the youth sport environment. Kevin's story illustrated increasing intensity and purpose towards his child's lofty goals. Lastly, Keith's story showed a greater sense of reality and expectation for his child's skills, and a shifting focus towards appropriate collegiate opportunities.

Initial Contributions and Implications

Initial findings demonstrate a unique approach to illustrating qualitative findings, something that has not been done often in sport research. Furthermore, the initial findings demonstrate a chance for youth sport organizations and coaches to provide clearer onboarding orientations and information into the world of youth sport, and establish best practices on how to assist parents with developing their athletes through a realistic and supportive lens.

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Grassroots Football Development in Japan: A Case Study

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Aim and Research Questions

Grassroots football is a fundamental part of the structure that underpins top-level football. It is gaining importance at various levels with programmes run by global, continental, regional, national, and local football associations. However, there has been very little research on the development and significance of football at the lower level. Therefore, the main aim of the study is to examine the mechanisms of successful grassroots football programmes in Japan by identifying determinants, understanding their contexts, and analysing any difficulties in order to overcome their obstacles.

Japan is selected as a case study for this research because it is one of the most successful countries in Asia in terms of grassroots football development. There has been a 20% growth in the number of registered players under 12 years old from 1985 (231,036 players) to 2017 (279,134 players). The steady increase is a result of the Japan Football Association's emphasis on grassroots football especially the 6-10 years old age group, collaborating with prefectural football association, since 2003. Japan is divided into 47 prefectures in eight regions and each prefecture has a prefectural football association. The focus of this research project is on initiatives by prefectural football associations because they are the key stakeholders in implementing development programmes in Japan.

Theoretical Background and Literature Review

Some researchers have examined the development of sport at the micro-level focusing on psychological factors such as player motivation in, and commitment to, a sport activity (Green & Chalip, 1997). Others have studied the development of sport at the nano-level focusing on sport participation or elite development (Vassil, 2008). Some researchers have focused on grassroots football for the study of development through sport as a powerful tool which is able to contribute to the development of society (Yong & Rookwood, 2008). Despite the importance of successful grassroots football development, its development has not been systematically studied and therefore the mechanisms associated with successful grassroots football programmes are not clear.

In this research project, the evaluation criteria to assess the successful level of prefectural football associations in grassroots football development are framed on the basis of the theoretical perspectives of organizational effectiveness. Due to their organizational characteristics, prefectural football associations are evaluated from a multidimensional perspective using three models of organization effectiveness such as the goals model (Chelladurai, 1987), the system resource model (Eydi, 2015), and the process model (Parkhouse, 2005).

Research Design, Methodology and Data Analysis

In Study 1, the focus is on assessing the status of prefectural football associations in terms of grassroots football development. A survey was used to examine the current status of 47 prefectural football associations in Japan in terms of grassroots football development. Survey questions were developed on the basis of the identified evaluation criteria to examine an association's level of success in terms of grassroots football development, which consists of four evaluation components and their 13 sub-elements. It was distributed to all 47 prefectural football associations and 24 associations responded. Based on the results of the survey, the prefectural football associations were ranked in terms of grassroots football development.

In Study 2, the focus is on collecting in-depth data in grassroots football development implemented by prefectural football associations. A total of 33 face-to-face semi-structured interviews were conducted with the prefectural football association's Secretary Generals, Youth Directors, Kids Committee Chairmen, the coaching instructors, the coaches, and the referee in, or out of, the 10 most successful prefectural football associations. Thematic analysis was used to analyse the interviews.

Results and Discussion

A total of 14 determinants for successful grassroots football development were identified. The determinants were examined and four themes were formed, namely governance, stakeholders, programmes, and strategy. The results of the study also demonstrated the obstacles that stakeholders have faced in implementing the grassroots football programmes, and the strategies to overcome the obstacles. Finally, a house model was introduced to help to understand the mechanisms of successful grassroots football programmes in Japan.

Conclusion, Contribution and Implication

Although some limitations were recognized, the findings from the study are promising and will help stakeholders involved in grassroots football development to understand the mechanisms of grassroots football development programmes, which is important to design their own successful grassroots football programmes. Furthermore, the evaluation criteria to assess the successful level of prefectural football associations in grassroots football development are framed on the basis of the theoretical perspectives on organizational effectiveness, and the components are developed based on evaluation criteria on the performance of sport governing organizations. The evaluation criteria may provide scholars with a framework to assess the effectiveness of football associations.

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Theorising the Structure-Agency Problem in Sport-for-Development: The Potential of Margaret Archer's Morphogenetic Approach

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Aim and Research Questions

Frequent calls have been made for work in the sport-for-development field to be re-orientated towards seeking 'transformative action in order to challenge broader social structures' (Spaaij & Jeanes, 2013, p432). Not only is this a challenge to policy makers and practitioners, but researchers have also struggled to articulate and evidence how sport-for-development may potentially contribute to broader social change.

This paper will propose a conceptual framework by which researchers may better consider the problem of achieving transformative social change through sport-for-development, and the relationships of structure and agency that are fundamental to this problem. Specifically, our paper will:

- Identify the need for ontological clarity on what is understood and aspired to as 'social (and structural) change' in sport-for-development
- Explore the potential of critical realism and Margaret Archer's (1995) 'Morphogenetic Approach' to provide an explanatory framework for social change in sport-for-development.

Background and Literature Review

Despite the dramatic increase in the use of sport to contribute to broader development goals over the last two decades, critical scholars continue to make the case that work in the sport-for-development field commonly has a narrow and limiting focus on the personal development of individual participants (Darnell et al., 2018). However, in advocating a turn towards addressing broader social change, there has been imprecision in how researchers articulate what may constitute relevant 'social structures' to be 'transformed' and how sport-for-development initiatives, and agents therein, may potentially contribute to doing so. Despite some conceptual development to consider how social change may be pursued through sport, we argue that advances in research have been limited by the lack of foregrounding of ontological assumptions – and crucially those pertaining to the nature of the relations between agency and structure – which are fundamental to considering the nature and possibilities of transformational social change.

Discussion

To address the problems outlined, and to support the development of future research, we propose that there would be value in sport-for-development researchers engaging with the conceptual framework offered by critical realism and Margaret Archer's Morphogenetic Approach. We will explain and explore the potential of Archer's work in three parts:

- 1) *Outlining the underpinning premises of a realist social ontology*, which maintains that a 'real world' exists but that we can only have incomplete and uncertain knowledge of it. For sport-for-development research, we will specifically highlight the relevance of the associated realist understanding that societies possess emergent properties that are irreducible to the individuals that constitute them.
- 2) *Identifying and considering the ontological and analytic distinctions between structure, culture and agency*, that are foregrounded by Archer. The importance and potential purchase that these distinctions offer for sport-for-development will be discussed through engaging examples of change presented in existing sport-for-development literature.
- 3) *Recognising the importance of temporality in the explanatory framework of both social stability (reproduction) and social change (transformation)* that the Morphogenetic Approach provides. For sport-for-development, we will argue that this conceptualisation brings significant implications for considering the possibilities of social change through time, as well as the potential role of agents therein.

Conclusion, Contribution and Implications

We will conclude by suggesting implications and possibilities that Archer's Morphogenetic Approach holds for future sport-for-development research. Comments on how adopting the Morphogenetic Approach may also add benefit at the nexus of research and practice in sport-for-development will also be offered.

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Involuntary Immigrants in the United States: Experiences and perspectives on Sport and Physical Activity

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Theoretical Background/Literature Review

Regular participation in organized sports or physical activity has been amply proven to accrue a myriad of mental, physical, psychological, and social health benefits while promoting universal values that transcend language and culture (e.g., Darnell, 2007; Donaldson & Ronan, 2006; Eime et al., 2013; Warburton et al., 2006). Sports-based initiatives and programs focused on the successful resettlement, cross-cultural understanding, and social inclusion of refugees and forced migrants have emerged as preferred methods to promote social and cultural integration in worldwide communities (Beutler, 2005, 2008; United Nations Inter-Agency Task Force Report, 2003).

However, despite the growing number of academies and camps since the Mid-1990s, academic research regarding its effectiveness and impact on diverse immigrant or refugee populations is minimal, with current research foci primarily on specific communities in Europe and Australia (e.g. Burrmann et al., 2018; Spaaij, 2015; Stura, 2019). There is little to zero previous research on the existence of physical activity or sports programs in the United States, in stark contrast to its reputation as the country of immigrants and the mecca of sports.

Aim and Research Questions

The purpose of this study is, therefore, to explore the role of sports for the refugee and migrants' community in the United States. More specifically, the Soccer Without Borders was chosen to provide valuable insights into sports' impact on refugees' social inclusion, identity formation, and well-being in their host communities, with a particular focus on the women's experience.

Metod, Research Design, and Data Analysis

Using an interpretive qualitative research approach, data will be collected through an online qualitative research survey and follow-up semi-structured in-depth interviews and focus groups with 20-30 participants (10-15 males and 10-15 females), and document analysis. Symbolic interactionism, as interpreted by George Herbert Mead, shall provide the theoretical framework for the research investigation. Due to the ongoing COVID-19 global pandemic, data collection is still in its beginning stages but will be completed prior to the EASM conference so preliminary findings will be provided.

Results, Discussion, and Implications

Anticipated findings of this study derived from the literature review may include a significant gender gap in the positive impact of participation in sports/physical activity on participants' lives-inclusivity, health outlook, identity formation, and positive integrative experiences. Possible themes from the study may include and could reaffirm the sports' power to improve refugees' mental and physical well-being, to create opportunities for education and socialization, to foster cross-cultural understanding and relations between refugees and their host communities. Practical implications include the proposal of a conceptual model that encompasses factors that can increase the effectiveness of community sports-based programs for refugees and migrants, specifically women and girls. The significance of this study lies in its ability to fill the gap of the current body of literature in the context of sports-based refugee programs in the United States.

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Challenging the Patriarchal System: A Case of Football League from the Islamic Republic of Pakistan.

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Aim and Research Questions

The purpose of this research is to explore how women from a minority sect and race are able to defy socio-cultural norms via developing their soccer league. Further, we investigate how personal (i.e., sect, gender, and race) and socio-cultural factors affect Pakistani women athletes' participation in sports.

RQ1: What is the mission and aim of the Gilgit-Baltistan Girls football league?

RQ2: What are various personal and socio-cultural factors, which influence Muslim women from a minority sect and race to participate in a soccer league?

Background, Literature Review, and Theoretical Framework

Numerous scholars have argued that Muslim women are a vulnerable community in developing Islamic countries (e.g., Pakistan) due to various socio-cultural forces (Ozcetin, 2009). For example, Khattak (2018) highlighted that an increased level of religious extremism in Pakistani society after the Afghan war is a significant threat to Pakistani women's involvement in social activities, such as sports. Similarly, religious extremism and a patriarchal system have led to further subversion of women belonging to minority sects and races in Pakistan. For instance, in 2014, the Pakistani Taliban's openly declared Agha Khani (Shia Muslim sect) individuals as non-Muslims and even called for armed struggle against the community. After this horrific announcement of Pakistani Taliban's, there is an increased level of violence seen against Agha Khani-Muslims, especially Agha Khani women's living in the region of Gilgit Baltistan.

According to the United Nations 1949 resolution, Gilgit-Baltistan remains as the disputed area between Pakistan and India, and people of Gilgit Baltistan have limited political and social rights. However, despite being vulnerable, two girls from the Agha Khani sect founded the first Pakistan women soccer league in 2017. Around 120 women mostly from minority sects (i.e., Agha Khani-Shia Muslim sect) participate every year. By using a socio-cultural feminist lens, we discuss how the Islamic sporting paradigm clashes with the Western sporting paradigm. Further, we shed light on how race, religion, and gender intersect in shaping experiences of marginalized communities in a patriarchal society through intersectionality theory (Crenshaw, 1989).

Research Design, Methodology and Data Analysis

In this study, we are using Stake's (1995) case study methodology by following the abductive reasoning method (Timmermans & Tavory, 2012). Data sources include in-depth interviews with the founders, the management, and the participants of the soccer league via skype. We have collected data from the founders and the management of the league (n = 5), and the data

collection from athletes are on-going. We intend to conduct semi-structured interviews from athletes (at least 16-18) of the soccer league until the data saturation is reached.

Data Analysis. Elo and Kyngäs' (2008) three phases (i.e., preparation, organizing, and reporting) qualitative content analysis is used to analyze the data. The data are being prepared and organized in NVIVO software. Further, we are using the open coding method to get emerging codes, which is translated into themes.

Results and Discussion

The initial interview results revealed that the founders had created the league to fight against an increased level of suicidal tendencies among younger age women of the region. In addition, the soccer league provides a sense of group identity to the participants and the means for liberation and freedom. The founders unearth that their minority sect provided them with the opportunity to develop trust among the community. However, the league management unveiled that societal pressures have restricted them only to recruit participants from their own sect, which is also a significant barrier for their league to grow and get sponsorship. Further, league promotion in media is discouraging the women of the region from participating in the soccer league.

Participants also reported a recent sense of insecurity among the men of the region because of increased national media interest in the league. Additionally, increased local brand sponsorships are causing men of the region to be skeptical because of fear related to women empowerment. Finally, participants highlighted that social barrier, such as the belief regarding modest women, should not participate in physical activities is affecting women's participation in the league.

Implications and Significance

The study contributes to the leadership, sport development, diversity inclusion, and intersectionality scholarship in the sports organization context. Further, we shed light on how sport managers can enhance marginalized Muslim women's inclusion in sporting activities. This presentation in EASM will help the audience to understand women's sporting organization issues in the non-Western context.

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A Conceptual Review of ‘Sports Diplomacy’ Across the Commonwealth: Australia and UK

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Aim and Research Questions

The conceptual review aims to translate ‘Sports Diplomacy’ into sport management, as traditionally the term has been ambiguous and dependent on social, political, economic, and cultural contexts (e.g., Rofe, 2018; Murray, 2018). This project considers how ‘Sports Diplomacy’ is understood and practiced by sport development and sport management practitioners in the UK and Australia (Browne et al., 2012).

To achieve this aim, two research questions were developed. How do those working in activities connected to ‘Sports Diplomacy’ interpret the concept? Then, what are the comparative and contrasting UK and Australia ‘Sports Diplomacy’ understandings and practices? This presentation will focus on a conceptual review of the term ‘Sports Diplomacy’, before examining where points of contrast and comparison between the UK and Australia can be found.

Theoretical Background and Literature Review

The theoretical background is a multi-disciplinary understanding of ‘Sports Diplomacy’ in relation to the modes of international exchanges, communication, and negotiations between nation-states and territories. A burgeoning area of interest is also the involvement of non-states actors, such as, multi-national corporations, sport mega-event organising committees, and international non-governmental organisations.

This area of research has grown from neglect to an established field of historical, management, sociological and political study (e.g. Chehabi, 2001; Pigman & Rofe, 2014; Murray, 2018). Our research furthers the contested and growing field of ‘Sports Diplomacy’ into sport management, by focusing on how this field can affect the political and managerial decision making, resource allocation and organisation of elite and community sport.

Research Design, Methodology and Data Analysis

The focus of this research is the Commonwealth and the role of the UK and Australia. Sporting and diplomatic activities are synonymous with these nation-states. Yet, few academic studies have attempted to compare the how, what, who, and why of ‘Sports Diplomacy’ across these two nation-states. The UK pivot towards the Commonwealth, including Australia, has been a key feature of the proposed post-Brexit landscape, with diplomacy at the forefront to strengthen such relations. Therefore an understanding of how sport, a key UK and Australian export, can contribute to this is needed.

The study has three key data collection elements. Firstly, an integrated review of academic literature connected to the term ‘Sports Diplomacy’. Secondly, an online, largely qualitative survey aimed at individuals in and around ‘Sports Diplomacy’ activities in Australia and the

UK. Respondents were sourced from a combination of targeted and snowball sampling. Finally, to corroborate the findings from the integrated review and survey, a document analysis of relevant case studies.

Results/Findings and Discussion

Data is currently being collected, with analysis to be completed by July.

The review of academic literature and documents has revealed that 'Sports Diplomacy' is not a unitary term that is interpreted in the same way between academic disciplines, national and local contexts, and the UK and Australia. Notable differences emerge when considering 'Sports Diplomacy' activities from the perspectives of public, private, and third sector organisations and individuals. This will be presented through the empirical case studies of the Gold Coast 2018 Commonwealth Games and the London 2012 Olympic and Paralympic Games.

The developing findings from the survey triangulate with the points above. For example, Australian organisations and responses demonstrate a clearer and more strategic conceptualisation of 'Sports Diplomacy', which will be illustrated by the case study of the Australian 'Sports Diplomacy 2030' strategy document. In contrast, the UK organisations and responses demonstrate a more disparate conceptualisation of 'Sports Diplomacy', which will be illustrated by the case study of the 2020 British Council 'The Sources of Soft Power' report.

Conclusion, Contribution and Implication

In the current climates of a Global Pandemic, Brexit negotiations, and ongoing Australian 'Pacific pivot', this presentation will offer empirical and theoretical points to understand policy and practice objectives of the UK and Australia. It will also discuss how this can be transferred into other national or regional contexts, e.g. Asia and corridors of sport mega-events. Implications for this can provide insight into the political and decision-making leverage developed through 'Sports Diplomacy' activities.

The presentation will suggest links between previous understandings of 'Sports Diplomacy' and how this relates to the area of sports management. In particular, how it can help understand political decisions that happen within and around elite and community sport. It will provide a much needed perspective to unravel how sport management decisions are made through the lens of 'Sports Diplomacy'.

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Toward a Socioecological Model of Youths' Sport Participation from Sport Events

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Aim and Research Questions

The physical, social, and mental benefits of sport participation (SP) for youth are well documented in the literature (e.g., Eime et al., 2015). In light of these benefits, an increasingly popular line of inquiry is investigating how sport events (SE) might elicit SP (e.g., Annear et al., 2019). As the investigation of youth SP is a well-researched topic (e.g., Eime et al., 2015) and SP from SE for adult populations has gained traction in recent years (e.g., Annear et al., 2019), there remains a gap in the understanding of SP from SE for youth populations. The purpose of this presentation is to provide a conceptual framework to understand the process of youth sport participation from sport events.

Theoretical Background and Literature Review

Social Ecology Theory (SET) considers the interrelationship between individuals, their physical environments, and the sociocultural context (Bronfenbrenner, 1977). Investigations have used SET effectively to understand youth SP (e.g., Eime et al., 2015) and adult SP from SE (e.g., Annear et al., 2019). However, SET has yet to be utilized to understand SP from SE for youth populations. Thus, the Socioecological model will serve as a lens to uncover the processes of youth SP from SE.

Results/Findings and Discussion

According to SET, the individual interacts with various levels of the social environment, all of which are important in shaping behaviours (i.e., intrapersonal, interpersonal, institutional, community, political; Bronfenbrenner, 1977). Intrapersonal factors (i.e., originate within the individual; Bronfenbrenner, 1977) include experiences with sport, and sport preferences (McLeroy et al., 1988). For SP from SE, this could include youth imagining they are competing at a major competition when they participate in sport recreationally. Interpersonal factors (i.e., interactions with others; Bronfenbrenner, 1977) on the other hand are how key reference groups such as friends and family practice sport (McLeroy et al., 1988). This could include an increased interest in sport among a youth's friend group, influencing the individual to also participate in sport. Institutional factors (i.e., institutions with organizational characteristics; Bronfenbrenner, 1977) consist of programming at local community centres or sport clubs (McLeroy et al., 1988). Through the creation or refurbishment of facilities, SE may be able to make specific sports available in communities where they had not been previously available (e.g., Taks et al., 2018). Community factors (i.e., broader informal networks; Bronfenbrenner, 1977), encompass the accessibility and availability (e.g., time, price, transportation) of space for SP (McLeroy et al., 1988). SE have been found to limit opportunities for grassroots participation in favour of elite development (Toohey, 2010), or relocate sport spaces to be

inaccessible for marginalized populations (Taks et al., 2018). Finally, public policy (i.e., policies at the local, provincial, and national levels; Bronfenbrenner, 1977) comprises the sport system in a country region, and/or the physical education curriculum (McLeroy et al., 1988). SE have been found to shape sport policy in host countries, typically to favour elite sport (Toohey, 2010). Thus, events can play a role at each level of the Socioecological model, making the model particularly suitable for the purpose of this study.

It is important to also consider the relationships between the socioecological levels previously described (McLeroy et al., 1988). For instance, microsystems are the relationship between individuals and others (Bronfenbrenner, 1994). Microsystems for youth SP from SE would include the interaction of youth with their key reference groups (e.g., friends, parents, siblings) who are keen on participating in sport. These microsystems are nested within larger mesosystems, which are the relationships between the individual's various environments (Bronfenbrenner, 1994). For example, the relationship between the family unit who may watch an event together, and the youth's sport club, where the individual could practice envisioning themselves as an elite athlete. Exosystems, however, include relationships between microsystems that indirectly affect the individual (Bronfenbrenner, 1994). For example, the relationship between home and youths' parent's or sibling's sport environments. The previously mentioned systems are all embedded in wider macrosystems that describe the values and norms pervasive throughout society (Bronfenbrenner, 1994). SE may affect the extent to which a society values sport (e.g., Aizawa et al., 2018). Finally, chronosystems involve the development of both the society and the individual over time (Bronfenbrenner, 1994). This system describes how youths' physical abilities and sporting interests develop as they age, as well as the long-term affects of SE on SP, which remain largely unknown.

Conclusion, Contribution and Implication

The levels and systems of the proposed Socioecological model will be presented in-depth, with further examples, demonstrating how the model can be reconceptualized to investigate processes that can elicit SP from SE for youth. The proposed model will help to enhance our understanding of the current precarious topic of youth sport participation from SE (Weed et al., 2015).

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Physical Education expert or Sport Development Officer: what do we expect from our PE subject leaders?

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Aims & Objectives

To establish whether qualified teachers or sport development professionals are best placed to lead PE in primary schools

- Determine the full range of tasks, roles, and responsibilities that Physical Education Subject Leaders (PESL) could be expected to complete in relation to physical education (PE), school sport and physical activity (PA).
- Determine which areas of PE, school sport and PA are given greater prominence by government, academic and sport development sources
- Establish where future infrastructure and resourcing needs to be invested to support PE Subject Leaders to be successful in their roles.

Literature Review

Previous sport policy in schools identified PE and school sport (PESS) as the two areas of focus for resources. However, involvement from three government departments in the PESS policy arena has crowded the space and the role of PESS has been extended to PE, school sport and physical activity (PESSPA) (Carse et al., 2018). A 'PE trinity' to help address students' health and physical activity levels is being implemented through and alongside PE and sport (Petrie & Hunter, 2011). Its organisation is primarily the role of the PESL (Teacher Training Agency, 1998). Research specifically pertaining to PESLs has been sparse with just Griggs and Randall (2018) investigating the development of the PESL role, and whose level of capability they call into question.

The additional focus of physical activity within schools, the lack of expertise within PE subject leadership and the PESP has caused the PESL role to move away from that of PE expert (Griggs & Randall, 2018; Jones & Green, 2017). The role now includes commissioning external organisations to deliver PESSPA services within schools, developing partnerships with providers, arranging competitions and teams (Jones & Green, 2017), as well as managing and accounting for the PESP budget - activities that more closely align with the traditional role of a sport development officer.

Though this research will be used to inform the English PESSPA policy landscape, literature has been drawn from across international sources to provide insight and examples of good practice. There is scope for this research to inform international PESSPA policy.

Research Methods

This research is an Integrative Literature Review (ILR) that will form the literature review of doctoral research. The ILR combined a systematised review (using three academic databases) and a narrative review of the literature to ensure that both academic and industry related grey

literature was captured (Torraco, 2005). Constant comparison was then used to identify recurring tasks, roles and responsibilities, and create higher order themes.

Findings

The literature identified four higher order themes, three of which mirrored the PE trinity dimensions and a fourth "Administration and Management" theme to cater for tasks that performed their primary function across no specific area or more than one specific areas of the PE trinity. Tasks were allocated to a theme based on the primary function of the task.

The review showed that the PESLs were expected to provide thorough strategic planning for their subject including management functions such as budget allocation and human resource management, and wider socio-cultural issues for the school such as tackling inequality with a particular emphasis on health.

A consistent theme across all the literature was the need to hold schools accountable in providing positive outcomes for children and for their financial investments. The literature agreed that, so far, an appropriate method of monitoring and evaluating school resourcing has not yet been found.

A recurring responsibility that encompassed many tasks was the PESLs ability to network with other primary PESLs, local secondary PE teachers and with local community organisations. Networking provided the opportunity for many other tasks to be completed, furthered or shared by the group together. For example, a single meeting of PESLs could provide professional learning through a community of practice, opportunities to arrange inter-school activity and the ability to share links into community sport.

Contribution

The academic and grey literature tended to place emphasis on different elements of the PE trinity with academia focussing on the educational components and grey literature on wider social-cultural benefits. Unsurprisingly, the tasks, roles and responsibilities allocated to the PESLs are extremely varied and time-intensive; therefore opportunities where tasks can be combined and shared could be welcomed.

So far, this research concludes that the "right person" for the PESL job should understand child development fully in order to create age appropriate PESSPA experiences and interventions investigates whilst also possessing the skills and abilities of a practiced relationship manager and administrator. Importantly, the person must be afforded the time to complete their role.

Further research will use Q-Methodology to establish how PESSPA is prioritised by current PESLs to compare their lived experiences to the literature.

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The Feasibility of Fan Ownership Model in the Greek Professional Football Clubs

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Aim and Research Question

The present study aims to take an insight into the feasibility of fan ownership in Greek professional football. Football is not only the most popular sport in Greece but also has remarkable economic, political, and social dimensions. Considering that and triggered by the flourish of fan ownership in clubs across Europe, the present study attempted to explore the feasibility of a fan ownership model in Greek professional football clubs. This paper seeks to explore the benefits of a future implementation of fan ownership in Greek professional clubs, the obstacles fan groups may face, and the reasons for the failure of previous Greek initiatives.

Theoretical Background and Literature Review

Football is supposed to be lingua franca amongst European countries. Its popularity combined with the increased commercialization of sport drove to increased revenues, mostly from sponsorships and broadcasting rights over the past decades (Ward et al., 2012). As a result, there is financial, sporting and administrative improvement of football clubs (Szymanski & Zimbalist, 2005), but also raised concern about the negative effects of this extreme commercialisation on the social and the cultural role of football (Giulianotti, 2005), as well as in the balance between financial and sporting performance of football clubs. Over the last decades, socio-political and economical turbulences led to changes in the ownership and governing structures of football and to sporadic but increasing participation of fans in trusts getting part or full ownership of the clubs they support (Adams et al., 2017)

Research Design, Methodology, and Data Analysis

The present study applies stakeholder theory and follows the model of Mitchell et al. (1997), to identify the stakeholders that really count, classifying them into types based on their possession of three attributes in terms of their relationship with the organisation; power, legitimacy, and urgency. The three types divide into classes and types based on the combination of individual attributes each stakeholder possesses. Anagnostopoulos (2011), identifies the major stakeholders in Greek professional football as being; employees, supporters' clubs, sport 'parent' clubs, press, local authorities, and organizing bodies. Only employees and supporter's clubs are considered to hold all the three attributes and as a result, are the only two definitive stakeholders of Greek professional football.

In view of the major stakeholders of Greek football clubs, eight semi-structured interviews were conducted in May and June 2019 in Greece, with professional football players, supporter clubs' representatives and a Supporters Direct Europe consultant. Qualitative research was identified as the most appropriate approach to provide a deeper understanding of the research question and social phenomena surrounding it. Transcribed data were analysed using NVIVO software Using thematic analysis to identify, analyse, and report patterns within

the data. Using thematic analysis to identify, analyse, and report patterns within the data. Thematic analysis was organized around three themes; Greek professional football, football fandom, and fan ownership.

Results/Findings and Discussion

The following subthemes of the core ones emerged; football clubs, clubs' owners, satisfaction, supporters' voice, benefits past initiatives, local authorities and feasibility. The social role of clubs highlighted by the participants, as well as its importance as a mean of exercise and entertainment. Although there was increased concern about the way football clubs are managed in Greece, the owners' motives, violent incidents, and the quality of the match experience offered to the Greek fans. The relationships between fans of different clubs are bad and it seems immature to organize themselves and act collectively to negotiate with political and football authorities, with supporters in Greece having a voice regarding the management of their clubs but this influence is not legally protected. stadiums. About fan ownership endeavours of the past, there were two tries of fan ownership in Greece over the last decade both failed and financial and sporting problems arose. To conclude, despite the positivity over the fan ownership model, the feasibility of a successful implementation of it met with scepticism. The main obstacles seem to be fans and society's mentality in general and lack of collectiveness, as well as the reluctance of authorities to aid such endeavours. Some suggestions by the interviewees were the separation between governing and ownership bodies of football clubs, the need for revision of institutional frameworks, and finally yet importantly, the need for cooperation between acting fans of different clubs to make such initiatives succeed.

Conclusion, Contribution and Implication

This study contributes to the body of literature focusing on Greek football and fan ownership in football, being a stimulus for future fan ownership endeavours in Greek football clubs. Future research may be applied in a broad spectrum of themes around Greek football, which is completely restricted by now. A case study research of the so far fan ownership endeavours in Greece, could supplement the present study and aid future initiatives, as well as to enlarge the fan-ownership and Greek football literature.

