

MANAGING SPORT  
IN A CHANGING EUROPE

# The 26<sup>th</sup> European Sport Management Conference

5-8 SEP 2018 IN MALMÖ, SWEDEN



## Final Report



# Table of Content

<b>Introduction .....</b>	<b>1</b>
Malmö Charter.....	2
Sustainability.....	3
<b>Local Organising Committee.....</b>	<b>4</b>
<b>Registration .....</b>	<b>5</b>
<b>Scientific Programme .....</b>	<b>8</b>
Scientific Committee.....	8
Call for Papers .....	8
Reviewers .....	8
Abstract Submission and the Reviewing Process .....	8
Keynote Speakers.....	10
Thematic Symposium – Rethinking “sport for all”: Inclusion and integration(?) .....	11
Poster Session .....	11
Awards.....	12
<b>Social Programme .....</b>	<b>13</b>
Other Social and Sport Activities .....	15
<b>PhD Student Seminar, 4– 5 September .....</b>	<b>16</b>
Application Process .....	16
Programme and Keynotes Process.....	16
<b>Student Seminar, 1– 5 September.....</b>	<b>17</b>
Programme and Keynote Lectures.....	18
Management Game Presentations.....	18
<b>Communication Activities .....</b>	<b>20</b>
E-mail (newsletters) .....	20
Website .....	21
Social Media.....	21
Conference App.....	21
<b>Partners and Sponsors.....</b>	<b>22</b>
<b>Student Support and Volunteers.....</b>	<b>23</b>
Student Support.....	23
Volunteers.....	23
<b>Appendices.....</b>	<b>25</b>

## Introduction

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The annual conference of the European Association for Sport Management (EASM), **26th EASM – The European Sport Management Conference**, was held in Malmö, Sweden, 5-8 September, 2018. The proud host of the conference was the Department of Sport Science at Malmö University.

Preparing for the conference was a long and demanding process during more than two and a half years. We were awarded the conference in March 2016, based on a successful bid. The concept of the conference was presented by the Local Organising Committee from Malmö already at the EASM Conference 2016 in Warsaw and in more detail at the EASM Conference 2017 in Bern. The preparations were especially intense during the six months before the conference, culminating in extreme activity the last weeks.

The conference in Malmö attracted around 500 delegates from 42 countries. Included in the conference concept was also a student seminar and PhD student seminar held prior to the conference. This year we had about 50 students and tutors from all over the world attending the student seminar, and 20 PhD students at the PhD student seminar.

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

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

The theme, together with the general EASM topics, framed the conference. To get an overview of the rich and diverse content of the conference, please look at *The Book of Abstracts*.

We believe that Malmö and Malmö University formed a perfect setting for a sport management conference. The City of Malmö and the university both have an established history of raising challenging questions surrounding sport and society. We hope that all conference participants had the opportunity to experience the exciting and multi-cultural city of Malmö. Moreover, we hope that they gained insight into Swedish sport, Swedish sport management and the specific organisation of sport in Sweden.

Thank you to everyone who has contributed to a wonderful conference, including the hard-working Organising Committee in Malmö (LOC), the EASM Board, the Scientific Committee, our partners at the City of Malmö and Skåne Regional Sport Federation, the volunteers and those responsible for the student seminar and PhD student seminar. We are proud to say that the conference resulted in the first EASM Charter to be signed: EASM Conference Legacy – The Malmö Charter.

On the closing banquet in historic city hall on September 8<sup>th</sup>, we handed over the relay baton to the hosts of the 27<sup>th</sup> European Sport Management Conference in Seville! We wish them all the best with the preparations.

Karin Book  
on behalf of the Local Organising Committee, Malmö, Sweden  
November 2018



## **Malmö Charter**

Malmö is the first host city of an EASM Conference to have signed a commitment to sustain the legacy of the conference (Appendix 1).

The successful conference and partnership between the university, city and EASM have inspired the partners to introduce the Malmö charter and use the event to create a lasting legacy. Regular reports will be presented at future EASM Conferences on how sport management addresses challenges faced by the city.

During the closing banquet at the city hall, the Malmö Charter was signed by the Mayor of the City of Malmö, Mr. Kent Andersson, the Head of the Department of Sport Science of Malmö University, Torun Mattson, and the President of EASM, Vassil Girginov.

## Sustainability

The LOC Malmö aimed at making the EASM conference as sustainable as possible. Malmö as a city is considered to have high sustainability standards which the delegates were informed of via our Facebook event site and newsletters. The delegates were for instance informed of and encouraged to walk or bike during their stay in Malmö.

Another sustainability statement was not to provide the delegates with any material products when registering in Malmö. That is, no conference folders and no conference bags (except for the students and tutors of the student seminar), only one A3 paper with the programme. Instead, all information was provided through the conference app, the conference website and on the notice board at the conference venue.

One source of waste production during the conference is excess food, as a result of no shows. On the last conference day there were a lot of leftovers from lunch. Therefore, the volunteers arranged for the food to be sent to shelters in Malmö. As a positive consequence, the food was not wasted.





## Local Organising Committee

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### Conference Committee

Jyri Backman  
Daniel Bjärsholm  
Karin Book, President  
Lovisa Broms  
Bo Carlsson  
Christopher Johansson, Malmö Convention Bureau  
Johan Norberg  
Gun Normark  