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INNOVATION IN SPORT BUSINESS

Chair: James Skinner

The Exploration of Innovation Ecosystems in Sports

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Aim and Research Questions

Considering the contemporary scenario in which the sports industry finds itself, it can be attested that it is characterized by a growing complexity of the market environment. This is marked by advancing globalization, an increasing segmentation of market offerings by new competitors and the resulting pressure to innovate (Ferreira & Ratten, 2017). Thus, the innovation potential of an organization within the sports sector represents a substantial success factor for competitiveness. While in other industries one has already gained insights into this field of research by studying the subject of “innovation ecosystems” as state-of-the-art concept (Adner & Kapoor, 2010). To date, this has hardly been researched in the context of sports. This lack offers a significant opportunity to advance the understanding of innovation ecosystems as an emerging organizational phenomenon in sports as well as its function as the pivotal approach of innovation development. In that regard, this research seeks to address a deliberately open research question to capture the research context comprehensively and offering suggestions for the progressive development of the subject through identified research gaps.

What is the status quo of innovation ecosystems in sports and what research gaps must be addressed in the future to develop the field of sport-specific innovation ecosystem research?

Theoretical Background and Literature Review

The theoretical background of the study is based on the approach of Innovation Ecosystems, which can be defined as a set of “*economic agents and economic relations as well as the non-economic parts such as technology, institutions, sociological interactions and the culture*” (Göktas & Mercan, 2011). The concept serves to define the research focus within a representative literature analysis and functions as analysis framework in the course of problem-oriented interviews.

Research Design, Methodology and Data Analysis

Based on the above-outlined scenario and the set research objective “*the exploration of sports-specific innovation ecosystems*” first the research project is structured into a representative literature analysis, which is thematically anchored in the spectrum of innovation system research and aims to provide a comprehensive overview regarding theoretical concepts, level of analysis; research domains, methodology, and focus. Therefore 24 thematically qualified online literature databases, for instance, ScienceDirect and JSTORE, are searched.

Further, problem-oriented interviews with CEOs, Senior Managers and Chairmen of selected focal actors of the sports sector are conducted. The so structured two-stage research design is oriented towards the intention to base the content- and methodologically exploration of the research context not only on a theory-based (representative literature review) but also on an empirically-based approach (problem-oriented interviews), in order to synthesise profoundly qualified research gaps from a dual perspective (Bodemer & Ruggeri, 2012).

Results/Findings and Discussion

The data analysis of the representative literature review includes 716 systematically selected references, which provide an empirically profound understanding of existing lacks of research in 13 of 23 identified fields of research, in particular the topic of pro-active hub-based management approaches (n = 78), which is based on the mirco (firm) level (n = 109) of innovation ecosystem research, should be noted as an underdeveloped but emerging topic. Dahanaraj and Parkhe (2006) support this stance “*Yet little research exists to systematically examine how hub firms create and extract value from their networks – in short, how they orchestrate.*” (p.665). That contrasts an already large and growing body of literature on the macro (n = 571) and meso (n = 351) level perspective which focuses on structural designs, inter-organizational relationships as well as the comparison of innovation (eco-)systems through the lens of national, regional, sectoral and technological specifics, which seems well adaptable to the sports business due to its proof of concept in several other industries.

A more detailed look at the specific scope of innovation ecosystem research in sports illustrates that this field constitutes itself as a rudimentary playground which is valid to discover (n = 14). The findings of the problem-oriented interviews (n = 25) are congruent to the results of the representative literature review. Hence, it can be assumed that the relevance of innovation ecosystems is recognized within the sports industry sector but still no concepts or management tools that support sports organizations in the course of creating and managing these are suggested.

Conclusion, Contribution and Implication

First, by dealing with the described theory- and empirically-based research approach, this adds value with reference to structuring the field of innovation ecosystem research in sports and sets an outlook for concrete in-depth studies.

Second, by embracing this and by bringing together the findings identified within the two-stage research process, in particular, the field of bottom-up management approaches reveals a hitherto not thoroughly explored domain of research. Putting effort in this scope that could enable sports clubs and corporations to create and manage innovation ecosystems in an autonomous manner whereby these can enhance their innovation performance through multilateral networking activities.

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The “Clockwork” Model for Deployment Technologies in Sports Spectacle Customer Experiences: Holistic Approach

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Aim

Use of technologies is widespread by all sport fans across the world, including mobile applications, Internet of everything (IoE), Immersive technologies (XR), etc. Before technology-based product/service is employed by customer, it passes through initial Technology Life Cycle stages. However, the integration and deployment of technologies in Sports Spectators' Customer Experiences (SSCX) are still unexplained. This study aims to build, visualize and explain the conceptual model for deployment technologies in SSCX, extending existing literature review. It answers the question “How new technologies are deployed in SSCX?”

Theoretical Background

Technology is advancing at such a rapid pace that it is becoming increasingly difficult to assess the safety and efficacy before implementation (Nicholas, 2017). In literature, we have find points and suggestions regarding complexity, gradualism and continuous nature of development process (Baskarada et al., 2013; Eveland & Tornatzky, 1990). However, the conceptual model reflecting all these features is missing, especially in terms of SSCX as a kind of customer experience (CX) (Lemon & Verhoef, 2016) in intersection with sports spectacle.

“In sport, there is a constant flow of innovation but it is unclear how the innovation occurred. This has prompted more interest in studying the environmental contexts around sport to understand the process... The sports environment is complex and needs to be analyzed in a holistic manner.” (Ratten, 2018). Nilssen and Wene (2001) have outlined deployment measures: Coherent approaches, Improving feedback, Demand-driven measures.

TAM (Davis, 1989; Pires et al., 2011) and TRI (Parasuraman & Colby, 2016) models help to measure and understand an underpinning of relations between user and technology, provide an explanation for the decisive causes of general acceptance of technology (Kunz & Santomier, 2019).

Methodology

We propose a conceptual basis for a flare based on the results of the systematic literature review as well as the evidence already collected within the studies conducted (exploratory interviews, N=15). Once the concept of “Clockwork model” has been developed, we organized consultations of international experts in the field of sport management and technology (e.g. Juan Iraola, Nicholas Brice) (questionnaires, N=80; qualitative interviews, N=15) in order to refine the concept, confirm its consensual nature and test related hypothesizes (H1-H4).

In order to better visualize and explain the Developing the Model of Deployment Technologies in SSCX, based on analysis of theoretical and empirical data, we compare the mechanism of Model with clockwork. Clockwork refers to the inner workings of either

mechanical machines called clocks or other mechanisms that work similarly, using a complex series of cogwheels.

Framework, Findings and Discussion

Relationships between principal stakeholders of technology deployment process is evolving along a three-stage continuum deployment mechanism—a journey that's reshaping how traditional and digital infrastructure to deliver SSCX is being created, developed, financed and managed: the process starts with a basic structure, then is enriched with additional services, and the further integrated within an ecosystem, improving the whole system holistically. That's progressing at a varying speed in different markets, sports and particular cases and even in different technologies services within the case. But while the three stages can all co-exist at the same time, each has distinct features, courses and impacts.

After consultations with experts, the conceptual model has been proved and slightly modified in details. All hypothesizes regarding technologies deployment process in SSCX have been confirmed, building the model itself.

Deployment stages (associated with cogwheels):

Cogwheel#1: Traditional infrastructure building and management, in order to deliver "smooth" SSCX

Relies on traditional structures and concepts, delivering services and infrastructure, including policies, sports events organizing, stadiums, broadcasting channels, prerequisites for connectivity.

Cogwheel#2: Development and deployment of additional services on the base of traditional infrastructure in order to enhance SSCX, AI supported automatization and optimization of resources

Based on working of the first, the second cogwheel facilitates the development and deployment of additional products and services, multiplying the benefits and delivering the next level of SSCX.

Cogwheel#3: Digitalized SSCX ecosystem building, in order to optimize deployment of technologies in SSCX for all the stakeholders, making the best or most effective use of a situation or resource

Focuses on the development and integration of a digital ecosystem in and around the sports connected and digital infrastructure, creating new products/services and revenue opportunities, embracing users' awareness and culture, next level of personalization, sport fan associations and communities, which are supposed to be interconnected through the IoE.

Conclusion

The clockwork model is the holistic system, all elements are functioning in the same time, driving each other. The all-round continuous evolutionary path between these elements shows different areas of the innovative sports culture/infrastructure/services can be at different stages at the same time, as they continue to move along the clockwork mechanism circle. Once the continuum is established, it can trigger a cycle of technological development and deployment,

with the work of the third element giving the system authorities the confidence to launch new projects, and then progress them through the continuum.

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Defining the Sport Ecosystem: A Systemic Literature Review and Framework Creation

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Aim and Research Question

Comprehensive industrial analysis models have become a mainstay of 21st century business. Concepts such as the business or innovation ecosystem have been established and are being further developed into theorems by which industry leaders can observe and analyse their world around them without compromising any major facet of their operation. Sport ecosystems, conversely, are to date, anecdotal at best. Yet if any industry were to best benefit from this comprehensive structure, it would be Sport. The unique, converging dynamics of technology, social and cultural force, policy, and economics require a bespoke model for sport managers.

Theoretical Background and Literature Review

This paper lays out the historical context of the ecosystem construct, beginning with the foundations set forth by Moore (1996) and Iansiti and Levien (2001, 2002a, 2002b). We then take an in depth, critical, look at the seminal collection of works by Thomas and Autio (2012), Thomas (2013), and Autio and Thomas (2014). These works were the first to marry multiple theoretical concepts, leading to the understanding that the end goal of any ecosystem is the value that is co-created by its parts. This concept is critical in the context of Sport, and such a co-created value is always identifiable; it is the sport itself (Woratschek et al., 2014). From this historical look, we also glean that there are three main schools of thought that form the foundation of the Business Ecosystem concept. From these three schools, we can assert that Ecosystems are comprised of a consortium of actors, bound by a common goal, and are often influenced by some regulatory body. Iansiti and Levien (2002a) offer the key foundational premise of the Ecosystem concept: that the whole is greater than the sum of its parts. This is applied historically within Thomas' (2013) construct, and we thus apply it as an immovable facet of any Sport Ecosystem.

One of the differentiating factors in Sport, generally, is its multi-directional transactional nature. A consumer can also be an administrator and an athlete in their own right; thus, any true Ecosystem should reflect the same multi-directional capabilities. The defining key to the Sport Ecosystem is that value co-creation is both the end goal, as well as the genesis point for any context.

Results and Conclusion

Concepts taken from history and within the Sport Industry are conjunctively contextualised, concluding in the formation of a bespoke, Sport Ecosystem Framework. This framework is defined as: *A dynamic network of interconnected stakeholders whose relationships are both co-opetitive and competitive, whereby value is co-created and collaboratively governed at the micro, meso, and macro levels.*

Identifying the co-created value nucleus achieves the summation of the ecosystem as a derivative of its components. However, as previously mentioned, if the defining factor of the

Ecosystem concept is that the whole is greater than the sum of its parts, then the above value co-created centre merely satisfies the identification of the sum of the parts. This 'greater than' aspect is the differentiating factor in the Sport Ecosystem concept; other organisational constructs such as the Cluster and Sport Value Framework offer only a single direction flow of value co-creation.

Therefore, the Sport Ecosystem is defined by the fact that value is co-created in a dynamic fashion, flowing inward from its stakeholders toward its end goal (the game/sport itself) (Woratschek et al., 2014), then flowing back outward from the nucleus to back to their stakeholders.

We therefore analyse two different sections of data; within the mapped-out Sport Ecosystem, we add the human context to the 'on paper' ecosystem and couple it with the co-created value map. Co-created value is first mapped by defining the nucleus, and deriving the stakeholders, network and so forth from there; i.e., what are the bones that go into the creation of that nucleus? The second piece looks at how that co-created value travels back into the dynamic network and its stakeholders.

Using visualisation concepts of 'layering and flattening,' taken from the graphic design field, we aggregate the ecosystem in a series of analyses, each 'layer' going into further detail and clarity than the last, leading to a single, multi-dimensional visualisation.

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Learning from Failure: What Entrepreneurship and High-Performance Business Groups Can Be Taught from Elite Sports Teams?

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Aim and Research Questions

Innovation on new production processes and the development of new products has long been recognized as a key ingredient to improvements in economic welfare (Silber, 1981). Schumbeter (1982), regarded innovation as the economic impact of technological change, and the use of combination of existing productive forces to solve the problems of business (Kogabayev, 2017). While global competition increases, it is through innovation that sport organizations will evolve to gain a better competitive advantage (Winand & Anagnostopoulos, 2017). One way that sports entities remain competitive is by being entrepreneurial (Ratten, 2011). Indeed, in the rapidly changing global business environment, innovation and change are seen as fundamental elements of sport, yet there is only recently that innovation and the overall entrepreneurial process have attracted the attention of the sport management scholarly community (Ratten, 2018). This observation is even more accurate when one refers to the key micro-processes of innovation; namely, acceleration and incubation. This paper aims to draw on team sports to explore how this setting can inform entrepreneurial teams - working in accelerators and incubators - to deal with failure

Business acceleration/incubation seek an effective way to link technology, capital and know-how in order to power entrepreneurial talent, accelerate the development of new companies and therefore speed the exploitation of technology (Grimaldi & Grandi, 2005). Accelerators and incubators, however, do not guarantee success, therefore most of these entrepreneurial ideas that go through the new way of doing things eventually experience a high rate of failure. One sector which, by definition, showcases high level of failure in working teams is the one of sports. The rapidly growing and developing sport sector provides a basis in which to understand how entrepreneurship occurs through innovation, proactiveness and risk taking activities (Ratten, 2011). Thus, the research question of the present study is: What can accelerators/incubators (and the teams therein) learn from the high failure rate evidenced in the team sports setting?

Theoretical Background and Literature Review

The management literature has seen sports figures promising to share the secrets of building winning teams (Jenewein et al., 2014). Managers often look at team sports for inspirational examples and useful models so they can accomplish key tasks (Katz, 2001). Indeed, Keidel (1987) has stressed that the world of sports mirrors the world of work in that the sports-model framework is 'part: part' and 'part: whole relations', where player-team may be equivalent to either 'individual: organisational unit', 'organisational unit: organisation', or, in certain cases, 'environment/environmental unit: organisation'. This generic organisational model - that

guides the present study - greatly reflects accelerators and incubators; that is, the modern 'champions' for innovation.

Methodology

The study is situated in the interpretive paradigm (Burrell & Morgan, 1979), through which the goal is to generate descriptions, insights, and explanations of events. Organisations (e.g., accelerators, incubators), and for that matter the entire entrepreneurial process, are viewed as being the creations of the actors involved, in the sense that they do not participate in a concrete external reality which existed prior to these actors.

A mix method-based fieldwork will take place in two different phases, with the first consisting of two sub-phases. During phase 1a, the author will systematically review the literature devoted to those sports principles and attributes that have been applied in the non-sport organisational and business settings. With a preliminary conceptual framework in mind, phase 1b will involve semi-structured interviews with personnel from the sport sector in order to refine and finalise the conceptual framework resulted from Phase 1a. The emerged conceptual framework will then (Phase 2) serve as the basis for developing a survey which will assess how much of, and the extent to which, principles and attributes from the sport setting are used by, and juxtapose to, entrepreneurs so they make sense of the failure, give sense to the people around them (i.e. the group) and altogether learn and move forward.

Conclusion, Contribution and Implication

This paper, in essence, delineates the rationale behind the need for such a study and how it has been planned to methodologically evolve. The ultimate goal will be the development of a theoretical framework that is expected to offer entrepreneurs a useful roadmap of how to reduce the high level of failure throughout the innovation process.

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Augmented Reality Experience in Sports Commerce: Effects of Proximity Sensing and Diagnosticity

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Aim and Research Questions

Augmented reality (AR) is transforming the paradigm of e-commerce shopping experience for sports consumers. Unlike traditional web-based shopping, wearable sport products displayed via AR offers consumers a tangible conception of the fit and look of the product. In this way, these services further allow potential customers to assess sports products from the comfort of their homes, instead of in retail stores. The increasing use of AR technology in sports retailing seems promising, but empirical evidence is scarce on how it affects consumers' purchase intentions.

The aim of this study is to examine how consumers' AR experience of sport products leads to their purchase intentions. More specifically, by comparing with traditional online shopping experience, we investigate the ways in which AR may stimulate proximity sensing in sports commerce. Based on construal level theory (CLT), we test consumer information processing from perceived diagnosticity, psychological distance to products, and perceived risks to purchase intentions.

Theoretical Background and Literature Review

Describing the relations between psychological distance with an object and people's thoughts, CLT has emerged as a leading contemporary theory in the fields of consumer behavior (Troe & Liberman, 2010). This theory states that if an assessment or judgment of any particular object (or event) is made, then consumers possess low-level construal interpretations with less psychological distance. An AR app of sport footwear can automatically scan users' feet and display on screen how it would actually look in the captured environment. We highlight that this function provides two benefits. First, it increases the informational value of the consumption experience. Second, it decreases the psychological distance.

Compared to web-based shopping (e.g., Filo & Funk, 2005), AR experience can enhance diagnostic product information which can increase product evaluation (Chang, 2007). For instance, scanning the user's feet for the perfect fit and visually displaying it in the environment increases the sensory input and assessment motive to the user. This increase in informational value, perceived diagnosticity, provides clearer implications for the sport consumer's self-concept of wearing the shoe leading to purchase intentions. Thus,

H1: Perceived diagnosticity will positively affect purchase intention.

Using CLT, the intervening role of psychological distance can be clarified between the level of perceived diagnosticity and purchase intentions. As AR reduces the perceived spatial distance to sport consumers, AR experience of product can augment user's self-knowledge of

the consumption. In this way, consumers can perceive their experience and thoughts of buying the product to be more rich and vivid compared to web-based shopping.

Another issue in online shopping is the contingencies, risks that the users confront (Hur et al., 2007). Online consumers encounter risks in their purchasing behavior as the product cannot be physically reached at the time of purchase and the information processing is based on abstract and subjective thoughts. The high diagnosticity of AR experience can alleviate the risk when the consumer leans towards making a purchase decision. For example, AR functions as a tool to reduce the contingencies in an online shopping experience as size and fit information are provided and realized on a screen in a more clear and accurate way. Accordingly, we hypothesize that psychological distance (H2) and perceived risk (H3) will mediate the effect of perceived diagnosticity on purchase intention.

Research Design, Methodology and Data Analysis

A between-subjects experimental design will be examined with random assignment. Experimental group shop sport shoes through AR apps on smartphones while the other group will shop via traditional website using a computer. Manipulation check will be conducted by using pre-measured product favorability and post-measured perceived diagnosticity. We will conduct a mediation analysis to examine the hypothesized relations of perceived diagnosticity, psychological distance, perceived risk, and purchase intention. Direct and indirect effect of the measures will be analyzed using a bootstrapping method with bias-corrected intervals.

Results/Findings and Discussion

We expect that sport consumer's perceived diagnosticity from AR experience will positively affect their purchase intention. Also, our findings will identify consumer's psychological distance and perceived risk as a significant mediator between perceived diagnosticity and purchase intention. Compared to traditional web-based shopping, we expect that the high interactivity and media richness of AR will stimulate consumers' multi-sensory and induce more sensual experience, ultimately improving the online shopping experience.

Conclusion, Contribution and Implication

This study contributes to existing literature as it takes a novel approach to compare the consumer influence of AR commerce to traditional e-commerce by empirically testing the effects of AR upon consumer psychological responses and information processing in the context of the sporting goods market. In specific, we expect that our findings can illuminate how AR can be used to foster consumer's shopping experience and, more generally, better reshape sport commerce. We suggest sport retailers to improve the informational value and utility of AR for sport consumers, providing a more casual shopping experience with a touch of modern technology.

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The "Gamification" of Sports in Pandemic Era

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Research Context and Aims

The rapid spread of COVID-19 across the globe brought a sudden hiatus to the sporting world. For the first time in a long while, we can hardly see any live sport events on media. While traditional sporting bodies are forced to cancel or postpone their games, competitive video gaming or eSports is thriving in popularity. Game streaming platform Twitch, for example, hit all-time records with over 3 billion hours watched in the first quarter of 2020 (Murdock, 2020).

During this extraordinary time, we have been similarly witnessing an ongoing “gamification” of traditional sports, with sporting entities rushing into the gaming scene in hope of filling the void left by the pandemic. For example, NASCAR hosted an eNASCAR iRacing Pro Invitational Series, where NASCAR drivers and eSports racers compete remotely using racing simulators. Many professional players (e.g. Trae Young, Trent Alexander-Arnold) also turned to eSports streaming to maintain interaction and connection with fans. Sports wagering is no exception, with virtual sports are now popular games to bet on. The aim of this study is twofold: (1) conducting a systematic review on different approaches used by sport entities (e.g. athlete, teams, leagues, media...) in leveraging eSports to fill the void left by the pandemic; (2) providing empirical evidences to examine the cognitive patterns and behaviors toward such initiatives by fans of traditional sports.

Literature Review

The spectacular rise of eSports (or, competitive gaming) have drawn increasing interests from academic community from different disciplines. The research focus on eSports have also been shifted away from defining eSports toward comprehensive understandings on culture, behavior and practices surrounding the play (Reitman et al., 2020). eSports today encompasses a wide range of genres such as first-person shooters (FPS), fighting games, real time strategy games (RTS), massively multiplayer online role-playing games (MMORPG), multiplayer online battle arena games (MOBA), and sports games that simulate traditional sports competitions. In this study, we placed emphasis on sport-themed video games, particularly its interaction with sporting bodies during the hiatus in 2020. Despite the growing popularity of eSports worldwide and its continuing institutionalization efforts mimicking the model of traditional sports, researchers have oftentimes examined eSports in isolation from traditional sports. Moreover, there remains a dearth of knowledge on the distinctiveness of its fan base compared to traditional sports. Among the few studies focused on such topic, Pizzo et al. (2018) indicated that eSports fans shared similar spectator motives compared to traditional sports fans. Little information, however, is known on how traditional sports fans perceive and consume these “gamification” efforts implemented by sports entities.

Research Design

To answer the research questions, we first conducted an extensive review of media articles related to the “gamification” practices of traditional sports between March 1st to April 15th, 2020. Keywords such as “eSports”, “sport video games”, and “COVID-19” were used in combination to identify relevant media articles. A content analysis was then performed to retrieve major forms of eSports-related initiatives utilized by sport entities during the hiatus. Based on the results of the content analysis, an online survey was sent out to a sample (n=300) of traditional sport fans. The survey consists of questions focused on their awareness, attitudes, perceptions, points of attachment, and consumption behaviors toward different types of “gamification” efforts. The data collection is in progress and the complete results will be reported at the conference.

Results and Discussion

According to this study, it is evident that sport video games have been widely utilized as an unorthodox while popular way to help traditional sports to keep up fan engagement and maintain media exposure of their brands and sponsors during this hiatus. We also identified five popular forms of “gamification” initiatives being implemented by sport entities including: (1) Players Tournament – video game competitions played by athletes; (2) Crossover Tournament – video game competitions played by fans, athletes and celebrities; (3) eSports Pros Tournament – video game competitions played by professional gamers; (4) Virtual Game Simulation – computer-run video game simulations; (5) eSports betting – betting on simulated video games. In the study, we specifically discussed the differences of implementation strategies across above initiatives and how their marketing and communication objectives varied in practice. Moreover, the survey results will provide empirical evidences on the effectiveness of such “gamification” efforts in appealing to traditional sports fans.

Conclusion, Contribution and Implication

This study contributes to a systematic review of different eSports-related initiatives used by sport entities to fill the void during the COVID-10 pandemic. It also empirically examines the cognitive, affective, and behavioral responses by traditional sports fans on such “gamification” practices, and how the consumer bases between eSports and traditional sports might differ. The study will also contribute to a better understanding on the confluence of technology and gaming in the sporting scene, and the potential alternatives of live sports broadcasting in future media world.

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The Implementation and Diffusion of Innovative Projects by Regional Sports Federations. The Case of Flanders (Belgium).

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Aim and Research Questions

The aim of this study is two-fold. Firstly, the process is investigated whereby sports federations implement an innovative project for their affiliated clubs. On this basis, this study aims to identify critical determinants that facilitated the implementation process. Secondly, the extent to which innovative projects achieve their predefined goals is explored. Using qualitative analyses, we try to answer which factors successfully influence the diffusion of innovative projects.

Theoretical Background and Literature Review

Voluntary sports organisations, such as sports federations, are often considered traditional, steadfast and change-resistant (Winand et al., 2013). Nevertheless, the vast majority of scientific research indicates that non-profit sports organisations do innovate (Hoeber et al., 2015; Winand et al., 2013). Furthermore, it has been evidenced that innovation can help non-profit sports organisations to become future-proof (Wemmer et al., 2016) and compete with the growing commercial sports sector.

Previous research within the non-profit sports sector has focused almost exclusively on the output or outcome of an innovation. However, apart from Hoeber and Hoeber (2012) research into the implementation of a technological innovation in a community sports club, little empirical material is available on the diffusion process of innovative projects by non-profit sports organisations. However, the research by Hoeber and Hoeber (2012) revealed some remarkable findings, in particular, that the success of an innovation is determined at different stages during the process by leadership commitment, pro-innovation characteristics, organisational capacity, simple organizational design, and involved and interested external parties. Building on Hoeber and Hoeber's (2012) study, innovation is identified as any initiative that is new for the relevant sports federation's policy, and the multi-dimensional framework of Damanpour and Schneider (2006) is employed to observe determinants of the implementation and diffusion process at the managerial, organisational and environmental level.

Research Design, Methodology and Data Analysis:

Sports federations in Flanders, the northern Dutch-speaking community of Belgium, form the cases for this study. Since the introduction of cultural autonomy in 1969, the communities have jurisdiction over sports policy in their territory (van Poppel et al., 2018). This meant that sports federations in Flanders were recognised and subsidised by a decree for the promotion of their sports branch and were increasingly involved as partners in sports policy. Today,

Flanders has 71 recognized sports federations, of which seven are subsidised multisport federations (which offer multiple sports), 42 are subsidised and 22 are only recognised unisport federations (which offer one sport).

Through the 2016 decree 'regarding the recognition and subsidisation of the organised sports sector', sports federations can qualify for an additional subsidy for the implementation of an innovative project. In 2019, 41 innovative projects were requested by 26 different sports federations for a subsidy. In function of comparability both at the level of the organisation and the project, our sample is respectively based on sport type and project evaluation. Concerning the former, solo sports (e.g. running), duo sports with contact (e.g. judo) or without (e.g. tennis), team sports (e.g. football) and a multiple sports offer were distinguished. For each type of sport, a project was then randomly selected that received government funding on the one hand and no government funding on the other. Finally, five more innovative projects, for which no subsidy was requested, were added.

From July to September 2019, a semi-structured interview was conducted with the project manager at each federation. Information was obtained about the content, plan and objectives of the project. A follow-up interview is scheduled a year after the first interview to check whether the objectives set have been achieved and which determinants have contributed to this. In the meantime, the participating sports federations have been providing continuous updates via project sheets.

The interviews are recorded and transcribed verbatim with the permission of the interviewees. The transcripts are then uploaded to the qualitative software program NVIVO for data analysis. By analogy with Hoeber and Hoeber (2012), the data will be coded and categorised according to the multi-dimensional framework of Damanpour and Schneider (2006) to distinguish determinants of a successful implementation and diffusion process at a managerial, organisational and environmental level.

Results/Findings and Discussion

Since the follow-up interviews have not yet taken place, only results about the first interviews and the interim project reports can be discussed at this point. These preliminary results indicate that innovation is an unplanned rather than a structured process, supported by the entire organisation, but carried out by individuals. Determinants for a successful diffusion of the innovative project relate to transparent communication, guidance and differentiation.

Conclusion, Contribution and Implication

Using the above insights, sports federations can alter future projects for a more efficient and effective diffusion among their clubs. At the same time, sports policymakers can support the sports federations with this by aligning the legislative framework as such.

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STRATEGY, LEADERSHIP, AND STAKEHOLDER MANAGEMENT IN SPORT

Chair: Stefan Walzel

The Micro-Politics of Implementing, Supporting and Coping with Organisational Change in the Academy of a Professional Football Club

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Aim

To investigate the experiences of individuals employed within the academy of a professional football club during a period of organisational change.

Key Research Questions

RQ1: How does organisational change impact individual's day-to-day working practices?

RQ2: How do individuals make sense of their actions and behaviours and the actions and behaviours of others during organisational change, and why?

RQ3: What impact does organisational change have on the professional working relationships between individuals?

Theoretical Background & Literature Review

Investigations into organisational change in sport have only recently received scholarly attention (Welty Peachey & Bruening, 2012). Indeed, professional sport, in particular, is dependent on consistent success, with the environment in which employees have to practice characterised by significant change (Wagstaff et al., 2016). Consequently, investigations into understanding organisational change within professional football appear warranted. From a theoretical perspective, micro-politics has been advocated as a useful framework to understand organisational life within a variety of domains (Gibson & Groom, 2018). Furthermore, previous research (e.g. Munyon et al., 2015) has portrayed the political nature of organisational life and the political skill required by employees to effectively work within and survive in such environments. However, investigations into the micro-political nature of implementing, managing and coping with organisational change in professional football is lacking (Gibson & Groom, 2018).

Methodology

Gibson and Groom (2018) have called for in-depth, contextually sensitive methodological approaches to understand organisational change. Such methodological approaches may

provide a comparative, relational understanding of interactions within the football environment. In light of the above, an interpretivist approach was adopted to allow for a platform to explore and understand how individuals interpret and make sense of the interrelated, micro-political nature of organisational change in the academy of a professional football club.

Data Collection

Data were collected at the case study site (Alder Football Club) using semi-structured interviews with a recently employed Head of Professional Development Phase, a recently promoted Academy Manager, a Head of Foundation Phase, and an Academy Coach. In addition, ethnographic observational data were collected by the primary researcher who was employed as the Under 16's Academy Coach at Alder Football Club. Ethnographic observational data consisted of field notes, informal and formal meetings, in-house coach development sessions, player assessment evenings, academy training sessions and academy fixtures.

Data Analysis

All interview and ethnographic data were subject to a process of thematic analysis. A micro-political theoretical framework was used to guide the analysis of all data sets through an iterative process. Specifically, notions of *vulnerability*, *professional self-interests*, *micro-political literacy* (Kelchtermans, 1996; 2005) and *social group identity* were included in the framework.

Findings

Findings highlighted the micro-political nature of changes being made to the image, branding and identity of Alder FC following the appointment of a new Chairman, Board of Directors and 1st Team Manager. Specifically, the creation of a new vision and strategy for Alder FC, aimed at portraying the club's commitment to developing young players through the academy, evidenced the vulnerable nature of implementing and coping with the changes being made and the micro-political nature of successfully responding to the changes being made. Specifically, issues around increased scrutiny from senior colleagues, both increased and decreased feelings of vulnerability (dependent on the individual's place within the organisational structure), staff turnover, moral conflict, the construction and destruction of professional working relationships, and the creation of a social group identity designed to support the successful implementation of change became pertinent during the change process at Alder FC.

Conclusion

This study is the first to provide novel empirical and theoretical insights into the role that micro-political literacy, micro-political action and employment vulnerability play during periods of organisational change. In considering the applied nature of the findings; individuals tasked with implementing organisational change should consider the role that 'identity' plays from an *organisational* (identity of the football club) and a *group* (identity of the department i.e. 1st team or academy) perspective. From a departmental perspective, the construction of a social group identity can enhance collaboration, inform decision-making and decrease the

potential for conflict amongst employees. However, it must be noted that *individual* identities of employees must also be congruent with the social group identity of the department. Such findings may be utilised to inform the education and development of practitioners tasked with both implementing and supporting organisational change in professional football.

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Relationship Quality in Sport: Research Trends and Future Directions for Stakeholder Management

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Theoretical Background and Literature Review

Research examining sport stakeholder relationships has received increased attention in recent years resulting from the significant impact that these interactions have on a sport organisation's long-term success (Esteve et al., 2011). Despite this attention, there is still a need for improved measurement of these relationships (Finnegan et al., 2018) and limited attempts to systematically summarise and quantify the literature to date have been made. A recent study by Babiak et al. (2018) partly addressed this gap through a quantitative review of interorganisational relationship research within sport management; however, a synthesis of relationship research at other levels, such as the interpersonal level, has yet to be undertaken.

Aim and Research Questions

With this in mind, the purpose of this study was to quantify previous literature examining these connections with a specific focus on papers that attempted to measure relationship quality. The following research questions guided the study:

RQ1: In what sport contexts has relationship quality research previously taken place?

RQ2: Which stakeholder relationships have been the focus of previous scholarly examinations?

RQ3: What psychological constructs have been used to measure relationship quality to date?

Research Design, Methodology and Data Analysis

To address the research questions and provide an overview of relationship quality research in sport, a Systematic Quantitative Literature Review (SQLR) was employed. This method was selected for its ability to quantify the literature with respect to past approaches and quantify gaps that remain (Pickering & Byrne, 2014). A total of 148 papers were initially identified through a search of four scientific databases utilising the search phrase 'relationship quality' AND 'sport'. This targeted search phrase was employed to narrow the scope of returned results to only papers that investigated the topic. The relevance of each paper was assessed individually against pre-determined criteria resulting in 63 peer-reviewed journal articles examining relationship quality within the sport context being included for final review and systematic coding. The type of information coded included generalised items such as the geographical spread of research studies and methodologies employed; as well as topic specific items which included sport contexts investigated, stakeholders sampled, relationships examined, and measurement scales utilised.

Results/Findings and Discussion

The results show that studies were conducted across a wide array of sport contexts. Research was conducted in sixteen different countries with the United Kingdom being the most prominent context featuring in 22 of the assessed articles. The level of sports investigated also varied with papers specifically targeting a mixture of elite sport, grassroots, and sport at the college/university level. Twenty-five papers examined a combination of both team and individual sports, while 28 studies exclusively focused on team sport only. Within the papers reviewed, 44 different sports were examined, the most common sport being football/soccer (n = 27).

The examination of relationships also varied with 21 unique measurement scales containing 25 diverse psychological constructs being utilised to assess relationship quality. Commitment was the most commonly examined construct featuring in 41 papers, followed by closeness (n = 23) and complementarity (n = 23). Unlike the variance in broader sport contexts examined and measurement tools utilised, a clear discrepancy in research attention was identified regarding the specific sport stakeholders that were the subject of investigation. Athletes were noticeably the most prominent population of interest featuring in 42 papers, followed by sport fans and coaches being examined in 15 and 14 studies respectively. Board members, sport managers, club administrators and sponsors all featured in three studies or less while the investigation of volunteers and officials was noticeably absent from the papers reviewed.

The vast majority (75%) of papers only investigated one relationship within their study with two of the most prominent relationships examined being the coach-athlete relationship (n = 34) and the fan-team relationship (n = 12). In addition to this, 84% of these papers only examined the relationship from one perspective. These findings support recent recommendations that there is a need for future studies to explore a wider array of interactions (Wäsche et al., 2017) from multiple stakeholder perspectives (Junghagen, 2018).

Conclusion, Contribution and Implications

Overall, results gleaned from the SQLR highlight that although a range of sport contexts have been investigated in prior work, significant gaps in knowledge regarding the investigation of a number of sport stakeholder connections still exist. This study showcases the need for a consolidation of relationship quality scales and constructs in order for there to be consistent measurement of stakeholder relationships moving forward. Based on these findings, it is recommended that sport management scholars broaden their scope when examining stakeholder connections in future to be more representative of the multidimensional network in which these groups operate in. The insights gained from more holistic investigation would allow sport managers to make better informed strategic decisions regarding the management of certain stakeholder relationships which, to this point, remain relatively ambiguous.

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Managing Change via Digitalization: The Case of a German Sport Club

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Aim and Research Questions

Not-for-profit sport organizations are often requested to change. The need for change emerges from internal or external factors. In the organizations, some stakeholders (e.g., members focused on tradition) have been reported to have ambivalent feelings towards change, while others (e.g., innovators) have been reported to largely embrace the possibilities of change (Slack & Parent, 2006; Welty Peachey & Bruening, 2011). Thus, the initiation, implementation, and controlling of change management is sometimes difficult to realize.

Change management processes, as one important component of sport management, aim to overcome resistance within organizations and successfully transform structures, processes, or offers (Slack & Parent, 2006). The digital world provides many opportunities to support not-for-profit sport organizations in these activities. Yet, it remains largely unclear (1) how organizations initiate change in the era of digitalization; (2) how organizations successfully navigate their transformation (digitally); and (3) how organizations enable themselves to digitalize with the right people and instruments. The aim of the present study is therefore to partly fill this research gap (with a focus on sport clubs) and explore how clubs initiate and implement change via, and for, digitalization purposes.

Theoretical Background and Literature Review

The present study uses Stakeholder and Institutional Theory to explore the processes and success factors of change via, and for, digitalization in sport clubs. Stakeholder Theory focuses on the power relations between stakeholders and organizations (Jones & Wicks, 1999). It can be assumed to be useful in the context of the study, because it explains how an organization can take the expectations of stakeholders into account and thus help predict and manage the effects of changes. Sport clubs typically rely on various stakeholders in order to offer services.

Institutional Theory postulates that specific structures, values, and environments are institutionalized in an organization over time (Scott, 2005). It can be assumed to be useful in the context of the study, because one can examine the factors that explain institutionalization in sport clubs. In the field of sport management, previous research made no attempts to connect theory with the question of how, and when, sport clubs initiate, implement, and control change via, and for, digitalization purposes.

Research Design, Methodology, and Data Analysis

To find out how sport clubs initiate and implement change management processes successfully and what the role of digitalization is, the study adopts a case study approach. It is chosen to get a holistic understanding of changes taking place and to find out about success factors (Yin, 2014). TSG Bergedorf was selected as a case – a sport club that has developed a digital strategy to improve offerings and simplify processes for athletes and employees (including volunteers).

The club is located in the North of Germany and has more than 11,000 members and 150 employees (most of them part-time).

The research will be conducted in summer 2020. First, semi-structured interviews with internal club stakeholders, an innovation agency, and a foundation, which both accompanied the development of a digitalization strategy, will be conducted. Second, a document analysis identifying different sources about the digitalization and the changes will be done.

The data will be analyzed by systematically arranging and interpreting the different sources and findings for triangulation (Yin, 2014). The interviews will be transcribed and an initial coding framework will be developed, whereby a priori and emergent issues will be taken into account. The different parts will be coded into specific themes to interpret the data and to understand the narratives of the interviewees as well as to build up an explanation about the case. Then, the themes will be organized in analytic categories (Bernard, 2013; Yin, 2014).

Preliminary Results/Findings and Discussion

As, due to the coronavirus pandemics, the data collection started later than expected, the results will be presented at the conference. Based on the first insights gained by the document analysis, the club set an agenda with fourteen measures of change. They include (among others): digital member platforms; digital offices; digital facility management; digital member support; content management; and data analytics. To initiate and implement new tools, the sport club built up a new structure and trained employees to adopt a new way of thinking (e.g., digital mentality, reducing fear of negative aspects of digitalization).

Conclusion, Contribution, and Implication

Substantively, the study will help take sport-management relevant lenses on Stakeholder and Institutional Theory by giving insights about the influence and power of stakeholders in a sport club regarding changes and digitalization and how the organization might be able to institutionalize new processes (or not).

The study will help other sport organizations in two ways. First, the research will help understand how organizations can implement and manage change via, and for, digitalization. Second, it will give an overview of the processes that organizations can use to digitalize and which benefits they can generate (or what costs incur).

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The Pathways into Collegiate Athletics: The Female Point-Of-View

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Professional Practice Abstract

Statement of Relevancy

Historically, sport is one industry where women have had limited pathways to leadership roles. College-athletics have been clearly depicted as a male-dominated industrial sector (Dusenbery & Lee, 2012; Empowering Women in Sports, 1995). According to a report by Acosta and Carpenter (2015), 22.3% of athletic directors are female, whereas 43.4% of women's sport teams hired women as head coaches at US higher education institutions. An examination of pathways women has followed into leadership positions would generate helpful information to aspiring female leaders.

Aim of this Study

To conduct an examination of pathways women has successful employ to become leaders in collegiate sport organizations.

Purpose and Background

To increase the representation of female leaders in the global sport community, there needs to be exploration of routes into the leadership hierarchy. Historically, women have encountered difficulties in becoming leaders. Chin (2011) reported that women represented approximately one-fifth of the chief executive officers of the United States (U.S.) composing 16% of the presidencies at U.S. colleges and universities. Although men are often viewed as change agents, they can also limit women's effectiveness (de Vries, 2015; Stainback et al., 2016). To better understand career advancement factors impacting women, there is a need to study how women progress into positions of leadership in male-dominated industries. Despite the importance of leadership and female representation, there is only a limited amount of research on their career development journey as a leader in this educational based sector. Hence, the purpose of the proposed presentation was to explore potential pathways of inclusion of women among intercollegiate organizations in the U.S.

Design and Implementation

To generate data for this examination on the career development factors for women in intercollegiate athletic organizations, online surveys with 60 female leaders at U.S., NCAA member institutions were conducted. Each of the three membership classifications were represented; Division I, II, and III. An interview instrument was created to query elements of the career advancement path amongst women in college athletics. The instrument used open-ended questions to study how on women enter collegiate athletic leadership positions. The

Qualtrics online site housed the instrument. The surveys took place over an entire month and qualitative data analysis was applied to assess emergent themes.

Outputs/Outcomes

Seventy percent of the sample was employed as associate or assistant directors of athletics. Interview responses were grouped into themes based from the extant literature. The first salient theme was a career in collegiate athletics that involved starting at the bottom of the organization. Most informants emphasized the role that internships and graduate assistant positions had in securing that first job in collegiate athletics. Another common theme was the role the employer played in their career mobility. Respondents tended to underscore the value of having a mentoring. Respondents felt that employers are providing the necessary leadership development opportunities to facilitate their progression into leadership. Finally, social capital was also noted as a relevant growth trend with networking foreseen as an asset to the opportunity for professional success. However, there were real concerns about whether those responding have accumulated adequate social capital to continue their upward career trajectory. Evidence suggested that women had restricted access to networks oriented toward the athletic administration profession.

We noted these study participants were from U.S. higher education institutions, yet similar career trajectory may be present in other country's programs at the community, youth, or professional level of sport administration.

Reflections and Future Recommendations

Sport is one industry where women have encountered challenges receiving leadership assignments. Leadership theory suggests that these travails can be attributed to restricted social capital for women. A salient blockage to social capital accumulation is the "good ol' boys" network. Quarterman et al. (2006) identified the "good ol' boys" networks as a salient constraint to the increased representation of the female athletic director. Moreover, it has been theorized that women feel they must work harder than their male counterparts to be considered as leadership prospects. In addition, commitment from upper leadership has been shown to extract these career mobility impediments (Konrad & Linnehan, 1995).

Hard work, organizational support, and connections were identified as valuable links to upward career mobility. Overall, women have increased representation as intercollegiate athletic leaders, yet their paths to success vary. As such, there should be ongoing examinations of pathways taken by women to enter the leadership domain. The direction of future research should investigate career paths for women and other underrepresented populations in professional sport, educational-based sport, governance bodies and multinational sport related corporations.

In conclusion, this study is a first step endeavor to better comprehend the career strategy adopted by women in becoming leader of a socially visible male-dominated industry.

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Agenda 2020, Sustainability, and the Institutional Work of The International Olympic Committee

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Aim and Research Questions

The purpose of this study is to understand the role of Agenda2020 in enabling the institutional work of ensuring the sustainability of the Olympic Games. To address this the following research questions will be addressed: (1) What field conditions and drivers brought about the creation of Agenda2020? (2) What types of institutional work are taking place through the process and outcomes of Agenda2020? (3) What are the impacts/implications of these types of institutional work on the sustainability of the Olympic Games?

Theoretical Background and Literature Review

As the global realities of hosting mega sporting events have changed, the attitudes and approaches of governing bodies like the IOC have been forced to adjust to seek sustainability and maintain dominance. This is especially relevant recently as major global events have forced the IOC to confront unprecedented logistical challenges (i.e., postponement due to COVID-19) and social obligations (i.e., acknowledgment of sports' responsibility to advance social justice). With respect to the IOC, such internal and external environmental pressures and changing institutional arrangements have required a re-examination of the institutional logics (Thornton & Ocasio, 2008) that framed the organization and its management. While institutions like the Olympics are most often understood as inherently stable, it is also recognized that they undergo periods of transformation and destruction (Scott, 2001) brought about by various conditions and facilitated through individual and organizational action.

One way to examine how actors enable institutional change is through the lens of institutional work, that is “the purposive action of individuals and organizations aimed at creating, maintaining, and disrupting institutions” (Lawrence & Suddaby, 2006, p. 214). Within the Olympic Movement, the majority of recent policy and decision-making has been incorporated into the recommendations of Agenda2020. As such, Agenda2020 can be understood as the product of, and mechanism through which, institutional work has taken place. Passed by the IOC in 2014, Agenda2020 consists of 40 recommendations, under the headings of sustainability, youth, and credibility, which together form the basis of the IOC's strategic direction. The recommendations were consolidated from 14 working groups which sought broad consultation from stakeholders (IOC, 2014).

The concept of institutional work grew out of the synthesis of institutional entrepreneurship, transformation, and deinstitutionalization (Lawrence & Suddaby, 2006). It seeks not to understand the outcomes or accomplishments of institutional processes (Lawrence et al., 2009), but rather to examine the actions (both prosaic and extraordinary) of individuals and organizations towards impacting institutions within the confines of a set of institutionalized rules (Lawrence & Suddaby, 2006).

Research Design, Methodology and Data Analysis

This study uses a qualitative single case study approach, undertaking a content analysis of documentation associated with Agenda 2020. Data will be collected via publicly available sources including the IOC website and documents archived online through the Olympic World Library. Documents which discuss, report, or reflect on the reasoning and actions undertaken in the creation, implementation, and evaluation of Agenda2020 and the field specific context of its development will be considered appropriate for collection and analysis. This may include press releases, official reports, and available meeting minutes, among others. Data will be analyzed using a two-cycle coding process aided by ATLAS.ti where possible. Both inductive and deductive coding will be undertaken. As a point of departure, deductive coding will use a start list developed using key tenets of institutional work and a careful reading of relevant current literature. Inductive coding will be undertaken simultaneously to develop emergent codes, most specifically related to identified field conditions and drivers and impacts and implications. Peer debriefing among researchers during data collection and analysis will assist in ensuring trustworthiness of the findings.

Results/Findings and Discussion

This study is still in the data collection and analysis phase, but the results and analysis will be complete by September 2020. In conjunction with the research questions the anticipated nature of the results is three-fold. To begin, discussion will centre on a post hoc examination of events, forces, and issues that lead to the creation of Agenda2020 and the related drive for event sustainability, such as external pressures from society's evolving attitude to the environment. Secondly, using Lawrence and Suddaby (2006)'s taxonomy of forms of institutional work as a guide, we will identify the forms of work undertaken through Agenda2020 (e.g., advocacy, mimicry, mythologizing etc.). Finally, we will reflect on the potential and realized impacts of the various types of institutional work on the sought-after sustainability of the Olympic Games.

Conclusion, Contribution and Implication

Broadly, this study hopes to contribute to our understanding of institutional change in mega-events. Explaining why and how actors affect institutional arrangements to enable institutional change in this context is vital to our understanding of mega-event management, and organizational efforts associated with protecting the sustainability of a mega-event more. Furthermore, Lawrence, et al. (2009) encouraged the advancement of institutional work through the creation of detailed case studies in various contexts. While work in sport management has been undertaken in this direction (e.g., Dowling & Smith, 2016), more remains to be done and this study hopes to contribute to understanding in this area.

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Institutional Entrepreneurs and the Destruction of Old Organization: A Case Study of Chinese Soccer Reform

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Purpose of the Paper

The purpose of this study is to examine how institutional entrepreneurs disrupt sport organizations and create new organizational structures through a case study of Chinese professional soccer.

Theoretical Background and Literature Review

Institutional theory is a theoretical lens that has been widely used to understand the influence and pressure of an organization from multiple social orders (Greenwood et al., 2017). According to Greenwood et al. (2008), institution refers to “more-or-less, taken-for-granted repetitive social behavior that is underpinned by normative systems and cognitive understandings that give meaning to social exchange and thus enable self-reproducing social order” (p. 4-5). In addition, institutionalization is a process of social construction from collective cognitive acceptance (Porac et al., 1995), which is determined by the legitimacy of defined or implied practices (DiMaggio & Powell, 1983; Suchman, 1995). Once an institution has been institutionalized, it is resistant to change (Strang & Sine, 2002). However, the early work of neo-institutional theory did not focus on cultural heterogeneity (Thornton et al., 2012). Therefore, it is important to focus on the role of agency on institutional change and institutional entrepreneurship.

Institutional entrepreneurs are actors who transform existing or create new institutions (Battilana et al., 2009; DiMaggio, 1988; Garud et al., 2007; Maguire et al., 2004). In sport management, research has focused on the examination of how institutional entrepreneurs create new institutions (Anderson & Ronglan, 2015; Chacar et al., 2011). However, more research on institutional entrepreneurship is still needed. Particularly, the manner in which institutional entrepreneurs disrupt existing institutions has received minimal attention. In China, the soccer market has experienced a transformation from “government-controlled sport” to a “market-controlled sport” (Jiang, 2017) over the past twenty-five years. Soccer reforms in China started with the establishment of a professional soccer league in 1994. Nevertheless, in order to deinstitutionalize the pre-existed institution of professional soccer in China, soccer reform experienced many challenges and failed attempts to achieve national and international prominence (Peng, 2019). In 2015, the Chinese government issued the “Overall Plan for Chinese Football Reform and Development”, which separated the Chinese Football Association (CFA) from direct government control. At the same time, the government instituted a strategy to achieve international soccer success through transforming the youth development system. Additionally, in 2019, the CFA officially withdrew its share in the Chinese Super League (CSL), which significantly changed the logic of the Chinese soccer market (He, 2019). This created a structural system matching the Premier League in England

which operates independently from the dictates of the Football Association. Therefore, the integration of institutional theory and Chinese soccer reform allows us to address the following research questions. What kind of challenges did the institutional entrepreneurs meet when disrupting the old soccer organization in China? And how did the institutional entrepreneurs change the structure of Chinese soccer governance?

Research Design, Methodology and Data Analysis

To answer those research questions, we conducted a qualitative case study. Data collection entailed 14 in-depth, semi-structured interviews with officials of the Chinese Football Association (CFA), administrators of the CFA Super League Co., Ltd, administrators of Chinese Football Academy, managers of the CSL clubs, professional soccer players, and professional coaches. Moreover, secondary data were collected from sources such as documents from the CFA and the professional soccer clubs, official websites of the CFA, and news reports from *Sina Sports*, *China Sport News*, as well as *Titan Sport News*. Data analysis was consistent with the Gioia methodology, wherein we identified first-order concepts, second-order themes, and aggregate theoretical dimensions (Gioia, Corley, & Hamilton, 2012).

Results

Preliminary findings indicated that the soccer reform in China has met challenges from micro-, meso-, and macro- levels such as confused governance, the conflicts between the CSL clubs and the CFA, and the concept of “nationalism”. The CFA and some CSL clubs were working as institutional entrepreneurs by leveraging resources within the different fields of the organization and aligning with highly legitimate actors (e.g., state government), institutional entrepreneurs successfully destructed the old institutional logics and generated a new business model for the soccer market.

Conclusion, Contribution, and Implications

This study provides insights into the relationship between the destruction of engrained governance structures and the multilevel nature of institutional entrepreneurship. Furthermore, this research outlined how institutional entrepreneurs may work to create new governance structures that may be seen as legitimate. This study suggests in the Chinese soccer market, the professional soccer association and its professional league have sped up the processes of soccer reform, created opportunities for the soccer market in China.

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“What Are You Going to Do for Me?”: Division I Student-Athletes’ Expectations for Recruiting

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Aim and Research Questions

College sports are a multibillion-dollar industry in America, governed by the National Collegiate Athletic Association (NCAA). The system is fueled by the athletic recruiting process, and the pressure for universities to produce winning teams means they spend immense amounts of time and money to recruit top athletic talent (Kirshner, 2018). Athletic recruiting represents a series of encounters between recruits and recruiters (often spanning several years). Various strategies are used by organizations to persuasively communicate information and be more prosperous at recruiting (Treadway et al., 2014). Research examining how to create and manage these communications is valuable for stakeholders who serve to benefit from successful athletic recruitment – both internal (e.g., student-athletes, coaches) and external (e.g., donors, fans) stakeholders.

Prior academic scholarship has examined student-athletes’ criteria for picking a college, typically by way of demographic comparisons between athlete and general student populations (e.g., Letawsky et al., 2003). There is, however, a lack of research dedicated to the communicative and relational aspects of athletic recruitment, as well as to how recruiters may use these areas in their recruiting strategy. To begin filling this gap, the current project explored recruiting from the perspective of student-athletes and posed the question: what expectations do student-athletes have for the collegiate athletic recruitment process?

Theoretical Background and Literature Review

Just as in recruiting executives for a corporation, effective athletic recruiting involves more than identifying sheer talent; it is about finding the right fit (Magnusen et al., 2011). This study examined athletic recruiting through the lens of organizational socialization (Van Maanen & Shein, 1979), with recruiting being a time when newcomers (student-athletes) acquire information about their role from organizations. Cranmer and Meyers (2016) found that during anticipatory socialization, student-athletes receive memorable messages that make lasting impressions, suggesting that socialization is a fruitful theory for exploring athletic recruitment.

Information exchange is inherent to the socialization process (Van Maanen & Shein, 1979). During recruitment, information to help student-athletes assess fit and manage uncertainties is exchanged via ongoing relationships between recruiting organizations and recruits. Individuals enter interpersonal interactions like these with expectancies that serve as framing devices (Burgoon, 1986), meaning expectancies can influence how student-athletes perceive their recruitment experience. When it comes to athletic socialization and recruitment, relatively little is known about what student-athletes actually *expect*. A better understanding of student-athlete expectations could help recruiters to be more strategic in their communications and effective with their recruiting efforts.

Research Design, Methodology and Data Analysis

This study used a focus group procedure to gain insight from conversations with current NCAA Division I student-athletes. A total of 30 (female $n=14$, male $n=16$) student-athletes participated in focus groups, each consisting of three to five participants from a single sport. Sessions lasted between 25 and 30 minutes. Participants were asked to recount their recruiting experience and college-choice decision, paying specific attention to their expectations for the process. The interviews were recorded for thematic analysis (Braun & Clarke, 2006).

Results/Findings and Discussion

Findings indicated that student-athletes indeed enter the recruiting process with a set of expectations. Primarily, student-athletes expressed relational expectations for how recruit/recruiter communication should be conducted. The focus groups also revealed that student-athletes expect a customized experience designed to showcase how they will be treated if they sign with a specific school. While the student-athletes were keenly aware that the recruiting process is somewhat artificial in order to persuade them, they simultaneously expressed an expectation that they would receive a tailor-made experience.

Across all focus groups, student-athletes depicted athletic recruiting as a relationship-building process, throughout which they desire transparent communication. Student-athletes frequently described elements of recruiting with a dating metaphor. They would draw comparisons between recruiting and courtship, wherein they were the ones being wooed. Student-athletes' reliance on this metaphor suggests important practical implications for those involved in athletic recruitment. It is evident that student-athletes have expectations not only for how the recruit/recruiter relationship should be initiated, but for how it should be maintained throughout the entire process.

Conclusion, Contribution and Implication

Student-athletes have expectations for recruitment that shape their college-choice decision. While prior research on recruiting has emphasized the functional aspects of how student-athletes select a college (e.g., proximity to home), this study gives unique insight relevant to both scholars and professionals – it offers an analysis of the relational factors of athletic recruiting, as articulated by the student-athletes themselves.

This research details three important takeaways for athletic recruiting strategy: build relationships, be authentic, and tailor the experience. While the current study focused on Division I recruiting, its findings are widely applicable. With over 20,000 international student-athletes currently competing in the NCAA, this work is important for universities recruiting student-athletes from across the globe and socializing them to collegiate teams. Further, these findings can be extended to recruitment of competitive athletes across other leagues and organizations, including professional teams.

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BROADER NEW AND CRITICAL ASPECTS OF SPORT MANAGEMENT

Chair: Guillaume Bodet

Service and Data Quality Control of Platforms Collecting Panel Member Data

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Aim and Research Questions

Big data has become ever-present within sport management research (e.g., Abeza et al., 2014). Big data is a large collection of data defined by its volume (i.e., quantity of data), velocity (i.e., speed at which the data is produced), and variety (i.e., number of sources; Zikopoulos & Eaton, 2011). Whether through its impact on the management of sport organizations, or how it transformed marketing measures, big data can be a useful tool for many sport management queries (George et al., 2014).

One big data collection technique adopted by researchers has been the use of *panel member data* (PMD) through online survey platforms (e.g., Qualtrics, SurveyMonkey). PMD refers to individuals who complete a platform's disseminated surveys for monetary compensation. Researchers using PMD, work with an online survey platform to develop, distribute, and collect their data from individuals within the researcher's set parameters (e.g., selection criteria such as age, gender, region, ethnicity, etc.).

The usage of PMD is still in its infancy within academic literature. While several platforms are accessible and researchers have begun using PMD for empirical investigations (e.g., Bentley et al., 2017), little is known about the different types of platforms in terms of services provided, quality of panel members, and associated reliability of the collected data, leaving researchers uncertain of which platform may be most effective and appropriate for their investigations. Therefore, the purpose of this study is twofold: (a) to discuss the experience with the quality of the service delivered by Qualtrics and SurveyMonkey to develop, distribute, and collect PMD using the same survey; and (b) to compare the quality of the data collected via both platforms.

Theoretical Background and Literature Review

Big data has been defined by the three characteristics of volume, velocity, and variety (Zikopoulos & Eaton, 2011). To date, sport management researchers using big data have focused on research addressing volume (e.g., 2,822,850 points of college football content; Yan et al., 2018) or velocity (e.g., 7,519 tweets captured over 3-months; Abeza et al., 2014). However, a commonality between current sport management big data investigations is their exclusive use of one data source (e.g., Twitter). Studies to date have focused on recruitment speed of PMD services for the same study. Guillory and colleagues (2016) found Twitter to

recruit faster compared to Qualtrics' panels, while Bentley et al. (2017) found Amazon Mechanical Turk and SurveyMonkey recruited faster than larger market research surveys. To date, no, research has compared the service and data quality of different PMD platforms, using the exact same research context.

Research Design, Method, and Data Analyses

A survey which examined Canadians' social experiences following the 2019 National Basketball Association (NBA) Finals was developed. Starting with three specific selection criteria (knowledge of the NBA finals, geographic origin and gender), the survey consisted of four sections: (1) fandom (6 questions, collectively capturing 28 items); (2) social impact experiences (1 question, capturing 23 items); (3) social media usage and impact (6 questions, collectively capturing 38 items); and, (4) demographics (8 questions). Following the survey development, the research team worked with consultants from Qualtrics and SurveyMonkey to improve the online version of the survey, by addressing design challenges and potential collection and analyses barriers. Each platform collected data from a representative sample of 1,000 Canadians, proportionally stratified according to four regions: (a) Greater Toronto Area; (b) within Ontario, but outside the Greater Toronto Area; (c) Metro Vancouver Regional District; and (d) New Brunswick, Nova Scotia, and Prince Edward Island ($n=250$ per region) and respecting a 50/50 gender balance. The Qualtrics panel data were collected between March 4 and 9, 2020; the SurveyMonkey data were collected between April 27 and 30, 2020.

Preliminary Results

Preliminary results indicated a higher level of professional support from Qualtrics at the onset of the project, as well as a good understanding of academic research requirements. In contrast, SurveyMonkey had initially more a laissez-faire approach with a stronger marketing-based focus. After SurveyMonkey understood the requirements for academic research, they delivered according to expectations. More data will be available at the time of the conference, addressing survey development, comparing the data collection process (i.e., speed of completed responses), and quality (i.e., reliable vs. unreliable responses, criteria met, etc.) of both platforms, including comparative analyses of item scores.

Discussion and Conclusion

Comparing PMD platforms in terms of their service and data collection processes and quality provides sport management researchers with relevant information about various commercial options. Understanding the quality of PMD platforms is important to advance empirical methods, improve understanding of sport management inquiries, and advance theory development (George et al., 2014).

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Does Beauty Affect Salary? An Empirical Analysis of Major League Soccer Data

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Aim and Research Questions

Previous research indicates a discriminatory practice in the labour market based on physical attractiveness. Professional sports are highly competitive settings where one would expect that wages are essentially driven by performance rather than physical characteristics of the players. However, there is a limited literature regarding this topic on sports and only a single evidence which points out that *beauty* does influence players' salaries. Therefore, the present paper aims to shed light on this matter and re-examine whether players' salaries are influenced by their physical characteristics. Accordingly, two research questions are developed: 'Do professional football players enjoy a premium beauty in their salaries?' and 'Is the effect similar among all players?'.

Theoretical Background

The discussion regarding the impact of beauty on workers' earnings is relevant since Hamermesh and Biddle (1994) underline that it is economically comparable to gender and race discrimination in the US labour market. These authors identify that better-looking attorneys earn higher salaries than those with below-average beauty. Harper (2000) offers similar evidence, showing that physical appearances significantly impact salaries and working patterns among British people.

Mobius and Rosenblat (2006) inspect this question by an alternative approach, conducting an experiment with students. They corroborate with previous findings, indicating that physically attractive workers are systematically considered more able workers and earn higher salaries. They also indicate that physically attractive workers have higher levels of confidence, which implies higher earnings as well.

Works analysing the impact of beauty on professional sports are mainly focused on the relationship between physical attractiveness and demand. Trail and James (2001) show that physically attractive players motivate season ticket holders to attend Major League Baseball (MLB) matches, while Dietl et al. (2019) evidence that the facial attractiveness of women tennis players significantly boost TV-viewership.

To the best of our knowledge, Berri et al. (2011) is the single evidence that attractiveness leads greater earnings on professional sports. They show that National Football League (NFL) more facial attractive quarterbacks earn higher salaries, even controlling by performance. Nevertheless, a single manifest is not enough to finish this discussion. The current paper seeks to examine whether a premium beauty exists within a different sport discipline: professional football.

Methodology

We use data of Major League Soccer (MLS) in this research. MLS is a growing league and an excellent platform to test labour economics theories since microdata on both salary and performance is available. We have collected data for players' salaries, their performance and their profile photos on the *mlssoccer.com* website. We use Microsoft Face API to get the coordinates of the face elements and then evaluate the facial symmetry, which is the proxy of beauty.

The dependent variable in our model is the salary of the players. Once the distribution of salaries is skewed, we use logs in the regression analysis. The set of explanatory variables includes: face symmetry, goals, assists, age and age² and a dummy for designated players. A dummy variable for the continent where the player was born is used for controlling any effect from race that might impact the results. Clubs' and season' fixed effects are also included. To have a reliable performance indicator, we concentrate only on forwards. We use goals and assists per 90 minutes as a performance indicator. Our sample includes 373 observations for the period 2007-2018.

Results and Discussion

The results indicate that both assists and goals positively affects salary. However, the premium for assists is interestingly higher than for goals. Age and age squared are jointly significant in all models. A paradoxical result is observed regarding facial symmetry. Unlike previous research, a negative beauty premium is found on professional football. It means that MLS players with more asymmetric faces earn significant higher salaries than their counterparts. A robustness check changing the proxy of beauty is also carried out and similar results are obtained. All variables have same direction and significance with small changes in their magnitudes.

Our finding contradicts previous evidence from Berri et al. (2011) on NFL. Indeed, we offer here the first sign of a negative premium beauty on professional sports. Such result would suggest that each sport setting has its own behaviour regarding facial attractiveness and players' compensations. Therefore, further research inspecting this relationship on other sports disciplines are encourage. At the same time, most of previous work focused on the positive impact of beauty on salaries, but our findings suggest that asymmetric faces might be awarded on other jobs as well. This point can be examined further.

Conclusions

The present paper concludes that *beauty* does not always matter. Indeed, our results indicates the existence of a negative beauty premium on professional football contradicting previous research. One would speculate that such behaviour might occur in different settings and further research is needed to elucidate it.

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Identifying High-Risk Match Fixing Situations in Professional Tennis Using Computer Simulation

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Aim & Research Questions

Tennis has been and continues to be one of the most endangered sports when it comes to match fixing. Even though there are extensive efforts to fight match fixing in tennis, the high number of suspicious betting alerts (IBIA, 2019) suggests that the issue is by no means under control. While the problem is openly discussed by now, so far, no reliable approach has been applied to estimate the prevalence of match fixing in tennis or to quantify its influencing factors. Therefore, the research questions of our project are as follows: How can determinants of the risk of match fixing and the effectiveness of different countermeasures be quantified using computer simulation?

Theoretical Background and Literature Review

Cornish and Clarke (1986) developed the Rational Choice Perspective to explain antecedents to participate in criminal behaviour. It assumes that (prospective) criminals will adapt their decision making in such a way that it leads to personal benefit. Forrest et al. (2008) transfer the idea to match fixing and describe the decision to execute a match fix as a careful consideration of perceived risks and benefits. While a higher probability of detection seems to lead to a decreasing probability of fixing (Bag & Saha, 2011), especially financial compensations are described as one of the main reasons for match fixing in professional sports (e.g., Hill, 2015). Other influencing factors for match fixing seem to be highly diverse, ranging from a player's age (Hill, 2015), the probability and severity of sanctions (Forrest et al., 2008) to influences through social contacts (Lee, 2017). Overall, existing match fixing literature allows to understand general characteristics of the problem but prevents a specific application to tennis and a quantification of the problem and its countermeasures, which is essential for effective anti-match fixing policies.

Research Design, Methodology and Data Analysis

The project follows a dual-method approach and combines a qualitative interview study with a computer simulation via agent-based modelling. To identify potential influencing factors that might cause a tennis player to commit match fixing, as well as to get different perspectives on the effectiveness of various countermeasures, 14 semi-structured interviews with relevant tennis stakeholders such as players, coaches, tournament organizers, and representatives dedicated to preventing and/or monitoring match fixing were conducted and analysed via qualitative content analysis. Combined with previous studies, the interview results are used to develop a computer simulation model that aims to reflect the proceedings surrounding match fixing in tennis as realistically as possible. To calibrate the simulation model, data about all tournaments on the ATP tour, such as prize money and ranking points, as well as extensive

player data from all players on the ATP tour up to rank 500 are scraped from the web using data scraping software. The data is integrated into the simulation model to further increase its validity. The simulation model then allows to simulate every ATP tournament round with every player and to quantify the risk of match fixing for every simulated match as well as the effectiveness of different countermeasures.

Results/Findings and Discussion

Results from the interview study indicate various determinants on a player's match fixing decision, ranging from psychological factors to specific circumstances of a player. Further, it becomes evident that mainly sanctioning and monitoring are currently applied, while efforts to prevent match fixing in advance are only executed poorly and, in many cases, do not lead to proper awareness on the player side. The simulation model incorporates these findings and allows to identify high-risk match fixing situations by simulating different player and match circumstances, as well as different levels of countermeasures. It therefore serves as a tool that can be used to identify situations where players are most at risk of fixing a match. A first analysis has shown that the risk of match fixing is highest in earlier tournament stages, independent of the tournament relevance. While the risk decreases strongly for more prestigious tournaments in later tournament stages, the risk only marginally decreases for tournaments with less prize money and ranking points.

Conclusion, Contribution and Implications

Previous studies revealed that the combination of different approaches is required to adequately illuminate match fixing. Therefore, the combination of a qualitative approach and a computer simulation via agent-based modelling represents an innovative approach in the sport management field in general and in match fixing research specifically. The qualitative interview study showed that preventive work should be extended, e.g. through structured and more frequently applied educational efforts and/or through better international cooperation. The simulation model provides a data-based analysis tool that allows to quantify the overall match fixing prevalence, as well as the effectiveness of different countermeasures, such as education programs, monitoring or sanctions. In the long run, the simulation model has the potential to make the fight against match fixing more effective.

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Payroll and Sports Results: The Weight of (In)Efficiency. Analysis of the 1st and 2nd French Football Leagues, from 2012 to 2018.

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Aim and Research Question

Many studies indicate a strong correlation between payroll and sports results. Our contribution intends to review the relationships between the two indicators while aiming to evaluate the weight of (in)efficiency in development of performance in sport, relative to that of payroll. In other words, we are aiming to determine at what proportion we can shift the stakes of this relationship i.e. from a problem which is centred on the ability to mobilise the maximum amount of resources in the strengthening of the workforce, to a different kind of problem – one focused on development of skills with the goal of optimising investment. It is about rendering the (in)capacity of clubs toward maximisation of their investments in their players in order to achieving sports results. Special attention is paid to regularity, for the purpose of checking whether one representative group of clubs regularly manages to maximise its player investment while another group is underperforming in view of sums invested. The underlying issue is the identification of managerial specificities and skills which enable the maintenance of high levels of efficiency and thereby generate competitive advantages.

Theoretical Background and Literature Review

Several authors indicate a strong correlation between payroll and sports results in the European open leagues (Llorca & Teste, 2016; Szymanski, 2013; Andreff, 2011; Hall et al., 2002), which highlights the need to invest in players in order to gain results (Andreff, 2011) and preventing major sports risks (Dermat-Richard et al., 2019). However, the reports of the National Management Body over the same period also highlight large differences in payroll at an equal number of points, as well as – like other authors (Drut, 2011; Touchais, 2001) – several exceptions to the existing rules. A sort of “yes, but”, which motivates us to review the relationships between the two indicators through the lens of efficiency. Among the different methodologies used to measure efficiency, the DEA method (Data Envelopment Analysis) benefits from literature provided in the domain of football, such as the recent works of Terrien and Andreff (2020) (for national leagues) or those of Haas (2003a, 2003b), Barros and Leach, (2006a), Guzman (2006), Jardin (2009), and Miningou and Vierstraete (2012) (for clubs).

Research Design, Methodology, and Data Analysis

The study includes 239 observations, for 50 clubs. We turned to the DEA method for evaluation of clubs' performance – from “inputs” (resources) and “outputs” (production) it forms an efficiency frontier, which is derived from the best practices observed in the sample. While evaluation of clubs' capacity for develop the financial value of players would be an interesting option, we decided on a narrower reading centred around the relationship between payroll and sports results. We indeed believe that a desire to develop players in order to resell them, can be

regarded as a managerial constraint which influences the structuring and management of the workforce. Our two input values are composed; the first one represents the club's payroll, the second one the average payroll gap with the neighbouring payroll ranks. The second input value, which is weighted according to the number of rows located above and below, refines the first one and in this way determines how difficult it is to obtain a higher sports classification rank, and the degree of exposure to the competition. Our two output levels are composed partly from the classification rank in the championship and partly from the payroll gap between the expected classification rank (the expected classification rank is the payroll rank) and the obtained classification rank: this second output value refines the first with the establishment of a distance between the ranks.

Results/Findings and Discussion

The first result is that inefficiency can be explained primarily by managerial issues. The second is that there is no correlation between efficiency and payroll. This result implies that maximisation of player investment does not depend on efficiency financing capacity. The third result underlines the importance of efficiency in the pursuit of greater objectives and in the prevention of major sport risks. This indicates that securing objectives and maintaining an impetus of growth both require the development of skills for improvement of performance. Finally, although a large portion of clubs obtain efficiency scores which are strongly heterogeneous from one season to another, two other groups show regular results; one in efficiency (Dijon, Monaco, etc.), the other in inefficiency (Sochaux, Valenciennes, etc.). We hypothesize that complex forms of management linked to different levels of uncertainty explain the volatility in efficiency scores. The intuition that a good understanding of sports uncertainty constitutes a competitive advantage remains to be demonstrated.

Conclusion, Contribution, and Implication

The quest for efficiency is a major factor as far as obtaining a competitive advantage is concerned. The representativeness of teams which are regularly efficient or inefficient, provides a good basis when it comes to comparing practices. From a perspective of qualitative studies, it will be interesting to identify 100% of the skills and the managerial processes which have an aim of maximising player investment, and to evaluate their relevance.

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Conceptualizing Team Representation: Understanding the Various Ways Sport Teams Represent Their Communities

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Aim and Research Questions

The aim of this research is to create a conceptual framework used to better understand how a sport team represents the city and community in which it is located and to then use this framework to create a questionnaire through which we can measure and compare team representation. This study revolves around the research question of what aspects or characteristics of a sport team translate into the concept of representation regarding that team to (or for) that city and its residents.

Theoretical Background and Literature Review

Sport management researchers have long posited that sport teams represent their local communities (Anderson & Stone, 1981); however, due to significant societal changes, the extent to which sport teams represent their local communities has become more varied (Lewis, 2001). Thus, there is a pressing need for research that helps sport teams evaluate their current status in their local communities and improve their abilities to represent those communities.

In contrast to the extensive literature on the connection between a sport team and individual fans, little scholarly attention has been paid to the connection between a sport team and its local community as a whole (including nonfans). People who do not support a local team may still believe that the team represents the community (Hyatt & Foster, 2015), and this unique perception cannot be effectively measured by existing concepts such as team identification. To fill this conceptual gap, we develop a new concept, *team representation*, which refers to the extent to which people perceive a local sport team as representing their community. The purpose of this conceptual research is to explore the structure of team representation, its antecedents, and its consequences.

Research Design, Methodology, and Data Analysis

The authors utilized Pitkin's (1967) concept of representation to ground our search for a conceptual framework focused on team representation and related items. Based on Pitkin's (1967) framework, we propose that team representation is composed of four dimensions. First, *formal representation* refers to the extent to which people think a local team is authorized by, and accountable to, them. Second, *descriptive representation* refers to the extent to which people feel similar to a local team's personnel. Thus, people may perceive high descriptive representation if a team has many local players. Third, *symbolic representation* refers to the extent to which people feel a local team exemplifies unique values shared in the community. Finally, *substantive representation* refers to the extent to which local residents feel the team acts in line with their interests and needs.

The authors applied Jabareen's (2009) conceptual analysis method and used its distinct stages to develop the desired framework and concepts: (a) mapping and identifying data sources, (b) reviewing the literature and categorizing the selected data, (c) identifying and naming concepts, (d) categorizing those concepts, (e) integrating those concepts into similar groupings, and (f) create the theoretical framework based on the identified concepts and groupings.

Results, Findings, and Discussion

The results of the conceptual analysis covered research focused on both professional and university-level sport programming and produced sport-related concepts that could be grouped into formal, descriptive, symbolic, and substantive representation categories such as approval of team by city residents (formal), racial representation (descriptive), team behavior (symbolic), and team's community involvement (substantive). Other concepts of team representation will be discussed during the conference presentation.

Conclusion, Contribution, and Implication

The proposed conceptual framework provides unique insights into sport consumer behavior research. People may stop supporting a local team if the team releases local players and coaches because it decreases the team's descriptive representation of their city. The framework also helps sport teams identify specific weaknesses and areas for improved team representation. For example, a sport team with low substantive representation due to lack of on-field success may increase their representation through active community engagement. Focusing on team representation instead of solely on team identification could also provide better understanding of the connections different groups and different types of fans have to a team (i.e., understanding how or why some supporters may be low in team identification but still support the team overall). Further theoretical and practical implications of the proposed framework will be discussed during the presentation.

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Wage Dispersion and Productivity: The Role of Firm Size

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Aim and Research Questions

The aim of this paper is to shed light on the relationship between wage dispersion and team performance on professional football having the size of the clubs as a moderator for the first time. For that, two research questions are developed: “Does the level of wage dispersion impact the sports performance?” and “Does the club size moderate the relationship between wage dispersion and performance?”.

Theoretical Background

There are two conflicting theories concerning the effects of wage dispersion on workers’ and firms’ productivity. On the one hand, tournament theory (Lazear & Rosen, 1981) suggests that wage inequality increases productivity because workers are rewarded by their output. On the other hand, Levine (1991) claims that narrow wage dispersions increase cohesiveness within work groups. An extensive literature shows empirical evidences of both effects (e.g., Hibbs Jr & Locking, 2000; Verhoogen, 2008).

The impact of wage dispersion on professional football performance presents contradictory results as well. Franck and Nüesch (2011) indicate a significant quadratic form between wages dispersion and performance on German football, where superior performances are driven by high- or low-levels of wage dispersion. However, Coates et al. (2014) demonstrate that wage dispersion negatively influences team productivity on Major League Soccer.

Nevertheless, those works neglected the heterogeneity among clubs within a league. For instance, one would argue that a wealthy football club which is the league’ title contender would manage differently its payroll than a habitual relegation fighter and that a same level of wage dispersion could impact them differently. This is a relevant question overlooked to the date that the current research aims to elucidate.

Methods

The econometric approach consists in pooled Ordinary Least Squares regressions with season’ and league’ fixed effects. The first equation examines the quadratic relationship between wage dispersion and sports performance, while the second equation adds the interaction terms between wage dispersion and payroll.

The dependent variable is the winning percentage of a team i at the end of every season t . The explanatory variables are: weekly payroll, intra-team wage dispersion and its squared term, the average age and its squared term and the number of players in a squad. The variables of interest are the interaction terms between payroll (as a proxy of clubs’ size) and the level of wage dispersion of a club. Three indexes are included: Coefficient of Variation, Gini Index and Herfindahl-Hirschman Index.

The top tier of four main European leagues are analysed: English Premier League; German *Bundesliga*; Italian *Serie A*; and Spanish *La Liga*. The dataset includes all participant clubs between 2014 and 2018 seasons.

Results and Discussion

The results are robust, regardless the index used to measure wage dispersion. On average, the designed models explain about 62% of the sports performance in the top European leagues investigated.

The quadratic relationship between wage dispersion and sports performance is evidenced. This result corroborates with Franck and Nüesch (2011). The positive impact of the payroll on performance, an optimal average age about 27 years and the negative impact of a higher number of players in a squad is also shown.

The significant interaction terms evidence that the size of the club moderates the relationship between wage dispersion and sports performance. The output manifests that certain clubs react differently than others under identical level of wage dispersion. For instance, under a wage dispersion of 0.5 (Gini Index), a wealthy club can expect to achieve its optimal sports performance, while a poor club would reach its worst performance. Nevertheless, a medium size clubs does not show substantial variations based on the level of wage dispersion. These behaviors are similar regardless the index used measuring wage dispersion. The moderation role that the size of a club has in the relationship between wage dispersion and sport performance is the main contribution of the current paper.

Conclusions

The present paper reanalyzed the impact of wage dispersion on sports performance. The novelty is the exploration of the size of the club as a moderator in this relationship. This research evidences that equal levels of dispersion impact differently professional football clubs according to their payroll. Higher- or lower-levels of wage dispersion would maximize sports performance of modest clubs, while wealthy clubs can get optimal performance under medium level of dispersion. Therefore, this paper indicates that professional football clubs should not rigorously follow tournaments' or cohesion' theories for maximizing performance, but they actually have to choose the level of wage dispersion considering their relative financial strength.

This research clarifies the previous conflicting results on sports economics literature. Moreover, the empirical evidences are relevant for football clubs' decision makers regarding optimal levels of wage dispersion for maximizing team performance. The main limitation of this work is that bonuses, prizes and other individual and collective financial rewards are not addressed. Further papers could inspect their effect if data is available.

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Exploring the Financial Vulnerability of Sportswomen

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The gendered nature of sport and institutionalised practices of gender in sports leadership have resulted in lower levels of female participation and representation in sports and fewer endorsement opportunities for sportswomen. This in turn impacts on sportswomen's commercial viability, unlike their male counterparts who are often featured as top earners. Therefore, the purpose of this study is to address this gap in the literature and turn to contribute to broadening theoretical understanding of financial well-being using Brügger et al. (2017) financial well-being framework.

Concerning sportswomen's financial prospects in the sport, Berri (2017) confirms that there is a substantial and growing gender wage gap in sport. Recent reports reinforce this growing gender pay gap in sport; for example, Forbes' list of the 100 top-earning athletes of 2018 contains no sportswomen. Brand sponsorship and endorsements represent an additional source of income for athletes (Mogaji et al., 2018), yet sportswomen continue to struggle to gain commercial brand endorsements compared to their male counterparts due to the perceptions of women's sport as an inappropriate platform for commercial brands to engage with prospective customers.

Research Design, Methodology, and Data Analysis

Semi-structured interviews were conducted with 24 sportswomen across various locations in the United Kingdom. The sportswomen were professional and semi-professional athletes who have represented their country and club at major sporting events like the Olympics, Commonwealth Games and the World Cup. Efforts were made to recruit athletes with disabilities by purposely reaching out to them through social media and talent management agencies resulting in one female athlete with a disability included in the sample. Interviews were conducted between September 2019 and January 2020 across the United Kingdom. Questions were asked based on the five elements and their interrelationships of a financial well-being framework developed by Brügger et al. (2017). Interview transcriptions were thematically analysed using the phases of analysis established by Braun and Clarke (2006).

Findings and Discussion

Results establishes the financial vulnerability of sportswomen. They often struggle with financial expectations and demands. They recognise their coaches and team members as significant social support that provide financial well-being interventions through sharing costs, ideas and opportunities. This was especially relevant for those women who play in a team sport; they look after each other and feel a sense of responsibility to know everything is fine. Sportswomen are also aware of the limitations they face in terms of their personal and professional life. The consequences of this imbalance in financial well-being include delays in achieving major life milestones. Some sportswomen feel there is a need to delay starting a

family as often they feel they do not have the financial capacity to raise a family.

Sportswomen also reported consequence of financial well-being on their mental health. There was no evidence of pay gap between the abled and disabled athletes.

Socio-demographic factors such as gender were found to influence sportswomen's financial well-being. Some participants acknowledged that biologically determined gender roles such as being pregnant could restrict their earning power. Age was also a personal factor that emerged as an influence on financial well-being. Some of the sportswomen, especially the semi-professionals who are still studying feel they are not old enough to earn more money, believing their time will come as they mature and gain more experience and recognition. The impact of this gendered practice of aestheticising sportswomen is felt by black and minority ethnic (BME) sportswomen compared to their white British counterparts. Generally, sportswomen believe they should be made brand ambassadors based on their athletic ability rather than on the strength of their sex appeal to sell products.

Conclusion, Contribution, and Implications

Our findings suggest the need for more inclusive practices in sports media as greater media coverage of sportswomen can enable a paradigm shift in the perception of women sport, and sportswomen, which may create more opportunities for sportswomen to participate in sport and access more sponsorship opportunities. Team managers must be mindful of not just the physical well-being of their players but also their overall well-being including their financial well-being. Additionally, as a lack of financial literacy may lead to financial crises (Gutter & Copur, 2011) governing bodies can mitigate this risk by providing sportswomen with free or subsidised financial literacy and advice to assist them in planning for life after retirement and stabilising vulnerable life situations.

Governing bodies can also draw on their sphere of influence to connect sportswomen to more partnership opportunities and offer a range of loyalty and rewards schemes to support them. Likewise, financial institutions can develop tailored interventions that take into consideration the contextual and personal factors impacting on sportswomen's financial behaviours and their reduced earnings to develop tailored financial products with appropriate payment plans, which can enable sportswomen to achieve their financial goals and enjoy a higher quality of life.

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SPORT MEDIA AND COMMUNICATION

Chair: Elisavet Argyro Manoli

Examining USA Gymnastics Presidents' Responses to a Sexual Abuse Scandal: A Crisis Communication Perspective

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Aim and Research Questions

Utilising Coombs' (2007) Situational Crisis Communication Theory (SCCT), the purpose of this study is to examine the crisis communication strategies utilized by USA Gymnastics' (USAG) four presidents who have led the organization since news of the Larry Nassar sexual abuse scandal broke in 2016. Coombs' (2015) four typologies of restoring an organization's reputation will be used to analyze the presidents' crisis communication strategies in an effort to highlight why certain strategies were more effective and others were less so.

The following research questions were developed to guide this inquiry:

RQ1: Which crisis communication strategies did USAG presidents employ after the Nassar scandal became public?

RQ2: Which crisis communication strategies appeared to be most successful in presenting USAG in a positive light to its stakeholders?

RQ3: Which crisis communication strategies appeared to be least successful in presenting USAG in a positive light to its stakeholders?

Theoretical Background and Literature Review

Larry Nassar served as the national team doctor for USAG from 1996 until 2015 (Dator, 2019). Prior to and during that time he sexually abused over 500 gymnasts, including several U.S. national team members and Olympians (Shaffer, 2018). In 2018 he was sentenced to 40-175 years in the state of Michigan for first-degree criminal sexual conduct, and an additional 60 years in Federal court for child pornography charges (Mountjoy, 2019). When details of his abuse were first reported publicly by the *Indianapolis Star* in 2016, Steve Penny served as President of USAG (Crawford & Haneline, 2018). Since Penny resigned in March 2017, three different individuals have served as president. Kerry Perry held the role for nine months, followed by Mary Bono for four days, and currently Li Li Leung has been in the role since March of 2019 (Holcombe, 2019).

For USAG, the Nassar sexual abuse scandal is a prime example of a crisis, defined by Coombs (2007) as "a threat to the organizational reputation" (p. 163). Crisis communication is a strategy used to prevent damage to an organization's reputation or to repair an already

damaged reputation (Coombs & Holladay, 2005), although Coombs (2007) stated that the first priority in any crisis should be “to protect stakeholders from harm” (p. 165). Coombs (2007) introduced SSCT as a lens by which to examine crisis communication. The theory posits that an optimal balance exists between crisis communication strategies and the type of crisis endured. This balance can reduce an organization’s reputational damage and possible negative financial implications. Coombs (2015) identified four key strategies utilized to repair an organization’s reputation: denial, in which any connection between the organization and the crisis is denied; reducing offensiveness, in which some organizational responsibility is taken for the crisis; bolstering, where the organization attempts to add positive information to the crisis; and redress, in which the organization prioritizes any victims’ concerns stemming from the crisis.

Within the sport management literature related to organizational responses to crises, a recent study by Frederick et al. (2019) examined Michigan State University’s (MSU) response to the Nassar scandal, as he was also employed by MSU in addition to his role with USAG. The research focused specifically on Facebook posts made by MSU, and utilized image repair as the conceptual framework. In line with other research in this area (e.g., Brown et al., 2016; 2012; Walsh & McAllister-Spooner, 2011), the study found that corrective action (acknowledging a transgression) and mortification (apologizing for a transgression) appeared to be most effective in terms of repairing an organization’s image.

Research Design, Methodology and Data Analysis

The Nassar scandal and USAG’s rotating door of presidents in its wake provide an opportunity for scholarly inquiry into the crisis communication strategies utilized since the scandal broke in 2016. The four previously mentioned USAG presidents handled the Nassar scandal in vastly different ways when communicating with the public. This study employs a multiple case study methodology based on publicly available documents including organizational documents (e.g., press releases, social media statements, meeting minutes) as well as media coverage (e.g., newspaper articles, websites, interview transcripts). Documents and media coverage will be collected online from the USAG website, database searches for media reports of the scandal, and social media accounts for both USAG and major news outlets that covered the scandal closely. Qualitative document analysis (QDA) will be used to analyze all documents.

Results/Findings and Discussion

This research is currently underway and will be completed prior to the 2020 EASM Virtual Conference in order to present the results and implications.

Conclusion, Contribution and Implication

The findings will add to the literature on SCCT from a sport management perspective, and will serve as a valuable practical tool for sport organizations in crisis situations, which can learn from the strategies employed by USAG presidents.

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Engaging an Online Audience: Content Analysis of Female Social Media Influencers in Golf

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Aim and Research Questions

The purpose of this study is to explore the presence of female social media influencers in golf and to understand how the broader golfing community interacts with these influencers. The following research questions guided the study:

RQ1: What content is posted by female social media influencers in golf, and what interaction and conversation takes place within the social media posts of influencers?

RQ2: How does interaction on social media reflect broader institutionalized norms in golf?

RQ3: What are the differences in content and interaction on Twitter versus Instagram?

Theoretical Background and Literature Review

Social media allows unfettered interaction between individuals and/or organizations. In a review of social media research in sport, Filo, et al. (2015) 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 organisations (e.g. teams, governing bodies, agencies and media groups) and individuals (e.g. consumers, athletes and journalists)” (p. 167). Today, the phenomenon of social media influencers has flooded the landscape of social media platforms such as Twitter and Instagram, where influencers can use their accounts to impact discourse around sport, create revenue streams via advertising for companies, and engage with their followers.

Golf is a unique context to understand interactions between female social media influencers and fans due to the longstanding, hegemonic traditions of golf (McGinnis et al., 2008; Mitchell et al., 2016). Women have traditionally been prescribed lesser status within golf, and in the broader context of sport, women have often been celebrated for their physical attributes over their sport accomplishments (McGinnis et al., 2008; Mitchell et al., 2016). This paradigm reached the highest levels of the sport in 2002, when the then commissioner of the Ladies Professional Golf Association Tour, Ty Votaw, instituted a marketing plan that attempted to use sexualization of players to attract new fans (Wolter, 2010). Therefore, the current study aims to understand how social media interaction follows or rebukes these long standing hegemonic practices, and how these interactions can be understood through an institutional theory and social identity lens. Further, this study aims to explore how female social media influencers situate themselves within the greater golfing community, perceive their role in the game of golf, and if gender norms/discrimination occurs. This study will provide valuable context for understanding the experiences of female social media influencers

in an environment that is dominated by males and may be transferable to other sporting contexts.

Research Design, Methodology and Data Analysis

In order to explore this population a qualitative content analysis was employed. Content analysis was utilized as the research project focused on “making sense of a volume of qualitative material and attempts to identify core consistencies and meanings” (Patton, 2002, p. 453). Specifically, this analysis is commonly used to analyze various types of communication and has been used extensively to explore professional athletes’ presence on social media platforms (Hambrick et al., 2010; Pegoraro, 2010). The researchers located 11 women’s golfer social media influencers to explore their Twitter and Instagram presence. These women were chosen as they had previously played collegiate or professional golf, have a presence on both of the social media platforms, and have leveraged their social media for sponsorships or exposure. Furthermore, these women were verified as social media influencers (blue check) by both of the platforms meaning that they have been identified as public figures within the golf space. Each influencer’s posts on both Twitter and Instagram were exported from October 1st, 2019 to October 8th, 2019. Additionally, the first 25 comments and replies (that were not emojis and were in English) in each post were extracted. The time frame was chosen to reflect a week when both the LPGA and PGA Tour had sanctioned events, as most of the influencers have sponsorship deals with golf related entities (e.g. apparel, equipment).

Results/Findings and Discussion

Initial analysis indicates two types of interactions that occur: users seeking interaction related to golf inquiries (e.g. swing analysis, equipment, drills) and users that comment on the influencer’s physical appearance. Another finding is the prevalence of a strong support group amongst fellow women social media influencers. There was consistent positive reinforcement and affirmation regardless of the content, but the influencer posting was much more likely to respond to a post about physical appearance when it was from another influencer. Further analysis is warranted to draw more substantial conclusions.

Conclusion, Contribution and Implication

The preliminary results of the study reflect institutional norms and barriers that have persisted in golf for centuries. Although there is more analysis needed to solidify this finding, the study shows to an extent that social media is not only an extension of long standing hegemonic paradigms, they may even be worse in online discourse.

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The Motivation Behind Following Athletes Social Media Pages - Creating and Validating a Measurement Scale

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Aim and Research Question

The athlete is a central stakeholder in today's ever-growing sports sector and, in a sense, the “entrepreneur” and “hero” of the sports market, who itself represent a part of a larger product, like international sporting events (Máté, 2018) but at the same time appears as an independent product in different sub-markets of the sports market (András & Havran, 2014). Internet, and social media, in particular, play an evenly growing role in creating and building brands. Athletes as “human brands” has a huge potential in leveraging the possibilities of social media websites while it is a great platform for communicating with fans and create a personal brand image. Using social media for brand communication requires the understanding of the followers as consumers, in this case the fans of the athlete’s page, and their behaviour and motivations. The main question formulated is “*why do consumers follow and interact with athletes’ social media (brand) pages, in other words, what is the relationship between the level of use and gratification and the consumption of the athletes’ brand pages?*” In order to answer this question, the goal of this study is to develop and validate a scale available to identify and measure the motivations linked to the consumption of athlete’s social media (brand) pages.

Theoretical Background and Literature Review

The uses and gratification model has long been used to explore the motivation of media and social media consumption. Clavio and Kian (2010) analysed the motives of twitter fans of a retired female athlete noting that the main gratification factors are organic fandom, functional fandom and interactivity.

Wikemper et al. (2012) found four motivators (information seeking, entertainment, pass time, and fanship) and four constraints (accessibility, economic, skills, social) while studying sport clubs twitter followers motivations. Park et al. (2015) when examining athletes’ fan pages on Weibó separated 7 factors of uses and gratification motives concluding that diversion, pass-time, athlete support, and technical knowledge were significantly and positively related to social media consumption while information, socialization, and fanship had no significant predictive effect.

Research Design and Methodology

After a widespread literature review, we conducted a preliminary study using associative survey among 88 sports management students which resulted in a total of 236 different motives. With the use of this preliminary study, a pilot-scale containing 38 questions in 12 prefabricated factors was developed. With the analysis (both EFA and CFA) of a second, online survey including 693 athlete brand page followers (Facebook and/or Instagram) a final version of the scale containing 8 factors (role model, sport love, sport performance, team love, athlete’s

physical appearance, information seeking, athlete's fame and personal life) and 28 items were created. The items were measured on a 7-point Likert scale.

Results, Discussion, and Conclusions

The developed Motivation Scale for Athlete Social Media Consumption (MSAMC) had high internal consistency, good reliability (Cronbach's alpha ranging from 0.71 to 0.89 and AVE results between 0.524 and 0.745 and AVE>MSV) and psychometric properties (CMIN/df=2.86; RMSEA=0.052; SRMR=0.058; TLI=0.931; CFI=0.942). SEM results indicate that the most important motives for following an athlete's social media page are information seeking ($\beta=0.424$), the emotions towards the athlete's team ($\beta=0.279$), the athlete's private life ($\beta=0.170$) and role model function ($\beta=0.121$), while performance, physical appearance and fame had no significant predictive effect on social media consumption behaviour. The established scale explains 64% of the variance of social media site following behaviour. Furthermore, we found significant differences between the motivation of team sport-based athletes and individual athletes fans following motives. The reasons behind the following of male or female athletes are also different.

With the use of the MSAMC scale allows the athlete and its management to create social media content more adequate to their fans needs thus generating a higher impact and reaction.

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Systematic Literature Review of the Distant Fan Segment

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Aim and Research Questions

Sport fans are increasingly comfortable to routinely use digital channels and can constantly stay connected to their favorite club or league regardless of time and place (Collins et al., 2016). As a result, global sports fan communities, which consist of *distant fans* who are forced by their geographical distance to consume their favorite sports consumptive object via digital media, are increasingly emerging. Therefore, the aim of this paper is to examine the current state of research of the *distant fan* segment and identify research gaps. The investigation is a part of an overall long-term study which compares the perspective of distant and local sports fans on the social media consumption of professional sports organizations in an international sports environment. This paper will focus on one element of this research project by investigating the current state of literature of the *distant fan* segment.

Theoretical Background and Literature Review

In the literature exists a large amount of different sports consumer typologies. However, because of the increasing availability of digital sports media, additional sports fan classifications are emerging (Pu & James, 2017). There has been some discussion about sports consumers that follow a sports consumptive object that is geographically distant to their permanent residence. They are referred to as *distant*, *satellite* and *displaced fans*. *Distant fans* are sports consumers who are forced by their geographical distance to consume their favorite sports consumptive object via the internet, social media, or television and have not previously resided near or even been in physical proximity to it (Pu & James, 2017). In contrast, *satellite fans* are also supporting a foreign-based team via new technologies but may have been in a temporary physical proximity with their favorite sports consumptive object (Kerr & Gladden, 2008). The population of *satellite fans* also includes *displaced fans*. *Displaced fans* moved outside of their former home team's geographic market and now regularly follow their former home team via new media (Collins et al., 2016). However, the majority of sport consumers studies have been conducted with local fans. Since the *distant fan* segment consumes sports mainly via digital media, there could be significant differences to the local fans.

Research Design, Methodology and Data Analysis

A systematic literature review on the *distant fan* segment has been conducted. This was applied by embracing the three systematic literature review methodology stages planning, conducting, and reporting (Tranfield et al., 2003). The literature databases Emerald, Taylor, and Francis, EBSCO, Human Kinetics and Google Scholar were searched with 20 keywords and synonyms (distant, distance, satellite, displaced, global, international, foreign, nonlocal, local, fan, supporter, follower, club, group, team, fandom, sport, media, digital, social media), which were

combined in the search in different combinations and forms (singular and plural). The keywords were compiled during a brainstorming session of sport management researchers. Only peer reviewed studies, which investigated the perspective of or influence on sports fans who reside outside the market of their favorite sports team and are therefore dependent on digital media were finally included in the analysis. A total of 29 studies were identified. Of these studies, 9 papers were subsequently excluded based on the inclusion criteria. The studies contents and results of these papers were compared and categorized.

Results/Findings and Discussion

The results have shown that the *distant fan* segment is an under researched area, as this fan segment is only represented in a small amount of studies. The *distant fan* studies were mainly conducted with North American and Chinese sports fans, concentrated primarily on football and can be summarized in five areas: (1) Attraction factors, (2) Team identification, (3) Digital Media, (4) Local fans perception of *distant fans*, (5) *Distant fans* in the context with brand equity. The areas attraction factors, team identification and digital media were examined most frequently. However, since sports consumers from various countries and sports can be quite different (Parry, Jones & Wann, 2014), it is particularly important to investigate distant fans from countries other than North America and China as well as sports other than football. Furthermore, as *distant*, *satellite* and *displaced fans* come from various sources (Collins et al., 2016; Kerr & Gladden, 2008; Pu & James, 2017), a systematic reference to already established fan theories and models is still pending.

Conclusion, Contribution, and Implication

This study contributes to the literature as it examines the current state of research of the *distant fan* segment and thus creates a sound basis for future research on this phenomenon. It can be concluded that several areas have already been investigated, but the research on the *distant fan* segment is still in its infancy. Due to the increasing digitalization and internet-savvy younger generations it can be assumed that the number of *distant fans* will further rise in the future and thus the research on the *distant fan* segment gains further importance.

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Against the Main Stream: Field Evidence on a Positive Link Between Media Consumption and the Demand for Sports Among Children

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Aim and Research Questions

People's physical healthiness is degenerating worldwide. Especially, the decrease in sporting activities among young people appears to be critical (WHO, 2018). Among others, the rising share of media consumption among children is thought to be a main determinant of this progress (Greier et al., 2018). Consequently, the mainstream of past studies argues with a "per se" negative link between TV-Consumption and physical activities. Unfortunately, stopping adolescents from watching TV seems almost unrealizable in the today's mediatized society. Consequently, policy makers should be interested in alternatives approaches to influence a child's decision for sports participation using media channels usually consumed by children. Following this approach, the production and supply of TV/streaming content with a focus on sports might induce interest in actual participation. Therefore, the aim of this study is to test, whether the emergence of a sport-related animated cartoon positively affects the demand for sports participation among adolescents.

Theoretical Background and Literature Review

From an economic point of view, different theoretical approaches modeling sports participation emerged over the past years (Downward & Muniz, 2019). However, the impact of sport-related media content had not been theoretically discussed before. Consequently, for theoretically connecting animated cartoons and sports participation we argue with consumption capital and role-model dynamics. First, transferring consumption capital theory to sport participation, we assume that the more someone knows (e.g. rules, tactic, players, action pattern) and/or has experienced a sport (actual participation or watching) the higher the appreciation of the sport and thus the utility from consuming it (Wicker et al., 2013). Second, a sport anime always portrays a core hero and several co-hero-characters, who reflect different personal traits and behavior. Therefore, past research indicate that children might increase their subjective utility from sport due to positive identification with role models associated with a specific sport (Wicker et al., 2012). Looking at existing literature connecting animated cartoons and sport participation, only the studies by Laffage-Cosnier and Inaba (2016) for France reported descriptive examples of an increase in demand for basketball and volleyball.

Research Design, Methodology and Data Analysis

We look at the impact of the anime "Attack No. 1" ("Mila Superstar" in Germany) on volleyball participation in Germany. Broadcasted from late 1993 to early 1996, it portrayed the evolvement of a 12-year-old female volleyball player. Since the anime appeared spontaneously, it is considered as an exogenous shock on volleyball participation in Germany. Using sport club enrolments 10 years before the start of the anime and 10 years after (1985-2007) from the

six other ball based Olympic sports, we investigate the causal impact of “Mila Superstar” through a difference-in-differences (DID) approach, since the data allows a pre-post design with control groups.

Results/Findings and Discussion

Within three years of the core broadcasting, annual youth female enrollments increased on average by additional 19.5% to 26.0% compared to youth enrollments in other ball sports and additional 16%–23.3% per year within volleyball control groups. Despite the female orientation of the anime, even male youth membership numbers increased up to 7% per year, but showed no difference compared to soccer and basketball. After the broadcasting period, volleyball membership numbers remained at the higher level, but had fallen since (but at a low rate). However, the average annual impact induced by the anime was clearly higher (considering youth female enrollments) compared to the increase (+8.4%) induced by the merger/reunion between the east German and the west German volleyball associations in 1990.

Conclusion, Contribution and Implication

The anime “Attack No. 1” impressively boosted volleyball club enrollments among young female children in Germany. Even though the main characters were female, their sport-related characteristics might have also led to role model effects among young male viewers. Thus, the “Mila-Boom” helped to achieve a sustainable higher level of volleyball participation but did not initiate a stable growth in the post-anime period.

Implications of our study are not directed to the demand side (children should not watch more TV). Implications are rather to find at the supply side as children will watch animated cartoons anyway. Thus, if screen time of non-sport-related amines could be substituted by sport-related animated cartoons in greater extent, then the (partly inevitable) TV consume of adolescents might counter the negative effects generally associated with the consumption of watching TV. Public film funds could be used as a vehicle to increase monetary incentives for the production of sports-related animated cartoons. Moreover, public broadcasting networks could substitute non-sport related animated cartoons by sport-related animes. Moreover, sports associations could produce animes as an alternative to hosting a major home events or launching nationwide marketing campaigns. They could also promote existing sport amines at public broadcasting networks.

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Perceptions of the Role of Traditional and Social Media in Communicating Corruption

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Aim and Research Questions

Traditional and social media are widely recognised for the role they play in communicating corruption, while even influencing the way in which corruption is perceived (Manoli, 2016; 2017). Knowing that not all corruption is perceived the same, due to its various forms and manifestations, this study flips the question and seeks to explore how the perceived severity of corruption influences people's views on the role that traditional and social media play in communicating it within the context of sport.

Theoretical Background and Literature Review

According to Heidenheimer (2002) perceptions of corruption are subjective and depending on a number of factors including one's socio-economic environment and the influences they receive from external facts, such as the media. Research suggests that media play a vital role in communicating corruption; by exposing flaws in organisations and individuals and raising public awareness, media act as an avenue for the public to voice its opinions, while helping shape their views on the issue (Norris, 2004). The use of social media (e.g., Facebook, Twitter) has been viewed as an economical and convenient method to encourage openness and transparency, reducing corruption (Syn & Oh, 2015), while being more difficult to censor and control than traditional media, becoming thus a better avenue for the communication of corruption to the public (Goel et al., 2012). Taking these into consideration, it is clear that traditional media and social media have a key role in communicating instances of corruption, for which their value and importance is widely recognised. However, and despite their importance in communicating corruption, one could argue that their role might be in fact not as straightforward as it has been presented so far in academia, bearing in mind that not all corruption is perceived the same. In this study we seek to investigate the perceived role of traditional and social media and to explore how the perceived severity of corruption influences people's views on the role that traditional and social media play in communicating it.

Research Design, Methodology and Data Analysis

Data collected through 18 focus groups, involving a total of 99 participants in the UK are used in this study. Participants were recruited through four sampling methods: criterion sampling (UK nationals), convenience sampling, snowballing and selective sampling. A set of questions were used to facilitate the conversation, with the focus groups lasting an average of 75 minutes, and with an average number of five to six participants per focus group. After the transcription and member checking, manual thematic analysis of the data allowed for a thematic map to be drawn, which was used for the following analysis.

Results/Findings and Discussion

The data allow us to uncover the wide spectrum of perceived roles that traditional and social media play in communicating corruption in sport. In terms of traditional media, their perceived role varies from that of a source of valuable information, to selective ‘cherry-picking’ and even exaggerating depending on the perceived severity of corruption, with the perceived severity being reversely analogous to people’s positive attitude towards them. Thus, the higher the perceived severity of corruption communicated, the more important the role of traditional media in communicating it was deemed according to the participants. While traditional media’s role in informing and shaping people’s perceptions was emphasised throughout the study, it was also made clear that a preference exists in reporting some particular forms of corruption, such as financial corruption, which might in turn lead to other forms of corruption, like corruption in sport, attracting less attention.

The perceived role of social media also varies depending on the perceived severity of corruption, with radically diverse views expressed, and the same reverse analogy noted between participants’ positive attitude towards social media and the perceived severity of corruption. In more detail, in corruption of high perceived severity social media were praised not only as open and democratic tools that help in informing people, but also as tools for self-reflection and self-improvement of the users, through their active engagement with them and their content. Criticism was expressed that their accessibility and openness might sometimes result in the opposite effect, that of users censoring themselves in order to avoid open criticism, however, the overall perception expressed was that of social media as communicators of severe corruption. In addition, a rather unintentional role of social media emerged through the study; participants argued that through their openness and ease of access, social media can unintentionally assume the role of a self-reflection tool, through which individuals can self-evaluate their own thoughts, leading to a potential self-improvement.

Conclusion, Contribution and Implication

Apart from expanding our understanding of the perceived role of traditional and social media in communicating corruption, this study underlines that the volatility of perceptions towards the media can impact people’s future interest in and engagement with traditional and social media.

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Digital Media and Engagement in COVID-19 Times: A Preliminary Study in Brazilian and Portuguese Football Clubs

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Aims

Analysing the communication strategies of the main football clubs in Brazil and Portugal through digital medias Facebook and Instagram in times of COVID-19.

Theoretical Background

The technological advancement and the emergence of new digital platforms provide companies with an increasing dialogue with their target audiences (Schwab, 2019). In the sports field, digital platforms promote interaction with stakeholders and fans' engagement (Molina, 2014). As noted by Machado et al. (2020), social influence, entertainment, information searching, and rewards, are the most relevant motivations for consumers to engage with content related to sports entities on Facebook and Instagram. The COVID-19 reality brought great challenges for brands and sports organizations, which try to maintain their communication with social marketing campaigns or through actions that obtain awareness. In Brazil, and in Portugal, the sports industry is mainly represented by the revenue generated by football. Thus, the stopping of main football competitions made the clubs intensify communication with their stakeholders through their social media. However, for this to result in relevance and engagement, it is necessary to produce attractive content that meets the needs of its partners (Collet & Fenton, 2014).

Methodology and Data Analysis

In order to analyze the communication strategies of the main football clubs in Brazil and Portugal, a sample of posts on social media was selected based on the following criteria: number of club fans, the number of followers in millions (M) on social media Facebook (F) and Instagram (I), and the digital content production during the analysed period. Thereby, the chosen Portuguese clubs were: A.F. Porto (F: 4.1M; I: 1.4M), SL Benfica (F: 3.7M; I: 1.5M) and Sporting CP (F: 2.5M; I: 900mil), and the Brazilians were: CR Flamengo (F: 12.1M; I: 8.2M), SC Corinthians (F: 11.3M; I: 4.7M), and São Paulo FC (F: 6.7M; I: 2.8M). In March and April 2020, a period in which the two countries were affected by the pandemic, a multi-case study was carried out (Vergara, 2014), in order to analyse the posts content and the engagement metrics: views, comments, and shares (Sharda et al., 2019).

Results and Discussion

Preliminary analysis in the period surveyed showed that all clubs adopted the same strategy, highlighting their idols, historical matches and achievements, current players and prevention

of COVID-19, which can be an efficient option in the absence of competitions. In both countries, football clubs did not use the pandemic theme as the main focus in their posts and interaction with the public. Between April 1st and 15th, 2020, these six clubs analyzed made 392 posts on Instagram, divided into: a) Brazil: 123 posts from Flamengo, 65 from Corinthians and 35 from São Paulo; b) Portugal: 68 from Porto, 54 from Benfica and 47 from Sporting, strategies not performed before the start of the pandemic. We note that clubs have used storytelling tactics, where posts continue in later posts, and optimistic messages. It was also observed, throughout the sample, posting with instructions on prevention to COVID-19 (idols testimonies on personal hygiene and social distance). Facebook was used by clubs for the same purpose (engagement), and for replicating Instagram posts, a strategy that increases audience reach according to Joo and Teng (2017).

Conclusion, Contribution, and Implication

The reality of social distance brought by COVID-19 has made sports organizations active in the market, even with the lack of sports competitions. This requirement comes from its players, such as fans, sponsors, and media (online and offline). The preliminary results of this analysis showed that the main Portuguese and Brazilian football clubs made the content available for the consumption of their fans, using storytelling tactics, high-quality videos, as well as tips on preventing contagion of COVID19. This result from the main football clubs in Portugal and Brazil can collaborate to understand the communication strategies that can maintain the exposure contracts and the business generation, besides maintaining the clubs' image active in the consumers' minds (engagement), even when out of sports competitions. Although limited to a short analysis period, this study addresses a topic of great social impact and can collaborate with the understanding of the communication strategies of sports organizations, in addition to collaborating with researches that address brand valuation and engage target audiences in the sports environment.

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Assessing Crisis Response Strategies in Sport Organizations: Using Text Mining to Understand Fan Online Engagement

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Theoretical Background and Literature Review

Sport fans have unique relationships with their favorite teams, and these alliances are associated with engagement (Vale & Fernandes, 2018). Engagement refers to “behavioral manifestations toward a brand or firm, beyond purchase, resulting from motivational drivers” (van Doorn et al., 2010, p. 254). Highly engaged fans tend to persistently help their teams beyond a negative team standing (Yoshida et al., 2014). Particularly, when a team struggles with a crisis, such fans may behave in ways that encourage the team to overcome the hardships. Correspondingly, an important requirement is for teams to identify their fans’ engagement levels and the trends that characterize transitions between degrees of engagement.

These days, the increase of interactions in online avenues enables sport fans to readily connect with their favorite teams and contribute to value creation (Krag & Lock, 2014). With the growth of digital media, sport teams have provided opportunities to establish Web-based channels to encourage fan engagement. Notwithstanding the popularity of online interactions between teams and fans, limited research has been devoted to harnessing fan engagement.

Aim and Research Question

Given that data on social media is a proxy for fans’ online engagement, it can be used as a way for team operations. Notably, it can be helpful for teams to examine the effectiveness of the strategies they implement to overcome various crises through a text mining approach. An imperative is to explore how fans feel and behave on social media. Thus, this study aims to investigate sentiment fluctuations and compare positive and negative emotions proportions that accompany the strategies. To these ends, we directed our investigation toward a representative sample of college sport teams that have experienced recent changes in the manner and magnitude by which fans involve themselves in team initiatives.

Research Design, Methodology, and Data Analysis

The University of Mississippi (also known as Ole Miss), one of the public universities in the United States, has accumulated a concrete fan base because the institution is home to sport teams with established histories and credible reputations. The 2017 season, however, saw the university decline in standing because of NCAA sanctions. As a means of prevailing over this challenge, the university’s athletic department attempted to unify school communities and revitalize the sport atmosphere by implementing a variety of crisis response strategies. First, they changed the mascot to Landshark, which was imbued with a historical spirit. A mascot influences the creation of favorable and robust brand identity and drives teams to espouse brand attributes for building competitive advantages in the sport industry (Anagnostopoulos, Parganas, Chadwick, & Fenton, 2018). Accordingly, the emotional responses and engagement levels of fans in relation to this strategy should be illuminated. Second, the head coaches of the

football, men's, and women's basketball teams were replaced. These changes have been played a crucial role in the emotional reflections of both athletes and fans.

To accomplish our research purpose, we selected Twitter as the data source for the interpretation of online engagement and sentiment expression among fans. We captured individual mentions (i.e., Tweets) containing the keyword “*OleMissSports*”, “*OleMissAthletics*”, “*OleMissFB*”, “*OleMissBSB*”, “*OleMissMBB*”, and “*OleMissWBB*” through Twitter's free open-source application program interface services. For two and a half years (July 2017 – December 2019), a total of 569,503 tweets were documented. A series of analyses were performed using R software. First, we filtered all tweets to include only those with a sentiment keyword, following Mohammad and Turney's (2013) lexicon. All neutral tweets ($n = 382,689$) were excluded, and the remaining tweets were identified as positive ($n = 104,624$) or negative ($n = 82,190$) sentiments. Second, to explore emotional fluctuations and the volume of tweets based on time periods, we visualized trends before and after a specific risk management strategy was carried out.

Findings and Discussion

In the fall of 2017, negative sentiments accounted for the highest proportion (28.1%), while positive sentiments accounted for the highest proportion (24.8%) in fall 2019. In particular, up to the week prior to the change in mascot, people posted more negative tweets than positive tweets. However, after this week, the number of positive tweets increased dramatically, with a large volume of tweets. After the replacement of the football team's head coach was announced, the number of positive tweets exceeded the number of negative tweets on average by 2.4:1. More detailed results (e.g., word clouds, retweet analysis) will be discussed at the conference.

Conclusion, Contribution, and Implications

Overall, the study examined the effectiveness of crisis response strategies through fans' online engagement in sport organizations. From a theoretical standpoint, the findings can contribute to future research on fans' behaviors and sentiment fluctuations via a text mining approach. Practically, this study can serve as a reference to the development and assessment of diverse strategies for crisis management employed by sport organizations.

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EQUITY, DIVERSITY, AND INCLUSION IN SPORT MANAGEMENT

Chair: Aaron Smith

Gender Diversity and Organisational Performance in Community Sport Clubs

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Aim and Research Questions

The recent increase in women and girl's sport participation has not been matched by an increase in the number of women in sport governance and leadership positions (Leberman & Burton, 2017). While we know something of the barriers to women's participation in governance roles on boards of national and regional sport organisations (e.g., Adriaanse & Schofield, 2013) very little is known about women's participation in the leadership of community sport clubs, which is typically a combination of management and governance. Furthermore, there has been very little attention on the impact of women in leadership roles on sport organisation performance. This includes organisational level (board members) and at club level (committee members). Understanding this is important because it will demonstrate the utility of women in leadership roles in sport beyond tokenism. The aim of this research is therefore to explore how women's representation on sport club boards is related to the organisational performance of the club.

Theoretical Background and Literature Review

The potential contribution of women on boards includes civilised behaviour and sensitivity to perspectives (Fondas & Sassalos, 2000) but likely extends well beyond that. The framework to assess the contribution of women in governance has been described as multi-theoretical with agency theory, human capital theory and resource-dependence perspective all shaping the approach (Martinez-Jimenez et al., 2020). Studies have shown a positive relationship between the presence of women on the board and a variety of indicators including financial performance (e.g. Lafuente & Vaillant, 2019). Attempting to link gender to board and organisational performance is gaining attention in management research but is still very new in sport-specific contexts (Hoye & Doherty, 2011). This study fills a gap in the diversity and governance literature with its explicit focus on community sport clubs.

Research Design, Methodology and Data Analysis

The National Sport Club Survey (NSCS) is an initiative of the New Zealand Amateur Sport Association. The NSCS provides an annual snapshot of the management and operation of New Zealand's sport clubs. Representatives of 775 sport clubs across 70 sports, and all 16 regions of NZ completed the 2019 NSCS. These representatives included administrators, presidents, chairpersons and secretaries. One key metric gathered in the 2019 NSCS was the percentage of women on each club's committee or board. Other variables of interest include two primary

indicators of club performance – membership growth (i.e., shrinking, stable or growing), finances (i.e., surplus, breaking even or losing money) and other variables reflective of a successful sport club.

Results/Findings and Discussion

On average, women comprised 44% of board/committee positions. However, this differed significantly depending on sport, with clubs in traditionally female sports higher (e.g., netball, 92%). In line with the notion that balance is best when it comes to female leadership (Lafuente & Vaillant, 2019), three club subsets were created: clubs with 80% or more female leadership (n=109), clubs with gender diverse leadership (i.e. 40-60% female, n=249) and clubs with 1-20% female board members (n=153).

Results of our analysis exploring gender diverse leadership with club performance were mixed. A chi-square analysis linked gender diverse leadership with more positive financial performance of the club, $\chi^2(4) = 12.009, p = .017$. In addition, through ANOVA it was determined that those clubs reporting gender diverse leadership also reported more success generating sponsorship, $F(2,470) = 9.276, p < .001$, although the effect size was small. Results of a chi-square analysis found no relationship between sport clubs with diverse leadership and a growing membership base, $\chi^2(4) = 1.465, p = .833$. ANOVA revealed no relationship between gender diverse leadership and lesser board tenure which can be considered a positive governance metric, $F(2,437) = .079, p = .924$.

Conclusion, Contribution and Implication

Despite the growing body of literature on women and leadership within sport organisations, there is little evidence linking gender diversity to organisational performance. This research project has generated evidence that sport clubs with gender diverse leadership may perform better financially. If this finding is substantiated through further research in different contexts, governing bodies and other funders ought to expediate change toward gender diverse leadership.

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Leadership, Gender and Boundary Work in Top Sport Organizations

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Theoretical Background and Literature Review

Sport as a context holds much promise for the development of organizational theories (Wolfe et al., 2005; Ryan & Dickson, 2018). Sport is often used as a metaphor ubiquitously in the culture and language of business (Hamington, 2009), and the language of sport is embedded to managerial work, leadership and organizational practices (Hamington, 2009; Knoppers, 2011; Wolfe et al., 2005.) However, only recently have scholars acknowledged the value to utilize sport context for understanding leadership and gender in organizations (Ryan & Dickson, 2018). Whereas competitive sport is far from being equal, the same should not apply to the leadership positions of sport organizations. Yet it does. Sport can be characterized as “one of the central sites in the social production of masculinity” (Whitson, 1990, p. 19). One of the grand challenges in the field of sport leadership is not the underrepresentation of women, but the dominant presence of groups of men and valued forms of masculinities (see Ryan & Dickson, 2018). More specifically, despite increased sport participation opportunities for girls and women, they are underrepresented in all facets of leadership at levels of sport (Burton, 2015).

Aim and Research Question

In this paper we examine how people in sport organizations’ leadership positions engage with boundary work concerning leadership in sport organizations. By boundary work we refer to symbolic work used to (re)construct the meaning(s) and boundaries of a (good) leader and how the boundaries are further sustained in organizational life. We draw from literatures of symbolic work and boundary construction (Anteby & Molnar, 2012; Granqvist et al., 2013; Lamont & Molnar, 2002; Grodahl, 2018) and figurational sociology (Elias & Scotson, 1985) to conceptualize how gendered relations persist in sport organizations. Elias and Scotson’s work has been influential in understanding how sport acts as communities: sport teams are obvious communities where belonging is defined by your ability and commitment to the team against any positios: and sports fandom involves establishing irrational hatreds of rival clubs and rival nations (Engh et al., 2012; Liston, 2005). In addition, the configuration of day-to-day social relationships between members of social groups, and not simply the specific characteristics of these groups, can explain the dynamics of domination and power.

Research Design, Methodology, and Data Analysis

We conducted in-depth interviews with 49 people in top sport management positions in Finland using narrative analysis as our methodological approach. We follow Vaara et al. (2016) and define narratives as temporal, discursive constructions that provide a means for individual, social and organizational sensemaking and sensegiving. While narrative analysis has typically focused on relatively coherent narratives that have a clear beginning and an end, we maintain

that narratives are often articulated only in fragments as a part of organizational discourses. In particular, this temporality provides a key way of understanding issues such as stability and change organizations and is therefore fruitful to study for persisting inequalities. Based on a narrative analysis, we introduce three types of organizational narratives in which the leadership, gender and boundary work is constructed differently, and these narratives are 1) undisrupted social cohesion of homosociality, 2) enlightened despotism and 3) perpetual resistance of diversity.

Conclusion, Contribution, and Implication

Our study sheds light to a paradox of sport leadership; the hegemonic order being maintained by the narratives that claim women to lack certain “essential attributes” of sport leadership whereas the leadership work narrated by men in terms of how they perform leadership emphasizes the femininities (e.g. emotions, care, support and collaboration as key attributes of sport leadership).

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Audience Perceptions of Female Sports Commentators in Male Dominated Sports. An Experimental Study of Live Radio Broadcasts of Football Matches

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Aim and Research Questions

Female sports commentators often face anger and resentment by their predominantly male audience. Iconic example for hostile feedback is the German commentator Claudia Neumann, who experienced a 'shitstorm' on social media after commenting several matches of the 2018 FIFA World Cup on television. One reason for the intolerance of female sports commentators may be that many sports, and their media coverage, are historically male dominated. Other reasons may be stereotypical gender bias or deeper interpersonal conflicts such as phonetic or rhetoric discomfort (Schaffrath, 2018). The present paper addresses these questions in an experimental study.

Theoretical Background

Social role theory assumes that social interaction is highly influenced by roles (Eagly & Wood, 2012). Those roles are culturally determined constructs that consist of attributes, which are allocated to certain individuals depending on their gender, ethnicity, religion, etc. Eagly and Wood (2012) states that social roles come along with certain expectations towards oneself and from society. In general, individuals will endeavour to ensure that they fit their role and to avoid infringement which will cause sanctions. The literature postulates that every human being is subdued a mixture of norms and expectations where role-violation leads to punishment.

This present paper attempts to examine why female commentators must face these sanctions in social networks assumingly executed by these small (male) interest groups. Prior work ascribes a major proportion of those role conflicts between women and men to certain forms of sexism (Becker & Wagner, 2009) where several studies suggest that the attitude toward women is often characterized by either hostile or benevolent sexism which originates in conceptual understanding of traditional social roles. Swim et al. (1995) assume that endorsement of traditional gender roles led to old-fashioned sexism. The denial of continued discrimination against women is what characterizes modern forms of sexism (Swim et al., 1995). We expand this basic explanation by adding the factor of audience perception (Baiocchi-Wagner & Behm-Morawitz, 2010). This bypasses the tendency to only assume that it is men disliking female reporters in predominantly male sports because of their gender and analysing the perceived journalistic activities.

Research Design

We designed an online survey to study effects of commentator gender on audience perceptions of sports commentaries. The survey includes a 2 (commentary source: male/female) x 3 (commentator: original, male imitation, female imitation) experimental design, in which we

varied both the source of the original commentary as well as the actual commentator. In particular, we obtained original live radio broadcast commentaries of the very same football match, which was commented, in parallel but independently, by a male and a female reporter on different radio stations (groups 1 & 2). In addition, we asked male (groups 3 & 4) and female (5 & 6) commentators to imitate the original commentaries. We opted for this design to terminate the factor of pre-set attitudes toward female commentators by varying the stimulus material whilst keeping content identical.

After measuring involvement into football and the frequency of their content consumption, participants are randomly assigned to one of the above mentioned six experimental groups. Participants are asked to listen to the commentary and evaluate their journalistic quality (McCroskey et al., 1974). Finally, participants answer questions regarding their role expectations, their tendency to sexism and gender-specific bias as well as questions relating to sociodemographics.

Data collection with roughly 300 participants will be finished in late May and results will be available by the time of the conference.

Implications

The results will contribute to our understanding of which factors lead to resentment of female sports commentators in male dominated audiences, such as football. In particular, our results will shed light on the question whether, and to what extent, audience perceptions of sports reporters are affected by the actual commentary (i.e., its quality) and/or the gender of the commentator. In addition, we will provide insights with respect to the effect of moderating variables such as recipients' involvement, sexist attitudes and sociodemographics (e.g., gender, education) Even if this analysis and its results might not directly affect recipient's mindset and make them rethink their stereotypes, it shell contribute to a broader understanding of critical social interaction and possible solutions to establish non-biased societal structures in sports.

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The Diversity of Organised Grassroots Football in Denmark

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Aim, Purpose and Background

This abstract relates to professional practice, with the purpose to communicate selected results from the most comprehensive mapping of diversity in Danish grassroots football/soccer ever conducted. The mapping is initiated by the Danish Football Association (DFA) and includes the age, gender, sexuality, and ethnic origin of participants involved in grassroots football, along with data relating to their attitudes and experiences.

Football is the most popular sports-club-based activity in Denmark played under the organisation of the DFA (Bennike et al., 2019). Yet, data related to the level of diversity in a broader term within this population has been lacking. Moreover, it is of a high priority of the DFA, that diversity of the football landscape reflects diversity of society. This mapping will kick off several initiatives regarding diversity. And as outlined by the DFA Diversity Committee Chairperson: *"Football is a community for everyone. That is why it is so important that we get rid of the outdated stereotypes and prejudices that still exist everywhere in society - even in the world of football. Our goal is for football to be at the forefront [of tackling such issues], and that is the work we need to do now. I am very much looking forward to addressing the issues. (...) because we have to ensure as broad and as representative a football environment as possible, and the work on diversity in football in Denmark is decisive for the future of football."*

Methodology

Data were obtained through an exploration of the Danish FA's internal database, which holds information on the age and gender of all participants (approx. 366,000), and by application of an online questionnaire. Results reflect quantitative measures of diversity amongst 8,053 respondents, including club members (players), club boards, educated licensed coaches, educated licensed referees and the DFA's political level. Specific definitions relating to ethnic origin and sexuality were constructed based upon the methods used by Statistics Denmark, which is the central authority on statistics in Denmark. Respondents were asked about the birthplace (country) and citizenship of their parents and the birthplace of themselves in terms of defining their ethnic origin. Subsequently results were classified as being of Danish origin, or of immigrant origin or a descendant of immigrants. It is important to note that this method does not differentiate between immigrants/descendants from a western and a non-western background, and therefore conclusions regarding ethnicity are grounded in citizenship and migration status. Survey respondents (18+) were also asked about their gender, and which gender they feel attracted to as a way of characterizing their sexuality. Responses were then categorized as heterosexual, bisexual, or homosexual. It is important to note that respondents also had the possibility to answer "other", "don't know" or "do not wish to answer".

Findings and future work

The results demonstrate that diversity of the football landscape does not reflect diversity of society, especially in regard to gender, although such levels are perhaps lower than in other countries, where gender inequality is growing (e.g., Sport England, 2016). From our results it is worth highlighting the relatively low number of women involved as educated licensed coaches (3%) and educated licensed referees (2%). In addition, and as found in previous research in other contexts (e.g., van Haften, 2019a,b) the results consistently demonstrate that those outside the 'dominant' group experience discriminatory language, and at the same time perceive their membership and participation in the sport to be more challenging. Although these perceptions were lower within the dominant group, there was still a notable level of awareness that such issues exist and could be problematic. For example, 50% of respondents felt it was easier to be a boy/man than a girl/woman in Danish football. When girls'/women's' responses are considered in isolation, the proportion of respondents who answered this specific question in this way increased to 74%. Encouragingly, levels of discrimination were lower amongst children. Moreover, data elsewhere has demonstrated that there is a desire for the DFA to take action to reduce such inequalities, particularly amongst minority groups. Indeed, this work has highlighted how such groups want the DFA to take greater responsibility to be more inclusive and to assist in reducing abuse and discrimination (Bennike & Schelde, 2020).

We hope the results stimulate interest, debate, and further research and we call for a theoretical based investigation of the underlying causes of the structures and mechanisms which drive trends in these data and in grassroots football globally, in order to generate solutions or best practice for securing a broad and representative football environment as possible. Although the data represents the case in Denmark building on football, we note the global focus on diversity which should encourage similar research and action in other countries and football- and sports associations around the world.

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The Slips Female Leaders Have Experienced in Intercollegiate Athletics

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Professional Practice Abstract

Statement of Relevancy

Historically, the sport industry is one industry where male access and dominance is found in leadership positions. This limited opportunity for women can negatively influence their self-motivation to enter the sport field and ultimately the leadership ranks. An examination of perceptions of females in leadership roles within athletic organizations will offer insight as to how females have been successful in achieving positions with athletic administration.

Aim of this Study

To conduct an examination of perceptions of females in leadership roles within athletic organizations to gain insight on how various instances have affected their career mobility.

Purpose and Background

To understand career advancement factors impacting women, there is a need to study challenges female leaders encounter while working in male-dominated industries. Historically, the sport industry is one industry where male dominance is found, specifically in leadership positions. For women, access to higher-level positions in sport has been impeded due to the unfriendly gender-blind climate that has emphasized gender conscious structure (Konrad & Linnehan, 1995). This climate can heighten categorizations resulting from stereotyping and stigmas. Such perceptual barriers have limited opportunity and self-motivation for women to enter the leadership ranks.

Design and Implementation

To generate qualitative data for this examination on the career development factors for women in intercollegiate athletic organizations, online surveys with 60 female leaders at U.S., NCAA member institutions were conducted. Each of the three membership classifications were represented; Division I, II, and III. A survey instrument was created to query elements of the career advancement path amongst women in college athletics. The instrument used open-ended questions to study how women enter collegiate athletic leadership positions. The Qualtrics online site housed the instrument. The surveys took place over an entire month and then qualitative data analysis was applied to assess emergent themes.

Outputs/Outcomes

One of the questions in our survey of women working in collegiate athletics asked respondents to reflect on their experiences in collegiate athletics. Specifically, we wanted to know about the experiences they had along their professional journey. Results indicated that most women started as graduate assistants, interns, or student workers (27 out of 60). Two emergent themes found in the data analysis were qualitatively summed up as equity and equality. The current study supports the career advancement benefits of social capital for women eager to progress their careers in intercollegiate athletics. Despite this, evidence suggested that challenges experienced by these female leaders have restricted social capital; creating a compilation of challenges for women as they aspire into leadership roles. This is illustrated by the “good ol’ boys” network, a known blunder for women. Quartermann, et al. (2006) identified the “good ol’ boys” networks as a salient constraint to the increased representation of the female athletic director. In addition, women felt that they must work harder than their male counterparts to be considered as leadership prospects. Also, respondents emphasized that women encountered obstacles when attempting to create a professional network as the following verbatim comments underscore.

- *There has always been a "good old boys" type of energy and presence within collegiate athletics. However, with the women who work in collegiate athletics, there is a certain level of respect and support that is not always discussed. There has been more support for women outside of the collegiate athletics realm as well, such as NACWAA. This gives women an opportunity to gain professional development and network with other women in the industry.*
- *Networking is hard with men; much easier with women.*

Reflections and Future Recommendations

In conclusion, long-standing structural mistakes and erroneous networking assumptions from male leaders are raising equality and equity issues for women as they strive for leadership role in intercollegiate athletics within US universities. The challenges identified by those participating in this study depict why female employees still face travails in reaching and advancing through leadership hierarchies of male dominated industries. In contrast, this investigation suggests that a barrier-free organizational climate fosters a platform for women to optimize their work ethic, receive maximum organizational support, and build a rich professional network to advance their respective careers. This study made an initial attempt to study and better comprehend how errors from top-leaders impact gender diversity in male-dominated industries. Although this study has generated valuable insight, further examinations on how blunders affect organizational diversity is recommended. We noted these study participants were from US higher education institutions, yet similar challenges may be present in other country’s programs at the community, youth, or professional level of sport administration. Other future research directions should utilize observations, case studies, and longitudinal research methods to gain intelligence on organizational actions that impede the leadership potential for women, ethnic minorities, people with disabilities, and other underrepresented populations in sport and non-sport industries.

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Being an Elite Athlete and a Parent – Combining Family Planning with Elite Sports

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Aim

In Sweden and globally there are athletes that combine their commitment to being the best in their sport with having and raising children. In recent years, there are more reports of women having children and then coming back to elite level. That men have combined elite sports with family life is something that usually have not resulted in headlines in the media. There may be many reasons for this. In this recently started research project that consists of several smaller studies the overall aim is to investigate and analyze the structural and financial implications for elite athletes that are combining their career with having children. That includes how they structure their everyday life, what help they receive from sport organizations and societal institutions and how the family situation effect the ability to gain financial aid through for example sponsorships. The aim for this presentation is to present the research project and discuss this subject within a sport management context. It is important to gain knowledge of this since a more gender equal sporting world means that more women do not see children as the end of their career and that more men want to be a part of their children's upbringing. Sport organizations need to consider this to a higher extent.

Theories

Theoretically, my previous research projects have used gender theories and it is likely that this study's framework will be a gender equality perspective that is founded on an understanding of gender as a social construction (Lykke, 2010). No specific theories has been chosen at this stage since the project is just starting. One possible perspective is optimism and risk-taking (Puri & Robinson, 2007). Not all elite athletes become successful and not all sports offer professional salaries. So the athletes calculation of risk can be an interesting analytical perspective.

Previous Research

In my dissertation, I found that parenthood is approached differently in different sports but that women generally have more difficulties combining elite sports and parenthood (Hellborg, 2019). Palmer and Leberman (2009) have studied female elite athletes that are mothers and found that even if women said parenthood enriched their career there were always a bad conscience for either the children or the sport that did not get sufficient devotion. In a study about equestrian sports at elite level Dashper (2012) saw that several women quitted at elite level when they got children and that the structures to support women to be able to combine elite riding and parenthood were deficient. When it comes to men's role as parents Ekengren et al. (2019) focus on gender specific career paths for men and women within elite handball where parenthood is one factor that separates the paths. And in a study about fatherhood Ironman

triathletes are investigated and how they balance family life with elite training (Andreasson et al, 2018).

Method

The project will consist of three or four parts. The first part is a study of mediated portrayals of elite athletes that are described as parents to small children. Text analysis will be used to analyze news articles from Swedish newspapers. The second part will be a survey where as many Swedish elite athletes as possible from as many different sports as possible are targeted. The survey questions will be formed in dialogue with Swedish sport organizations. The next part of the study consists of interviews with elite athletes where a discussion based on a sport career timeline will be used. In the interviews, questions will expand from the survey questions and include family planning, opportunities and struggles attached to being a parent and pursuing an elite sport career as well as if sport organizations and welfare institutions are enablers or obstacles. A possible fourth part will be interviews or a survey directed to international and Swedish sport organizations that decides on competition rules and regulations and if athletes' parenthood is something they consider in their regulations and organizations of competitions for example.

Summary

Looking at the previous research about elite athletes being parents, it has mostly focused on women being mothers and not so much about men being fathers. In my research, even though it seemed more problematic for women combining elite sports with parenthood I found that men certainly face difficulties combining the two as well (Hellborg, 2019) and I want to explore this issue of parenthood for both men and women further.

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Mexican Sport Management Students' Perceptions of Sexual Harassment at Work

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Lately, sexual harassment (SH) received global attention due to the social media campaign #MeToo. In sport, highly publicized cases of SH and abuse include USA gymnastics and Baylor Football (Taylor & Paule-Koba, 2020). SH in sports and sport management education is not surprising, as these settings have masculine cultures (Kokken, 2019; Taylor et al., 2018).

SH is unwelcome advances, sexual favors' requests, and other verbal or physical sexual conduct (www.eeoc.gov). Entry-level employees are frequently targeted (Cabrera & Kleiner, 1992). Sport management students occupying these jobs, and they are exposed to SH with little to no training. Sport management faculty develop future sport industry leaders, and it is our responsibility to educate them about SH (Taylor & Paule-Koba, 2020), especially in light of the poor early modeling they may be exposed to.

Reporting SH worsens psychological, health, and job outcomes for targets (Bergman et al., 2002). Bystanders can intervene, check on targets' well-being, or document incidents (Kisairé, 2017), but only if they recognize the situation as SH. Bystanders' actions vary based on ambiguity (Pughet et al., 2016). Thus, this study explores interpretations of a hostile environment fictitious situation in a patriarchal culture (i.e. Mexico), where traditional views of females at work may affect SH perceptions (Gowan & Trevino, 1998). Specifically, this study examines if 1) previous SH victimization, 2) a proactive diversity culture in organizations, and 3) their interaction affect the recognition of a SH scenario.

There are two types of SH. Quid-pro-quo is the exchange of work-related outcomes for sexual favors (Halper & Rios, 2018). Hostile work environment is unwelcome sexual conduct that interferes with work, like offensive, intimidating, or threatening comments or jokes (Jacobson & Eaton, 2018). This is the most ambiguous and common type (McDonald, 2012), and this research's focus.

Empathy theory states people who identify with another, are more willing to help (Weinberg & Nielsen, 2011). Gowan and Zimmerman (1996) found prior experience with SH affected jurors' decisions in ambiguous cases. Similarly, bystanders empathizing with targets may recognize the behavior easier. Accordingly, participants who have experienced SH will be more likely to identify a SH scenario (hypothesis 1).

Diversity culture encompasses people's perceptions about organizational values, beliefs, and assumptions about diversity (Fink & Pastore, 1999; DeSensi, 1995). I will examine participants' interpretations to a scenario and measure the type of diversity culture in that workplace and its interaction with another variable (Benavides-Espinoza & Cunningham, 2010a; Benavides-Espinoza & Cunningham, 2011). Hypothesis 2 reads: Participants in organizations with proactive diversity cultures are more likely to identify the SH scenario. Finally, there will be a moderating effect of culture on experience, so bystanders in more proactive cultures who have SH experience will be most likely to recognize the SH scenario (hypothesis 3).

The protocol was approved by ethical review boards in the United States and Mexico. Diversity culture was measured using Fink et al.'s (2001) scale ($\alpha=.92$). Previous SH was measured using the Sexual Experience Questionnaire (Fitzgerald et al., 1999; $\alpha=.94$). The scenario was a fictitious hostile environment depiction adapted from previous literature to fit a generic work environment as the students worked in various industries (Benavides-Espinoza & Cunningham, 2010a). The theoretical scenario matches the EEOC description of hostile work environment, and previous literature established its lower perceived severity (Benavides-Espinoza & Cunningham, 2010b). Then the students rated if the scenario constituted SH.

The participants were sport management students from a large university in Northern Mexico, who had been employed full- or part-time last year ($N=93$). They were mostly men ($N=56$, 60.2%), 18-30 years old ($M=20.61$, $SD=2.03$). The majority were in their 4th ($N=31$, 33.3%), 6th, 7th ($N=14$, 15.2% each), or 8th semester ($N=20$, 21.5%). Women reported more SH ($M=1.63$, $SD=.81$, $M_{men}=1.23$, $SD=.47$, $p<.00$). Although the sample worked in various industries, 38.95% ($N=74$) worked in sports, and all of them were sport management majors. Thus, these results interest sport management faculty seeking to enrich their curriculum by including students experiences outside the classroom.

The hypothesis was tested by moderated regression and Johnson-Neyman's technique (JN). The main effects for previous experience with SH ($\beta=.19$, $p=.11$) and culture ($\beta=.08$, $p=.48$) did not have a significant effect, but the interaction was significant ($\beta=.29$, $p<.05$). Thus, hypothesis 3 was supported. Hypotheses 1 and 2 were not. Further exploration of the interaction effect using the JN technique revealed interesting results discussed in the presentation.

This study contributes to the literature by a) providing empirical assessment of bystanders SH's identification, and b) exploring circumstances when observers are likely to recognize SH. Limitations and future research directions are discussed. Practical implications for sport management faculty are outlined as we seek to integrate students' experiences into the curriculum to better educate future sport managers.

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WORKSHOPS

ENVIRONMENTAL MATTERS IN SPORT MANAGEMENT

Convenors: Tim Breitbarth, Brian McCullough, Andrea Collins, David Herold

Event Spectator Modal Choice and Climate Impact

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Purpose and Aim

The sport sector has to respond to climate and natural resource problems as every other part of society. This contribution analyses event spectator mobility, the by far largest contributor to Scope 3 emissions related to any sport events. We aim to understand modal choice and its link with climate impact in a particular setting, leading to better understand ecological behaviour patterns.

Background and Literature Review

Climate change represents an environmental threat for the global community and is increasingly recognized by organizations and companies as a major business challenge. The consideration of the environmental impact has also found its way into the sports industry and the subsequent planning, organization and execution processes of sport events.

Scientific management literature that examines and scrutinizes the sports' impact on the natural environment is still limited (Wicker, 2019). Similarly, although sport organizations' climate change-related initiatives are implemented, they are often falling short on systematically measuring and reporting the ecological impact of their operations and events (Orr & Inoue 2019).

Within the sport logistics framework (Herold et al., 2019), the largest share of carbon emissions by far at major sport events is caused by fan mobility (Musgrave et al., 2019). For example, the VfL Wolfsburg sustainability report shows that more than 60 per cent of all carbon emissions stem from fan mobility (VfL Wolfsburg, 2018). Carbon output of spectator mobility, however, is heavily impacted by their modal choice.

As a consequence, existing research does not only show a gap in the literature how different sport fan groups choose their mode of transport to the stadium, but also the how these different travel groups contribute to the carbon output. In response, we describe and model spectator mobility and modal choices and the associated environmental impact drawing on data from home matches of the largest Austrian football club.

Research Design and Methodology

We collected 3,317 responses to our survey at three home matches in Vienna of the 2019/20 season and via the survey to ticketholders administered via the club. The data includes the modal choices, travel distances, team support and other relevant info. Measuring approaches used by two leading CO₂/mobility advisories (CO₂OL, EcoLibro) provided the backbone to the surveying and calculation of fan mobility and the related carbon emissions.

Results and Findings

Initial high-level analysis shows that 56% of season ticket holders use public transport to get to the stadium; 39% rely on the car (alone/shared) and 4% cycle. Due to the location of the stadium in a fringe suburb of the city – something not unusual for modern European football stadia – walking as a sole mode is negligible. The modal split for non-season ticket holders was 37%, 57% and 3%. The general modal split in Vienna was 38%, 29% and 7% in 2018 (plus 26% walking).

Car usage barely differed between spectators travelling alone and those with company (58% vs 59%), but groups are more likely to use a combination of transport (14% vs 1%). The projected CO₂e for a home match of the club resulting from spectator mobility is 103 tonnes.

Deeper analysis, including variances between spectator groups and travel distance-related dependencies, are to be conducted until the conference. This should lead to the modelling of scenarios of event mobility-related ecological behaviour.

Conclusion, Contribution and Implication

Despite sustainability reporting quickly becoming a standard in other industries, the lack thereof in sport/football clubs does not only bear the risk of undermining the issue of climate change, but also shows that sport organizations have been missing out on significant opportunities to improve the environmental impact of their operations.

Results from this study add to better understand spectator mobility and its possible relation with club- and event-specific incentives (e.g. free use of public transport on the event day with advance ticket purchase or season tickets; pushback of car use by promoting alternative travel options through club communication) and wider context such as city council transport planning (e.g. smart/sustainable city strategies).

The flow of participants and fans attracted by regular sporting competitions is of particular concern, albeit other aspects of sport logistics along the value chain (e.g. broadcasting and catering/hospitality logistics) should not be ignored.

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The Environmental Impacts of Mega-Sport Events: A Systematic Review from 2000 to 2020

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Aim and Research Question

In line with the Sustainable Development Goals, there has been an increase in social and institutional concern about generating sustainable events. The literature shows that sport mega-events generate, not only important economic, social and legal impacts but also a wide range of environmental impacts (Chen et al., 2013; Huang et al., 2012). Interest and concern about the environmental impact of major sports events has been growing year by year, both from the point of view of residents (Tatoglu, et al., 2002) and of political and institutional representatives (Dolles & Söderman, 2010).

However, there is no clear consensus on the different environmental impacts of events. Thus, the purpose of this work was to determine the negative, positive and neutral environmental impacts of sport mega-events.

Research Design, Methodology, and Data Analysis

A systematic review was carried out, following the steps proposed by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). A comprehensive review of scientific articles was conducted using data gathered from January 2000 to January 2020 through the Ebscohost, Web of Science and Scopus databases.

The string we've used was (sport) AND (event) AND (impact OR effect OR influence OR outcome OR result OR consequence) AND (major OR mega OR large OR big OR giga OR olympic OR mega-events) AND (environment OR ecologic)

A total of 1801 articles were identified, and once the duplicates were eliminated, 222 were selected by title and summary for a complete reading. Finally, 49 articles were included in the study. The events have been classified based on their dimension according to Müller (2015) in giga-events, mega-events and major-events. A total of 18 articles refer to giga-events, 13 to mega-events, 11 to major-events and 7 do not refer to any specific event but are classified as major events.

Findings and Discussion

The results state the environmental impacts on big events, sorted by size: a) *giga-events* have 15 (54%) positive impacts and 13 (46%) negative impacts that are identified out of a total of 28 identified impacts; b) *mega-events* have 5 (21%) positive impacts identified, 1 (4%) neutral impact and 18 (75%) negative impacts out of a total of 24; c) *major-events* have 3 (16%) positive impacts identified, 2 (11%) neutral impacts and 14 (74%) negative impacts out of a total of 19. Finally, on the identified impacts that are not associated with any specific event, there are a total of 2 (22%) positive impacts and 7 (78%) negative impacts out of a total of 9.

The relevant positive impacts found were, the improvement of transport infrastructures, the improvement of the habitability of the city, the existence of environmental education programs, remedial proposals, the reduction of air pollution, the cleaning of polluted ground, sustainable construction, the increase of the ecological civilization index, green measures have been applied, the location of events have been moved outside of protected areas, the perception of residents on the improvement of air quality and the non-degradation of the environment. Two neutral impacts have been identified, such as neutral emissions and the importance of the planning phase. Finally, the following negative impacts that were identified were increased air pollution, lack of communication with residents, poorly formulated environmental sustainability programs, omission of environmental responsibility, waste generation, incompatibility of the event with sustainability, environmental destruction of biodiversity, destruction of protected areas, poor urban planning, lack of coordination, energy consumption, water consumption and residents' perception of increased pollution, deficiencies in infrastructure and transport, adverse environmental effect (in general), water consumption, energy consumption, noise pollution and the destruction of natural habitats and its biodiversity.

Conclusion, Contribution, and Implication

From the number of studies published there is evidence of growing concern and interest in environmental sustainability amongst researchers about major events and their sustainability model. From the analysis and review of the articles, we can say that progress is being made, as the organizers and promoters of major events are incorporating measures, with more or less success, to reduce negative impacts and enhance positive ones. It is necessary to continue working and establishing measures and methods that allow the reduction of the adverse environmental effects of the sports events, as well as to promote the positive effects of these.

The responsibility of the environmental impacts does not solely rely on the organizers, as each of the stakeholders have a role to play, starting with the promoters of the event, the territories hosting the event, politicians, local residents, sportspeople and finally the consumers.

This article is a first step towards establishing lines of research focused on reducing the negative environmental impacts generated as a result of major sports events and adopting measures to repair and compensate them and increase the positive impacts of these events.

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The Links of Mental and Physical Health to Nature Relatedness and Pro-Environmental Identity

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Background

Research has shown that exposure with nature and outdoor sport participation can build pro-environmental perceptions (Pretty et al., 2017; Triantafyllidis & Kaplanidou, 2019). Also, exposure to nature and involvement with physical activity and sport in outdoor green spaces can improve people's perceptions towards their mental and physical health (Kabisch et al., 2017). However, it is still not clear how mental and physical health perceptions by sport event participants can relate to natural connectedness levels and in turn, cultivate pro-environmental identities (Russell et al., 2013).

In the literature, people who register to compete in running events they care more for their physical health as well as their performance. People who participate in running events benefit for the mental health outcomes, such as stress management and feeling good with themselves (Funk et al., 2011). On the other hand, it is still not yet clear if sport participants who care for their health, they care for the natural environment and its quality. In environmental psychology, findings have demonstrated that environmental values and beliefs can relate to people's concerns for their health (Kabisch et al., 2017; Swami et al., 2019). Given the support of green mind theory (GMT), there are links between the human body, the positive psychological state, and the natural environment. GMT was used on this study to support the relationship between, mental, physical health and environmental perceptions. Green mind theory indicates that natural environment can shape human body and mind, but also can change body behavior (Pretty et al., 2017). Besides, exposure to nature cultivates the notion of nature relatedness, which defined as the reflection of self to the natural environment and determines how they see their environmental identity (Dutcher et al., 2007; Nisbet et al., 2009).

Given the support of the literature, it is logical to assume that perceptions related to positive mental and physical health can relate with sentiments of nature relatedness and it can cultivate pro-environmental identities (Gross & Brown, 2008). The purpose of this study was to investigate how mental and physical health-perceived outcomes can affect people's nature relatedness and environmental identity based on the theoretical support of the GMT. Thus, the following research questions (RQ) guided this study:

RQ1: How do mental and physical health-perceived benefits relate to nature relatedness?

RQ2: How do mental and physical health-perceived benefits influence pro-environmental identity?

Method, Data Analysis and Results

Data was collected from runners of a mass-participant running event in the Southeastern United States. In 2019, a total of $N = 34924$ runners participated in the race. The web-survey link was sent to the director of the race who posted on the website if the event. From the 3500 started the questionnaire, $n = 2235$ fully completed it. Response rate was 6.5%. For answering RQ1 and RQ2, an hierarchical regression analysis conducted to explore the relationship between mental and physical health-perceived benefits and nature connectedness levels and also to investigate the variance explained by all the independent variables on pro-environmental identity. All-items evaluated on 7-point Likert scale. For measuring perceived mental and health outcomes, eight-items adapted for each variable by Gomez et al. (2015). For nature relatedness four-items adapted by Nisbet et al. (2009). Finally, six-items adapted by Walton and Jones (2018) to measure pro-environmental. Cronbach's alphas ($\alpha > .70$) were measured and each concept combined into one-variable.

Results revealed that mental and physical health correlated significantly positive with nature relatedness ($r = .29, p < .001$) and ($r = .24, p < .001$) respectively. In regression model and in Block 1, when mental and physical health entered, they contributed significantly to the regression model $F(2, 2232) = 64.50, r < .001$ and accounted for 5.4% of the variation in pro-environmental identity with ($R^2 = .054$) and ($\beta = .48, p < .001$). By adding nature relatedness in Block 2 of the regression model, it explained an additional 35% of variation pro-environmental identity with ($\Delta R^2 = .35$) and $p < .001$. Finally, in model 2, pro-environmental identity influenced significantly positive by the physical health ($\beta = .06, p < .05$) and nature relatedness ($\beta = .57, p < .001$). However, mental health did not present influence on the pro-environmental identity ($\beta = .01, p = .54$).

Discussion

The findings of this study indicated that outdoor sport participation could enhance people's nature relatedness. In support to the literature, nature relatedness built upon hedonic and centrality environmental values which can illustrate a potential connection between the self-enhancement values for positive health and the altruistic values for caring of a third party such as the natural environment, which in turn cultivate the environmental values of individual's (Garner & Stern, 1996; Russel et al., 2013). Theoretically, the self-motivation for health improvements can be associated with the self-relatedness to nature. This research supports GMT and the body-mind-environment connection.

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Analysing Environmentally Sustainable Management in The Flemish Sports Events Sector

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Aim and research interest

Limited research is available on the environmental management of grassroots sports events if compared to mega sports events (Jiménez-García, 2020). To fill a part of this current gap in literature, the aim of this study is to scrutinize the managerial approach of sports event organisers in Flanders (Belgium) towards environmental sustainability. As it is assumed that sports organisers do not consciously implement environmental initiatives in their event management. Therefore, the research objectives are to analyse the integration of environmental sustainability in the operational procedures and to create benchmarks regarding the implementation of environmental initiatives in the sports events sector in Flanders.

Theoretical background and literature review

The popularity of sports events, especially running events, has been increasing throughout the years (Scheerder et al., 2015). The same is true for the social importance of environmental sustainability, as can be seen by the more than 100 youth climate strikes that were held worldwide in 2019 alone (Ramzy, 2019). The United Nations was one of the organisations that established a connection between the two subjects when they introduced the Sustainable Development Goals. The official report clearly mentions the importance of sports as an enabler to achieve a more sustainable and environmentally friendly future (UN, 2015). However, sports events often have an underestimated negative impact on the environment. The European Commission addressed this matter and declared that sports event organisers should promote environmentally sound management and adopt objectives in order to make events more sustainable (EC, 2007). Nevertheless, Sotiriadou and Hill (2015) conclude in their review that advances in the field remains slow and more comprehensive research is needed to encourage changes in behaviour of sports event managers and consumers. Therefore, empirical research that quantifies, reports and promotes the sustainability of sports events would be of great academic value (Jiménez-García, 2020).

Research design, methodology and data analysis

In the present study we concentrate on empirically analysing six grassroots sports events in Flanders. More precisely, we look at the three most popular Flemish sports, i.e. running, walking and cycling, completed with a team sport, a duo sport and a single practice sport, i.e. football, tennis and triathlon. The specific events have been selected based on a definition, in which “accessible for all” was one of the main requirements. Special attention is paid to an even distribution in geographical location and type of organisation, i.e. market-oriented organisation, civil society organisation and government organisation, when selecting the events. In the study, a mixed-method approach is used to diminish possible methodological

pitfalls. Thereby, data is collected by means of a self-evaluation and a content analysis. The self-evaluation consists of items related to environmental sustainability that are a part of the Flemish Panel of Sporting Events survey (FPSE). The FPSE survey is addressed to 832 event organisers that will continuously be contacted in the following years with subsequent surveys. The second part of the data collection is an extensive content analysis of the respective events' websites. The sustainable development goals form the foundation for both parts of the research, since the goals were mirrored from "The 2030 Agenda for Sustainable Development" and adapted to the sports events sector (UN, 2015). Extra questions were added in the self-evaluation part, with a particular focus on environmental sustainability. The survey has been sent out 26 May 2020 and is available online for the following four weeks, a reminder will be sent after two and three weeks. The observational analysis was conducted between 10 February and 26 April 2020. All data will be processed and analysed in June and July, whereby single and multiple regression analyses will be used.

Results/findings and discussion

The results are not available yet, but they will give a clear overview of the current state of affairs regarding the integration of environmental sustainability in the management of Flemish sports events.

Conclusion, contribution and implication

The results will provide stakeholders with insights and recommendations regarding environmental sustainability in the sports events sector. This is the first time that the FPSE survey is organised, but the aim is to systematically perform the study throughout time to be able to conduct a time-trend analysis. Accordingly, this longitudinal research might encourage changes and contribute to furthering an environmentally friendly management in the sports events and related sectors.

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Pollution, Health, and Physical Activity Opportunities

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Aim and Research Questions

Among the many perils of environmental degradation, air and water pollution can negatively impact individuals' physical health (Brunekreef & Holgate, 2002; Landrigan, 2017; Schwarzenbach et al., 2010) and mental health (Zhang et al., 2017). These detrimental effects extend to sport and physical activity. By way of example, physical inactivity increases as a result of higher levels of air pollution (Roberts et al., 2014), and air pollution and physical inactivity significantly contribute to heart disease and increased mortality (Hankey et al., 2012). The purpose of this paper is to extend this research by exploring the influences of air and water pollution on resident's health and the ways in which physical activity participation mitigates these effects.

Theoretical Background and Literature Review

Health status consists of two dimensions, physical health and mental health (World Health Organization [WHO], 2010). In addition to clinical indicators, existing research has used self-reported measures to capture physical and mental health (e.g. Downward et al., 2016; Huang & Humphreys, 2012; Wicker et al., 2015).

Whereas pollution is negatively associated with physical and mental health (Brunekreef & Holgate, 2002; Landrigan, 2017; Welsch, 2007), physical activity contributes positively to these health dimensions (Downward et al., 2016; Humphreys et al., 2014; Pawlowski et al., 2011; Wicker & Frick, 2015). One important precondition of people's participation in physical activity are opportunities for sport and physical activity, including parks and sport or recreation facilities (Wicker et al., 2009; 2012; 2013).

Existing research has also investigated the link between pollution, physical activity, and health. While some studies suggest that outdoor physical activity in polluted conditions can increase the likelihood of health problems (Li et al., 2015), others point to beneficial effects of physical activity on health which outweigh the harm caused by pollution (Tainio et al., 2016). Hence, the literature is inconclusive about the moderating effect of physical activity and the role of opportunities for physical activity has not yet been studied.

Research Design, Methodology and Data Analysis

We collected data at the county level in the US ($N=3104$). All data were publicly available from a variety of sources. We used two measures of pollution. *AirPollution* is captured by the mean daily density of fine particle matter in micrograms per cubic meter (PM2.5) to represent. For *WaterPollution*, we considered whether the county had reported cases of health-related drinking water violations.

The three subjective health measures represent overall health as well as its physical and mental dimension. *PoorFairHealth* captures the share of residents considering their health

status as poor or fair on a single item scale ranging from 1 (*poor*) to 5 (*excellent*). The number of physically (*PhysUnhealthyDays*) and mentally unhealthy days (*MentUnhealthyDays*) are based on responses to separate questions measuring the number of days during the past 30 days that respondents experienced physical (or mental) health that was not good.

Access to physical activity (*AccesstoPA*) represents the percentage of people within a given county who lived in close proximity to a location for physical activity. People are considered to be in close proximity any of the three conditions apply: (a) they live within a half-mile of a park, (b) they live in an urban area and are within a mile of a recreation facility, or (c) they live in a rural area and are within 3 miles of a recreation facility. Geocodes and census data are used to compute the data.

Results/Findings and Discussion

We used moderated regression to examine the relationships (Cohen et al., 2003), controlling for a host of environmental, community, and personal factors shown to otherwise impact health. Across all three outcomes, *AirPollution* and *WaterPollution* were significantly related to the three dimensions of health: *PoorFairHealth*, *PhysUnhealthyDays*, and *MentUnhealthyDays*.

AccesstoPA interacted with *AirPollution* in all analyses. A plot of the interactions, followed by simple slope analysis showed that the significant effects of *AirPollution* were reduced when *AccesstoPA* was high. On the other hand, *AccesstoPA* did not interact with *WaterPollution*.

The overall regression models explained between 76-82% of the variance in health.

Conclusion, Contribution and Implication

This research contributes to the small but growing body of research examining sport ecology, pollution, active sport, and physical activity (Cunningham et al., 2020; McCullough et al., in press; Wicker, 2019). Results showed that water and air pollution negatively affected people's physical, mental, and subjective health. However, ensuring opportunities to be active helped mitigate these negative effects. Sport managers, public health officials, and other policy makers seeking to curb the negative effects of environmental degradation and pollution should ensure people have access to parks and recreation facilities.

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Priority of Environmental Inputs and Outputs in Venues: Implications for Managers

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Aim and Research Question

The sport industry is exhibiting serious concern for climate change since many sport activities and organizations are vulnerable to its impacts (Orr & Inoue, 2019). As a result, sport organizations, like the public assembly venues (PAVs) where sport and entertainment events take place, are feeling pressure from various stakeholders (i.e., ownership, organization, and community) to look inward and better manage their own environmental footprint in order to mitigate harmful impacts of climate change. PAVs, as buildings, are responsible for a large contribution to greenhouse gas emissions (Lucon et al., 2014), and are an area of sport management and sport ecology research requiring increased attention. Since more research is needed on environmental management from PAVs, the current study sought to understand PAV managers' decision-making with regard to how they prioritize their building's various environmental inputs utilized and outputs created. Such research makes a valuable contribution to the discipline as there is a paucity of literature examining the environmental operational decision-making process in sport management. Therefore, the purpose of the Environmental Workshop would be to explore how managerial decisions are prioritized.

Theoretical Background and Literature Review

The workshop will center on a recent study that was framed via Life Cycle Assessment (LCA), which is both a theory and a method of analysis. LCA follows a product from its inception, to production, distribution, sale, use, and ultimate disposal (McDonough & Brauntgart, 2002). This framework was chosen to better understand the operational life (i.e., use portion of life) of a PAV as most PAVs are neither in construction nor in demolition stages of life, but rather are already operating. Most PAVs already operate with some form of environmental sustainability initiatives (86%), but a much smaller number of PAVs have actually engaged in retrofitting or renovations which improve their environmental footprint (Walker, Salaga, & Mercado, 2016). Therefore, it is important to understand the environmental management perspectives of current PAV managers since they are making the day-to-day decisions for PAVs that are responsible for a large environmental footprint. In order to evaluate the environmental impacts of PAVs, the Sport Event Environmental Performance Measurement (SE-EPM) model from Mallen et al. (2010) will be utilized to conceptualize a profile of PAV environmental operational impacts.

Research Design, Methodology, and Data Analysis

The presenters will focus on best-worst scaling (BWS) as a method of experimental design and analysis (Flynn & Marley, 2014). Best-worst scaling required respondents to consider a small group of SE-EPM inputs and outputs. Respondents were asked to select two extremes (e.g., highest priority and lowest priority) from those items. Interpretation of priority was left

to respondents, but they were asked to describe their interpretation upon completion. This exercise is repeated with different groups of items 12 times until enough data is collected to create a weighted ranking for each impact. Best-worst scaling is, at present, an under-utilized method in sport management which is considered to be stronger than other preference ranking methods (Flynn & Marley, 2014). Advantages of BWS over traditional measurement techniques in terms of sound theoretical foundations will be discussed.

Results/Findings and Discussion

Results from the study imply that PAV managers prioritize (from highest priority to lowest): waste management, electricity consumption, single-use product consumption, water consumption, food consumption, emissions, gas consumptions, chemical use, and oil consumption as environmental operational impact decision-making points. These BWS findings do not suggest that oil consumption is a non-priority or not environmentally impactful, but rather that it is a lower priority than the other impact items (Flynn & Marley, 2014). And, the priority does not necessarily reflect an order of contribution to carbon footprint, but rather which initiatives PAV managers prefer to operationalize while believing they are contributions to reducing their carbon footprint. These findings to the expansion of literature on the topic of environmental operational management in sport management and apply the SE-EPM model (Mallen et al., 2010). The areas of operation PAV managers believe that sustainability would most beneficial to them with regard to improvement in operations are highlighted. Implications of the BWS method provide insight into how practitioners make environmental decisions as a simulation of real-world behavior. Understanding that decisions are not taken at a single point of time – rather are a reflection of a series of factors, internal and external, at a certain point in time – makes the BWS a formidable starting point of conversation in this area.

Conclusion, Contribution, and Implications

When researchers are able to identify how and why the priorities are set, sport ecology researchers will have the ability to educate managers on how to effectively implement sustainability. Future sport management and sport ecology research would prove fertile on the areas highlighted by the present BWS method in order to move environmental sustainability research forward from theoretical to practical by having a better understanding of the decision making process. Further, this workshop would fill a void in research dealing in managerial decisions in accepting ecological practices.

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Media Coverage of Climate Change in Sport: A Content Analysis of Print Media 2017-2020

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Aim and Research Questions

Mass media coverage has proven to be a key contributor – among several factors – that shape and influence public opinions toward science and climate change. As such, media analysis of climate coverage can provide important insights into public attitudes toward the climate crisis. In the sport sector, proponents of sustainability and climate action frequently cite the sector's visibility and influence as an opportunity to leverage sport's visibility for public engagement on environmental issues (McCullough et al., in press; UNFCCC, 2018). The intersection of mass media, climate action, and sport is a particularly dynamic and high-stakes arena for communicating environmental issues to the public. And yet, media coverage of sport ecology topics remains under-researched.

This study aimed to uncover trends in print media coverage of climate issues in sport from 2017-2020, to set a baseline for understanding the climate discourse in the sport media as the climate crisis progresses.

Theoretical Background and Literature Review

It is well established that the public learns about climate change through consuming mass media news (Boykoff & Roberts, 2007; Carmichael & Brulle, 2017), and the subject and tone of media coverage can influence opinions on climate change (Schafer et al., 2013). For example, media analysis has shown that events such as conferences (e.g. Conference of the Parties) and major disruptions to industry attract more attention to climate issues than weather or climate characteristics (e.g. hottest day on record) (Schafer et al., 2013). One study found that while the media coverage of climate change can exist in- and promulgate- echo chambers, leading to debate and discourse around the existence, importance, and urgency of climate change, cues from industry leaders and politicians are especially powerful in swaying public opinion on the issue and growing awareness of climate change overall (Carmichael & Brulle, 2017). To date, no research has examined media coverage of climate topics within the context of sport.

Research Design, Methods, and Data Analysis

A targeted search of news articles published in English between January 2017 and April 2020 was conducted using Google News. Google News includes over 4500 news sources and uses a click-based algorithm to organize search results (Weaver & Bimber, 2008). The platform has more than twice the number of sources of similar platforms such as LexisNexis, however it has been established that search results are impacted by the query, and pattern of queries, therefore these can be biased and exclude or bury articles (i.e. hidden on a high-numbered page) (Fischer et al., 2019). The platform also overwhelmingly favors national newspapers, leaving smaller publications more susceptible to being left out of results (Fischer et al., 2019).

A matrix of search terms including “sustainability”, “climate change”, “global warming”, and the names of major sporting leagues in English-speaking, and every Olympic sport in the 2016 and 2020 Games, was used to identify articles. Two criteria for article retention included explicit mention of climate change or sustainability, and specific reference to a sport, an athlete or team, a sport organization, or a sport facility. Consequently, several articles on heat-related illness among athletes, natural disasters, new facility design, and recreation activities were excluded for not meeting the criteria for inclusion. A multi-lingual search was beyond the scope of this review, and therefore it is possible that some relevant media coverage was omitted. Future research should repeat the search with additional languages.

A total of 529 articles were retained for analysis, from publications based in 29 countries. Content analysis was conducted to ascertain geographic and sport distribution, and topical focus of the articles.

Results and Discussion

Analysis revealed coverage of sport, sustainability and climate change has increased significantly year over year, with 61% addressing sport’s efforts to be sustainable and address climate change (i.e. the environmental impact of sport), 36% covering the impacts of climate change on sport (i.e. the environment’s impact on sport), and less than 0.1% explicitly addressing both directions of the sport-environment relationship. Results also showed distribution of articles by country of publication, sport, and an array of topics (e.g. athlete activism, environmental charity contributions, event cancellations).

Conclusion, Contribution and Implications

This study offers insight into what types of climate action solicit the most media attention, and which climate vulnerability issues are most frequently covered in the media. The managerial implications include the potential for this study to inform sustainability efforts among sport organizations and climate action among athletes, as they aim to develop initiatives with the maximum the positive impact.

Managers might also use this analysis to guide press relations regarding sport ecology issues and efforts ranging from green marketing campaigns to disaster recovery. For researchers, this provides an early benchmark on the actual reach and scope of sport sustainability stories in the media, and serves as a starting point for monitoring climate communications in sport moving forward.

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RUNNING EVENTS IN EUROPE: SOCIAL, ECONOMIC, AND PSYCHOLOGICAL PERSPECTIVES

Convenors: Vassil Girginov, Kostas Alexandris, Aila Ahonen

Analysis of Risk Factors and Safety Measures of Trail Races

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Aim and Research Questions

In recent years, there has been an exponential increase in the number of trail races. This growth has been identified in several parts of the world. Also, the presence of trail races has increased exponentially in Catalonia. This growth has consequently led to an increase in mountain accidents (Hoffman et al., 2014).

In order to guarantee the safety of these events, organizations have the responsibility to anticipate and react to risk situations, which vary according to the characteristics of each race. The present study, in the face of this situation, tries to: first, describe the factors that affect the security of the management of trail races; second, to know the prevention and reaction measures used in these events; and finally, to identify the relationship between factors and emergency measures.

Theoretical Background and Literature Review

Different authors have studied risk and security management as part of event management (Silvers, 2008), in the management of large sporting events (Leopkey & Parent, 2009; Mastrogiannakis & Dorville, 2013), and referring to the management of outdoor sport events (Hoffman et al., 2014).

Specifically for sports management or event management, security management aims to ensure that all event participants and attendees, as well as those affected by an event, are protected against threats to your health and safety (Getz & Page, 2016, p. 347). Thus, 'risk management is the overall process of assessing and controlling the probability or likelihood that a hazard will have an impact on these people within an organizational setting and includes the subprocesses of risk assessment and risk mitigation' (Fuller & Drawer, 2004, p. 349).

In order to guarantee the safety of these events, organizations have the responsibility to anticipate and react to risk situations, which vary according to the characteristics of each race (Hoffman et al., 2014). For this reason, the Resource Based Theory is applied for the study of the subject since it establishes that the success of an organisation will lie on the possession of certain resources –physical, economical, human and organizational (Barney, 1991).

Research Design, Methodology and Data Analysis

To face this study, a random sampling was performed, considering a universe of 313 (100%) mountain races in the provinces of Barcelona and Girona. Data was collected through a questionnaire administered to 166 people responsible for the organization of trail races carried out in Catalonia, specifically in the provinces of Barcelona and Girona during 2015 (53.0% of the population). Which means a margin of error of 5.2% and a confidence level of 95%, to ensure the representation and validity of the results obtained. The obtained data was investigated through descriptive analyses in order to describe the factors that affect safety, prevention and reaction measures, and Pearson's correlation to show up the possible correlation between the factors and the measurements.

Results

The results describe the factors that affect the safety of trail races are presented, as well as the safety measures established by its organizations. Thereby, a significant correlation is found between the factors that affect the safety of trail races, and the safety measures taken by organizations. Overall, it is observed that the set of indicators of the variables crowd size, size and nature of the event, and time of day, which has a strong correlation with security measures, while the indicators of the variables climatic conditions and location of the event venue, which presents a lower correlation. Also, it stands out that it is the preventive means, before the reactive ones, which present a greater correlation with the factors that affect safety. Specifically, for the factors that affect safety, it is highlighted that the indicators number of participants, distance of circuits, and duration time, those that have a greater correlation with safety measures, while, for safety measures, they are the indicators limit of participants, insurance cost per participant, and number of medical personnel, which obtain the highest correlation with factors that affect safety.

Conclusion, Contribution and Implication

The study presented has allowed us to analyse the factors that affect the safety of trail races, and the means of safety, being able to observe the correlation between them. In accordance with Resource Based Theory, we have been able to verify how there is great diversity in terms of the factors that affect safety in careers, as well as in the means of security provided by organizations.

A strong correlation has been found between the factors that affect security and the means of security.

Moreover, the present study suggests that organizations propose preventive measures more adjusted to the characteristics of the races, compared to reactive measures.

This study provides a great deal of information to trail races managers that, so far, has not been of special consideration. It is intended to contribute to a more responsible management of this type of activities, especially in terms of security and prevention, as well as greater awareness of its participants.

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Exploring Factors that Predict Repeated Participation in Running Events in Five European Countries. Results from the Run for Health Project (R4H)

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Aim and Research Questions

The present study aims to study predicting factors of repeated participation in European running events. The research objectives of the paper are twofold: (i) which factors predict runners' intention to participate in the same running event the year after the previous involvement; and (ii) to which extent do these factors differ between five different European countries.

Background and Literature Review

Running is one of the most popular activities to fill in people's leisure time, not only in Europe but in other parts of the world as well (Scheerder et al., 2015). Approximately 50 million Europeans run and the sport is ranked in the top five of most popular sports in almost every EU country (Scheerder et al., 2011; 2015). Moreover, people run for different reasons: to get and/or keep fit, to feel good, to be with friends, etc. (e.g. Alexandris et al., 2019; Scheerder et al., 2015). At the same time, the number, range and diversification (in terms of type) of running events increased enormously (Alexandris et al., 2019). After all, almost every big city and every small community seems to have their own running event. Thereby, new concepts of running events are constantly being invented, such as the Baikal Ice Marathon in Siberia (where participants complete their marathon on ice), the Stair Climbing Marathon in The Netherlands (where participants need to climb a 508-step stairs for 42 times) or the Wings for Life Run (where participants all over the world start at the exact same moment for their run, without a finish line as the finish line is a (virtual) car which departs after the runners and gradually catches up all runners). As a result, event organizers are trying to offer unique experiences to ensure retention of participants.

Research Design, Methodology and Data Analysis

Quantitative data from the ongoing Run for Health (Erasmus+) Project are used for the current study (www.runforhealth.eu). This project investigates the impact of running events on participants' physical activity and well-being levels. In addition, the motivation, attitudes and expectations of participants to participate in running events are explored. The project team constructed a questionnaire that was validated in past research (Alexandris et al., 2009; Kyle et al., 2004; Scheerder & Boen, 2009). Data were gathered both online and post-race by making use of questionnaires among more than 40 running events that took place between 28 April and 31 December 2019. The sample of running events was diverse, including events with over 30,000 participants as well as events with less than 3,000 participants, and including events with marathon distances as well as 1/2 marathon, 10 miles, 10K or 5K distances. Almost 10,000

participants of running events in five European countries (i.e., Belgium, Greece, Italy Lithuania and The Netherlands) completed the standardised questionnaire consisting of 38 questions. Both cluster and multiple regression analyses are used. Cluster analyses are used to cluster runners in distinct groups. Regression analyses are used to predict the runners' intention for repeated participation in the same running event the year afterwards.

Results/Findings and Discussion

Preliminary analyses show that older individuals and people living with (a) child(ren) are more likely to renew their participation the year afterwards. In addition, and rather remarkably, lower educated individuals are more likely to come back the year afterwards too. No significant differences as regards gender and living in a single or multiple household are found. Moreover, runners' involvement and current behaviour, as well as motives of runners play an important role in predicting repeated participation. When comparing countries, preliminary analyses show clear cross-national differences (Alexandris et al., 2019). Participants in Belgian and Dutch running events are less likely to participate in the same event the year afterwards, compared to participants of running events in Greece, Italy and Lithuania.

Conclusion, Contribution, and Implication

The results provide stakeholders (local sports governing bodies, sports federations, sports clubs, commercial event organizers) with relevant insights to increase the intention of repeated participation among current participants. The current study reveals the determining factors of repeated participation in running events in Europe. It shows which groups are addressed for repeated participation, but most of all the groups that are not (/less) addressed too. Based on the results, event organizers can develop and enhance their strategies to improve the attractiveness of their event and to optimize their respective retention policy.

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Using Running Involvement Levels to Segment Greek Runners According to their Motives and Life Satisfaction

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Aim and Research Questions

The present study aimed: a) to cluster urban running event participants, according to their running involvement levels and explore cluster characteristics in terms of gender, education and context of training; b) to test if the groups with different involvement levels can be differentiated according to their motives for participating in running events and life satisfaction.

Background and Literature Review

Participation in running sport events has become the last ten year in Greece and globally one of the most popular leisure activities. According to Scheerder and colleagues (2015), there is a “second wave of running”, which is estimated to include 45-55 million Europeans. Research has revealed several motives that drive an individual to participate in running events; examples include health, social and psychological related motives (Aicher et al., 2015). In addition, there has been limited evidence that participation in running events might lead to positive emotions and life satisfaction (Sato et al., 2016). One of the variables that has been shown to be promising in segmenting runners is their involvement levels (Alexandris, 2016). While involvement has been used widely in other sport settings, it has not been tested in the context of running events in relation to runners’ motives for participation (Aicher et al., 2015).

Research Design, Methodology and Data Analysis

The dataset of the current study were taken from the ongoing Run for Health project (Erasmus+). Quantitative data were collected both online and post-race by making use of questionnaires. The study took place from April 2019 and before the covid-19 period. The sample size was 5,122 runners from three different running sport events in Greece. However, the valid questionnaires used in this analysis were 4,464. The first event was the Athens Marathon-The classic, which is the biggest sport event in Greece (N=4,212). The other two running events considered as small scale and local sport events: a) Run Together (N=109) and b) run for memories (N=81). In terms of demographics, the majority of runners were male (55,7%), with higher vocational (34,7%) and university (38,7%) education and an average age of 40,2 years old. The household status showed that 44% were couples with children, followed by couple without children (28%). The research instrument was a combination of: a) Run Involvement scale - adopted from Alexandris (2016) with three factors (centrality, attractive, self-expression), b) Run Motivations – adopted from Aicher and colleagues (2015) with four factors (get fit, competitive, socialize, achievement) and c) a Life satisfaction scale which was measured by one factor with three questions (1. In most ways my life is close to ideal, 2. The conditions of my life are excellent, 3. I am satisfied with my life). All questions were measured in 7-point Likert scales with anchor points 1=Strongly Disagree to 7= Strongly Agree.

Results/Findings and Discussion

The cluster analysis revealed 3 groups of runners: a) the low involvement runners (N=677), the medium involvement runners (N=948) and c) the high involvement runners (N=1278). Some patterns were revealed across the three involvement groups when cross tabulated against gender, education and context of training. The percentage of males was higher in the high involvement runners, while males and females were almost equal in the low involvement group. University graduates were the majority in all the involvement groups. Finally, there was an increase in the middle and high involvement group in the percentage of runners who were members of running clubs, although the vast majority in all the groups did not report to have an affiliation with any club. The MANCOVA analysis showed statistically significant differences among groups for all the dependent variables (Wilks' Lambda=.94, F=16,09) with a medium effect size (Partial Eta Squared=.027). Specifically, the medium sport involvement level group scored higher in all the motives and life satisfaction variables (Get fit=2,7, Socialize=2,9, Competitive=3,1, Achievement=2,8, Life satisfaction=5,4), in comparison with the higher involved group (Get fit=2,7, Socialize=2,6, Competitive=2,9, Achievement=2,6, Life satisfaction=5,2) and the lower involved group, which had the lowest scores (Get fit=2,6, Socialize=2,5, Competitive=2,6, Achievement=2,4, Life satisfaction=5,1). No significant interaction effects were found for the gender and education variables.

Conclusion, Contribution and Implication

In total, the results provided value for using involvement as a segmentation variable, and in combination with psychographic variables (motivation). Despite the recreational nature of the events competition and achievement were found important motives for the middle and high involved participants. These results support previous studies, which reported similar results (e.g., Alexandris, 2016; Sato, et al., 2016). The study also confirmed the contribution of running towards quality of life. The middle and high involved runners reported higher levels of life satisfaction. This is a finding particularly important for running event organizers and policy makers. It is a strong argument in their efforts to convince governments to invest on the promotion of running in society.

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The Effect of Taking Part in a Running Event on Sport Participation and Healthy Lifestyle Adoption

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Aim and Research Questions

The popularity of the participation in running has increased spectacularly in The Netherlands during the past decades. Catalysts of this development include the improved professionalism, increased commercialisation and the increased diversity of mass participation running events, the flexibility of running and increased health awareness among Dutch citizens.

Large running events can lead to pre-event and post-events legacies for participants. As to participants, intended legacies of running events are an increase of sports participation and a healthy lifestyle.

This study focusses on pre-event legacies of the participants of two running events in The Netherlands. The research questions are: 1) What are the motives for event participation? 2) What is the effect of event participation on sports participation and lifestyle? Every question is answered for three groups, namely 1) participants who ran 5 kilometres or less, 2) those who ran more than five kilometres but less than 10 and 3) participants who ran more than 10 kilometres.

Theoretical Background and Literature Review

Legacy refers to the planned and unplanned, positive and negative, intangible and tangible structures created through a sport event that remain in place after the event (Gratton & Preuss, 2008). Legacies may change over time (Richards et al., 2013) and can arise in the period before the event (Minnaert, 2012).

Participation in running events is seen as a strategy to create a certain legacy, namely promoting sports participation among participants (Alexandris et al., 2017). Furthermore, proponents consider events as motivators for the adoption of a healthy diet (Murphy et al., 2015). There is proof that this strategy can lead to the desired results (e.g., Lane et al., 2008).

Research Design, Methodology and Data Analysis

A mixed methods research design was applied. Data were collected through an online questionnaire among a random sample of participants of the Marathon Amersfoort 2019 and the Brandloyalty Vestingloop 's-Hertogenbosch 2019. The day after the event participants were invited to answer the questionnaire by means of a personal email of the event organiser. Data from 2,031 runners were collected (n=444 for 5 kilometres or less; n=814 for 6 up to and including 10 kilometres; n=773 for more than 10 kilometres). Semi-structured interviews were conducted with the organisers, with key event sponsors and with a representative of the Royal Dutch Athletics Federation. This study is part of the RUN for HEALTH project, financially supported by the ERASMUS+ programme, aiming to show how running events can be used as a means to promote health-enhancing physical activity.

Results/Findings and Discussion

Preliminary analyses shows that 27 per cent of the participants reported that they were a lot or extremely motivated to participate in the event because they wanted to improve their health. The motives 'to get fit' and 'to adopt a healthy lifestyle' were mentioned by 29 per cent and 27 per cent of the participants respectively. Those who ran ten kilometres or more are significantly less driven by these motives. The search for fun is most frequently mentioned, by all three groups.

47 per cent of the participants reported that they increased the frequency and/or duration of their sport participation in the period before the event as a result of their registration for the event. This proportion was significantly higher for the 10 kilometres+ runners. As to eating fat, sugar and salt, drinking alcohol and smoking respectively 21 per cent (5 kilometres or less), 33 per cent (6 up to and including 10 kilometres) and 29 per cent (more than 10 kilometres) of the participants decreased their intake in the pre-event period as a result of their event registration. There is room for improvement as regards strategic planning for the desired event legacies by the organiser and partners.

By the time of the conference more results will be presented, including results of the impact in the post-event period, results of multivariate analyses and more results of the interviews.

Conclusion, Contribution and Implication

Running event participation leads to substantial positive effects on sports participation and lifestyle in the run up to the event, and this varies per distance. It is desired that a comprehensive understanding is gained of how running events can be used for realising the intended legacies, ideally leading to plans with sound objectives, an evaluation programme and a legacy manager. Local athletics and running clubs and commercial event partners could play a key role in this.

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Factors Determining Participation in Running Events

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Aim and Research Questions

The present study aim is to determine the factors of runner's participation in running events in Lithuania. The research objectives of the paper are: (i) what motives determine the participation in a running events in Lithuania, (ii) what elements of the event determine participation and satisfaction with the running events in Lithuania.

Background and Literature Review

Running is becoming increasingly popular as a recreational activity or hobby and its growth has been noticeable in recent years. Individuals can run recreationally or take on the challenge of taking part in numerous running events. The significant increase of running popularity and different types of running events (e.g., park runs, city runs, themed runs, extreme runs and obstacle runs) shows that they are more and more consider running as an appropriate alternative for recreation based physical activity. The individual's participation in running events increase overall sport participation and physical activity (Misener et al., 2016; Malchrowicz-Mosko et al., 2019) as well the socialization which is an important aspect individuals scrutinize when choosing to take part in. Previous studies have identified different factors related to running motivation, as the desire to affiliate with other runners, an increase in self-esteem, physical motives for general health benefits, improving quality of life, coping with negative emotions and many more (Zach et al., 2017). Participants of the running events are also more motivated to take part in if they have strong motivation towards physical activity and social support from family, also knowledge about running events. Promotional campaigns increasing participant's knowledge of running events may stimulate participation in such events (van Dyck et al., 2017). Large or small scale sporting events are thought to have a positive impact on the physical activity behaviour of the events participants (Murphy, 2007). As a result, event organizers are trying to offer unique experiences to ensure retention of participants.

Research Design, Methodology and Data Analysis

For representing the Lithuanian study, the quantitative data was used from the ongoing Run for Health (Erasmus+) Project (www.runforhealth.eu). Research was used to investigate the participants' physical activity, motivation and satisfaction on participated running events. The questionnaire was constructed by the project team and was validated in past research (Alexandris et al., 2009; Kyle et al., 2004). Data were gathered after the race with questionnaires online from 3 running events (CITADELE Kaunas Marathon, 3rd Birstonas Half Marathon, Olympic day 2019) that took place in Lithuania between 4 May and 9 June 2019. Collectively at these events were around 8000 participants. All running events offer the 1,5K, 5K and 10K distances, two offer 1/2 marathon distance and only one marathon distance. A total of 418 respondents filled out the survey of which 62.6% is male, 36.9% is female and

0.5% other. The group has an average age of 35.9 years old. The standardized questionnaire consisted of 38 questions. Both cluster and multiple regression analyses are used.

Results/Findings and Discussion

Respondents seem to run more than before. On average, respondents participated in 7.73 running events in the past twelve months. When looking at the preparation for the event, 48.4% of the respondents increased sport participation before the event and 51.6% of the respondents did not specifically increase sport participation before the event. The 229 participants in the study were shorter distances runners (5K, 10K), the 124 half marathon distance runners. The main reasons to participate are: To compete with myself (mean = 4.23), To have fun (mean = 3.91) and To improve my mood (mean = 3.91). The reason that counted the least was To earn the respect of my peers (mean = 2.16). In general, respondents were most satisfied with Registration procedure, the event as a whole and Atmosphere during the event (mean = 4.45). Then, they were most satisfied with Time and distance measurement during event (mean = 4.25), Travel time to the event (mean = 4.23), The start of the event in general (mean = 4.12) and Value for money (mean = 4.06). The aspects Personal performance on the event, Number of toilets, Entertainment, Number of spectators and Number of drinking points were all rated with a mean of 3.73.

Conclusion, Contribution and Implication

Preliminary analyses show that the frequency of practicing sports of respondents on average during the past twelve months is growing in Lithuania. Participating in a running event do not increased sport participation. The majority of running events participants were short distances runners and almost all participants were satisfied with the events and spoke in favour of attending the events next year. Most of them has the strong motivation to participate in events because they want to compete with themselves.

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ESMQ NEW RESEARCHER AWARD FINALISTS

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Welcome to Champ Camp: An Observational Study of Preparation of Youth Athletes for a Major Multi-Sport Event

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Theoretical Background and Literature Review

There has been a rise in the number of elite, high-performance sport competitions, especially for younger athlete cohorts. These types of events are a motivating factor for some to remain in elite, high-performance sport in the future (e.g., Kristiansen et al., 2018). Exposure to these conditions – the intermingling of nationalities, ethnic and cultural backgrounds, and genders – is useful preparation for a traditional (adult) multi-sport offering where these conditions occur on a much larger scale (MacIntosh et al., 2019a). In essence, these youth multi-sport events can be perceived as educational, preparing for future elite competition later on in an athlete's career. However, if these youth multi-sport events are ostensibly the first-level exposure of traditional (adult) offerings (cf. Hanstad et al., 2013), how are youth athletes preparing for the former? To ensure youth athletes continue to develop along the elite high-performance pathway vis-à-vis deriving significant learnings from their youth multi-sport opportunities, it is imperative to highlight the education and preparation they receive in such instances, particularly as it relates to those emergent (social and non-athletic activity) issues beyond sport discipline practice, and examine whether or not it is reflective of what youth athletes are experiencing at these types of events.

Aim and Research Question

As such, the purpose of this study was to uncover how youth athletes were being educated and prepared for a multi-sport games, and the degree to which this preparation was congruent with the circumstances that athletes would encounter. To achieve this purpose, an ethnographic design was employed whereby the lead researcher was embedded into the educational training and preparation program of youth athletes at one National Olympic Committee (NOC) for an upcoming international multi-sport event. The lead researcher was also immersed at the event itself, capturing the "on-the-ground" experience through key informants, thus documenting the actual, lived experience of the athletes (cf. MacIntosh et al., 2019). In doing so, this study sought to ascertain whether or not multi-sport event training and preparation is sufficiently meeting the needs of the modern youth athlete, specifically the alignment between the national sport organization/NOC preparations (and their espoused athlete experience at the event) and the realized youth athlete experience.

Research Design, Methodology, and Data Analysis

Framed by the literature on the Youth Olympic Games (YOG) and the athlete experience, an observational study was conducted with the Australian Olympic Committee's (AOC) "Champ Camp", a two-day summit where athletes and coaches gathered to prepare for the 2018 Buenos

Aires YOG. The author attended the summit at the invitation of the AOC's chief executive officer and their head-of-games. The observations included written field notes taken during athlete training modules and interactions with athletes, attachés, and other AOC officials. Additionally, observations were extended beyond the summit to the YOG itself, cross-referencing the preparation of athletes with their actualized experiences on-the-ground.

Findings and Implication

The findings of the study suggest the AOC provided adequate informational support, but lacked any emotional support, with an absence of mental health training or teambuilding/trust exercises. The summit was mundane and did not connect with many of the athletes. Moreover, the lack of content related to sexual health, athlete deviance, and the aforementioned mental health suggests that Olympic committees are not providing adequate training for their youth athletes, given those issues had manifested at the 2018 Buenos Aires YOG.

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Conceptualizing Switching Costs in Fitness Centers: A Reflective-Formative Model

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Aim and Research Questions

As the U.S. fitness industry has seen steady growth over the years, there has been fierce competition in acquiring new and retaining current consumers (Kim & Byon, 2018). The current study suggests switching costs as an important predictor of fitness consumer behavior, as it is one of the most powerful strategic marketing tools (e.g., Kim et al., 2020). The breadth of many previous studies on switching costs, however, has led to the introduction of a plethora of conceptualizations (e.g., definitions) over the last few decades (Kim et al., 2020). Such inconsistent conceptualizations are likely to increase construct proliferation and decrease the confidence in making inferences from findings (Podsakoff et al., 2016), ultimately limiting the applicability of the concept of switching costs in the fitness center context (Kim et al., 2020). Therefore, it is necessary to develop a context-specific conceptualization prior to empirical testing. Accordingly, the purpose of the present study is to conceptualize switching costs in the context of fitness centers. To achieve the purpose, a four-step approach was taken, which is presented in the followings.

Conceptualization

Step 1: Identifying Dimensions

We first identified the underlying dimensions of switching costs in the fitness center context. We conducted a review of the literature and qualitative method (i.e., open-ended questions responded by 98 U.S. fitness consumers from Amazon Mechanical Turk). Participants were asked to respond to the following question: “Please write down the reason(s) why you did not switch your fitness center, although you had seriously considered it.”

The results of the inductive content analysis showed 11 salient dimensions: (1) adjustment to a new fitness center, (2) lack of other attractive fitness centers, (3) information search costs, (4) fitness center relationship loss, (5) employee relationship loss, (6) other consumer relationship loss, (7) termination fee, (8) loss of price benefit, (9) loss of location benefit, (10) loss of service-hour benefit, and (11) loss of equipment availability benefit.

Step 2: Constructing a Fitness Switching Costs Model

In Step 2, the identified 11 constructs that theoretically share a common theme were modeled under more abstract higher-order constructs. As a result, we conceptualize (1) procedural costs as a second-order construct comprising three first-order dimensions: adjustment to a new fitness center, lack of other attractive fitness centers, and information search costs, (2) relationship costs as a second-order construct consisting of three first-order dimensions: fitness center relationship loss, employee relationship loss, and other consumer relationship loss, (3) financial costs as a second-order construct having two first-order dimensions: termination fee

and loss of price benefit, and (4) convenience costs as a second-order construct comprising three first-order dimensions: loss of location benefit, loss of service-hour benefit, and loss of equipment availability benefit. Finally, switching costs are theorized as an aggregate third-order construct comprising four second-order constructs with 11 first-order constructs.

Step 3: Specifying a Fitness Switching Costs Model

The next step was to specify the relationships between higher- and lower-order constructs for conceptual clarity (MacKenzie et al., 2011). Jarvis et al. (2003) laid out four criteria that help decide reflective or formative specifications: (1) the direction of causality, (2) interchangeability, (3) covariation, and (4) nomological net. By applying the criteria, we specify the model as a third-order formative construct consisting of four second-order formative constructs with 11 first-order reflective constructs.

Step 4: Developing Definitions

Building on the three steps taken in the present study, we developed definitions of switching costs and its sub-dimensions. Following previous researchers (e.g., MacKenzie et al., 2011; Podsakoff et al., 2016), we used three approaches to develop definitions: conducting a comprehensive literature review, searching a dictionary, and consulting with expert judges.

After conducting the literature review and searching the words “switching” and “costs” in a dictionary, we developed 16 preliminary definitions. Then, four domain experts (i.e., two professors and two doctoral students in sport management) and one expert outside the field of sport management (i.e., a linguistics professor) were asked to independently assess whether the 16 definitions were clear, concise, and easy to understand. After incorporating the judges’ feedback, we propose the definition of switching costs as *consumers’ perceptions of procedural, relationship, financial, and convenience costs when voluntarily considering switching to another fitness center*.

Discussion and Implications

The theoretically well-grounded conceptualization of switching costs in fitness centers provides scholars and practitioners with a common language and clear conceptual description of the phenomenon of switching costs. Particularly, the identified dimensions exhibit specific elements of switching costs in fitness centers, allowing researchers and practitioners to understand the existence of different types of properties of switching costs.

As the switching costs dimensions were developed based on the U.S. fitness context, the replication of the findings in other countries (e.g., Europe) is desirable to determine whether the dimensions in this study are equally relevant, or whether other distinctive factors are identified for a specific cultural setting.

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Part of the Game? A study on Gambling Behaviours and Perceptions in Flemish sport clubs

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Aim and Research Questions

While gambling is broadly legitimized in sport and society, problem gambling and associated harms (e.g. financial difficulties, depression, and suicide) are currently on the rise (Thomas et al., 2018). Hence, both scholars and practitioners have recommended to dedicate more academic and policy attention to gambling (Derevensky et al., 2019; McGee, 2020; The Lancet, 2017). However, scarce knowledge is still present about gambling practices within organized sport contexts (Vinberg et al., 2020). Therefore, this study examines the gambling behaviours and perceptions of Flemish sport club actors (i.e. players, coaches, board members, and volunteers). The main aim is to analyse how strongly gambling is a “part of the game” in Flemish sport clubs. To this aim, focus is put on examining the prevalence of (problem) gambling, the risk factors for problem gambling, the extent of gambling normalization, and perceptions of club-level gambling policies.

Theoretical Background and Literature Review

Normalization theory helps to explain how gambling “has obtained a firm footing in society” (Parker et al., 2002, p. 943). Grounded in sociology, the concept of normalization consists of several dimensions, which indicate that a certain societal practice has become broadly accessible and available, often tried, recently and regularly implemented, and socio-culturally accommodated (Thomas et al., 2018). Whereas a considerable amount of research attention has been dedicated to the study of the normalization of gambling in society – especially in Australia, New Zealand, and the UK (see e.g. Mack, 2015; McGee, 2020; Thomas et al., 2018) – little remains known about the normalization of gambling in (European) sport. Hence, following recent calls to scrutinize the underlying socio-cultural mechanisms of the normalization of gambling, this study explores the role of sport clubs (Deans et al., 2017; Thomas et al., 2018). Being one of the cornerstones of organized sport in Europe, sport clubs can operate as stimulators as well as regulators and educators in relation to gambling (Vinberg et al., 2020).

Research Design, Methodology and Data Analysis

A quantitative, cross-sectional study design was developed as a collaborative effort between the authors’ university and The Flemish Centre of Expertise on Alcohol and other Drugs (i.e. VAD). An online, anonymous survey was compiled, including the “Problem Gambling Severity Index” (PGSI) and other questions targeting personal and socio-cultural factors. The survey was administered to Flemish sport clubs and their members via the internal mailing

lists and social media of their respective sport federations. Data were analysed with SPSS 26 software, using descriptive statistics and an ordinal logistic regression analysis.

Results and Discussion

In total, 817 valid responses were collected. The average age of the respondents was 35.2 years, whereas 2/3rd of them was male. Moreover, 77.8% ($n = 636$) was involved as an athlete, while board members, coaches, and volunteers were also represented. Most of the respondents (62.8%) were active on an amateur/recreational level. A small third of our sample (30.1%) had gambled during the past 12 months. Compared to the Flemish population in general (based on Sciensano, 2018), respondents indicated a much higher ratio of involvement in sport betting (5.5:1), poker (3.6:1), and casino games (2.4:1). Additionally, based on the reported PGSI scores, respondents showed more high risk (4.2% vs. 0.1%) and more problematic (0.8% vs. 0.3%) gambling behaviour in comparison to the Flemish population in general.

Furthermore, an ordinal logistic regression analysis ($\chi^2(16) = 744.30, p = 0.000$) exposed that being male ($\beta = 1.21, SE = 0.22, Wald = 30.18, 95\% CI = [0.78; 1.64], p < 0.00$), being aged 26-35 years old ($\beta = 0.87, SE = 0.44, Wald = 3.93, 95\% CI = [0.01; 1.73], p < 0.05$), and being involved in football (soccer) ($\beta = 0.91, SE = 0.19, Wald = 22.74, 95\% CI = [0.54; 1.28], p < 0.00$) can be considered as risk factors for problem gambling in sport. Different gambling products (and sport betting in particular) were shown to be strongly normalized in Flemish sport clubs, as indicated by their availability and accessibility, their prevalence, and frequent peer discussions. Finally, respondents disclosed a lack of formal rules (96%) and education initiatives (98.7%) on gambling in their sport club, while showing support for educational policy measures focusing on risks and harms.

Conclusion, Contribution and Implication

This study provides an important contribution to existing work on gambling in sport, by applying a socio-cultural perspective that includes but also goes beyond (elite) athletes. Highlighting gambling as a normalized issue in sport clubs and exposing certain risk factors for problem gambling, this study may inform public authorities and sport organizations to prevent gambling harms. In addition, this study also helps filling in a void in sport management research, by examining perceptions towards club-level gambling policies and socialization mechanisms in sport clubs that contribute to the normalization of gambling.

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EASM 2020 BEST PAPER AWARD FINALISTS

Chair: Guillaume Bodet

High Life - FIFA World Cup's Economic Boost

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Research Question

Does the FIFA World Cup boost the host country's economy? Can hosting the FIFA World Cup be a tool of political economy? An intensely debated question which has been studied in different ways. This paper presents a new econometric approach that is an improvement of Sterken's analyses (2006) and develops the factor ϕ for FIFA World Cup-specific effects on the GDP per capita growth and its respective three-year moving average. This new approach constructs, compared to previous mega-event literature, a more valid economic growth model in order to find FIFA World Cup-specific effects.

Research methods

The main research method is an ordinary least squares (OLS) estimation of a multiple regression growth model using Panel Data. Multiple regression growth models are used in economic theory to measure the influence of independent economic factors on a dependent variable. The goal is to find a measurable effect of the FIFA World Cup on the host country's productivity. The data mainly stems from the World Bank (GDP per capita growth, gross capital formation, consumption and government expenditures, inflation, foreign direct investments), but for some indices from other world-leading institutes (legal system, trade). Data on the tournament itself come from FIFA (hosts, bidders). The World Cups Chile 1962 - South Africa 2010 are part of this study, because given the four-year pre-event and four-year post-event phases, there are reliable information available. As regressands, there are two dependent variables: the annual GDP per capita growth rate and its three-year moving geometric average. Countries considered are those that have ever bid for and hosted the World Cup, including Qatar, the host for the 2022 World Cup. The general application gave reason to assume an existence of a structural break in the data. A structural break is apparent, when the relationship between the independent and the dependent variable changes over time. This is the case for the World Cup 1990. In the sport historical literature (Porro & Conti, 2014; Fett, 2020) Italy 1990 is seen as the event, that breaks with the past, uses the historical tipping point with the end of the Cold War, ushering in a new decade of leisure and entertainment.

Results and Findings

The general application shows no significant results for any of the FIFA World Cup-related variables (1,182 / 1,178 observations). The FIFA Host effect ϕ is insignificant and slightly negative, but due to statistical indicators the new model has a higher model fit and coefficient of determination (Adjusted $R^2 = 0.194/0.371$). Due to the structural break in the data, looking at two different periods is of more interest. The pre-1990 era shows statistically significant and strongly negative results (439 / 437 observations), both for the annual ($\phi = -4.39$) and for the

averaged dependent variable ($\phi = -2.4$), therefore aligning with the majority of the existing literature, that if there was any effect, it would be negative (Zimbalist, 2015). The post-1990 era however shows statistically highly significant positive results ($\phi = +1.11$ / $\phi = +0.77$) (783/781 observations; Adjusted $R^2 = 0.261/0.430$) and is shedding a new light on the economic boost of the tournament.

Implications

These results indicate that not only a structural break happened in 1990, but also that this break was for the better. Statistical evidence points out that a FIFA World Cup can be profitable for a country. Possible reasons can be the increased popularity of the tournament and travel willingness of the audience, but mainly the substantial commercialisation of the tournament transcending into the world of entertainment starting with Italy 1990.

Conclusion

The study set out to determine a specific FIFA-effect on the annual and three-year moving geometric average growth rate of GDP per capita. This ϕ was investigated on different circumstances. By dividing the data into two subperiods and considering the structural break two different information can be drawn from this study. One, the common belief and impression, especially in developing economies, that the FIFA World Cup rather harms than helps the economy can be attested for the pre-1990 era. Even though, the organisational costs and the overall size of the tournament were not as big as today, the effects were severe, not only in the host year, but also in preparation and in the aftermath. For the post-1990 era however, there is new evidence of a significant positive effect of the tournament at least in the host year. This delivers statistical support for the event promoters. Despite the statistical significance, the study cannot be adequately transferred on other mega-sport events. As the FIFA World Cup is the biggest single-sport event, there is no comparable country-wide spectacle generating similar efforts and benefits, and the Olympic Games have a higher municipal effect than on a whole country. My study can be seen as a starting point for new economic approaches in this field.

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A Procedural Perspective on Dynamic Capabilities – Insights from Australian Golf Clubs

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Aim and Research Questions

This study uses the dynamic capabilities view to study the ability of non-profit sport organisations to adapt to a changing environment. This research addresses the following research questions: 1) How do small-and medium-sized non-profit golf clubs adapt to change and crisis? 2) To what extent do these organisations develop dynamic capabilities in this process?

Theoretical Background and Literature Review

Dynamic capabilities refer to the organisations ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece, 2007). We use the procedural dimension of dynamic capabilities that differentiates “between processes that underlie dynamic capabilities” (Schilke et al., p. 397). The dimensions are sensing, seizing and transforming (Teece, 2007). Sensing includes as many aspects as “identification, development, co-development and assessment of technological opportunities in relationship to customer needs” (Teece, 2014, p. 332). In its simplest form, scanning refers to an organization’s capacity to continuously scan the organizational environment. Seizing involves the “mobilization of resources to address needs and opportunities, and to capture value from doing so” (p. 332). Seizing includes developing and selecting business opportunities that fit with the organization’s environment, as well as its strengths and weaknesses. Transforming means nothing less than “continued renewal” (p. 332). Transforming implements new business models, products or processes.

Research Design, Methodology and Data Analysis

We use a qualitative data collection approach combined with a deductive-inductive data analysis strategy. Given the innovation-focused purpose of this study, we limit our sampling to golf clubs that won awards or were shortlisted as finalists (in the PGA "Club of the Year" Awards for 2017-2019). Studies of award winning sport organisations has been used in previous studies of innovation (Svensson & Hambrick, 2019). Semi-structured interviews with general managers or presidents of golf clubs are our main data source. Archival data provided by Professional Golf Australia (PGA) and documents provided by interviewed golf clubs (e.g., strategic plan, annual, report, constitution,) complemented the interview data. Two senior researchers coded a first set of interviews to establish an agreed coding scheme assuring for intercoder reliability and intercoder agreement. One researcher coded all remaining interviews. The second author then scrutinised all coded data for coherence with the coding scheme.

Results/Findings and Discussion

Our data provided evidence for seven different activities in the sensing process as response and coping strategy of golf clubs to the changing environment. All interviewed clubs except one provided evidence for activities in the sensing process. More than three quarters of club officials referred to the following three activities: (1) proactive planning, (2) implementation of strategic plan, and (3) self-analysis.

Our data provided evidence for five seizing processes: (1) innovation activities; (2) investment in new assets (3) leveraging existing resources; (4) monitoring and executing strategic plan; and (5) releasing assets.

Five activities were identified as transforming. Over half of the participants referred to (1) changing traditions and (2) modifying/developing new offers. A smaller number of participants referred to how they (3) modify, re-arrange, or differently use existing resources, (4) integrate two initially different offers, and (5) coordinate skills and resources.

Conclusion, Contribution and Implication

Our research provides insights in how to operationalise and break down the concept of dynamic capabilities in concrete activities (i.e., procedures) in the context of small-and medium-sized non-profit sport organisations such as Australian golf club. The findings reveal best practices that could be repeated by other non-profit sport clubs, as well as opportunities for improvement amongst those researched.

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Climate Vulnerability as a Justification for Stadium Replacement

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Aim and Research Questions

In 2020, the Texas Rangers replaced their open-air venue with an enclosable, air-conditioned ballpark to provide spectators with a more hospitable environment for watching baseball in the hot Texas summer. The Rangers' case is a microcosm of climate adaptations taking place in cities and urban spaces around the world. Extreme weather events associated with climate change are expected to continue to threaten human settlements (IPCC, 2014).

This study explores climate change as a vehicle for urban transformation, particularly as it catalyzes the replacement of existing stadiums with more sustainable and resilient venues. In some cases, officials may exploit the predicted effects of climate change to hasten venue replacement, a process that itself carries heavy environmental costs. Regardless of whether its effects are already felt or anticipated well into the future, climate change may presage significant changes to urban spaces, infrastructure, and policy through the construction of new, publicly funded sports stadiums.

Theoretical Background and Literature Review

Previous research has illustrated the multifaceted approach taken by pro-subsidy advocates to garner support to replace an existing professional sports stadium (Mason et al., 2015). Although some public resistance to a stadium subsidy could be expected in any case, such opposition may be especially pronounced for projects proposed to replace stadiums not yet at the end of their useful lifespan. To rationalize the replacement of these stadiums, pro-subsidy advocates may begin exploring alternative justifications. One such argument that has not received attention in the literature, but one that has indirectly emerged in stadium-replacement campaigns and is expected to gain prominence, is the necessity of addressing an organization's climate vulnerability.

Research Design, Methodology, and Data Analysis

To illustrate how an organization's (and city's) climate vulnerability can trigger the pursuit of a replacement stadium, a collective case study approach was utilized. Three recent cases of stadium replacement were selected, all of which were tied to Major League Baseball teams. Each case was selected because climate adaptation was a prominent consideration in its design, though each ballpark is faced with a distinctive climate-related threat (i.e., extreme heat, sea-level rise, and hurricanes, respectively). Public statements related to each ballpark's climate adaptivity were identified by scouring news reports in each city's most widely circulated publications. To ensure the interpretation of empirical material was consistent with the general

themes, material collected from news reports was triangulated by cross-referencing it with official and internal documents.

Results and Discussion

Each of the cases illustrates the various ways in which professional sports stadiums may be replaced as a result of their climate vulnerability (whether that vulnerability is superficial, perceived, or genuine). Although all three examples involved the replacement of an existing ballpark, only in the case of the Texas Rangers was climate adaptation cited explicitly as the primary reason for stadium replacement. Still, ballpark-replacement plans for both the Oakland A's and Miami Marlins included significant and costly design features to protect the stadiums from climate hazards (i.e., sea-level rise and hurricanes, respectively).

The ballparks in Arlington and Miami were both funded through public–private partnerships, and these cases offer a glimpse of how the growth in climate-related stadium replacements may be accelerated as cities increase their investments in climate mitigation and adaptation infrastructure. The results of this study build on the work of Kellison and Mondello (2012), who considered how a proposed stadium's environmental design could improve the likelihood of the project receiving public funding. Nearly all major sports stadiums in North America receive some public funding, and decisions to subsidize stadium projects are almost entirely made by elected legislators rather than via popular referendum.

Conclusion, Contribution, and Implications

As global cities around the world increase climate adaptation expenditures (Georgeson et al., 2016), politicking club owners may lobby for new stadiums to be included in their cities' robust spending packages. However, as major sports stadiums continue to serve the public in times of national or international crises, the case that publicly funded stadiums are, in fact, community buildings may further legitimize team owners' contentions that any urban climate plan should include funding for sporting infrastructure.

As demonstrated in this study, the threat of climate change may be leveraged—in many cases, legitimately—to drive urban transformation through the construction of new, environmentally and structurally advanced stadiums capable of enduring climate-related threats like extreme heat, sea-level rise, and hurricanes. The perceived vulnerability of major stadiums situated in the urban core is unlikely to be ignored as cities design robust climate mitigation and adaptation strategies, and the public value of these facilities may be underscored to hasten stadium replacement and receive public money. Thus, efforts from urban planners and stadium designers to integrate sustainable and resilient stadiums in a city's larger environmental plan are expected to intensify with the threat of climate change impacts.

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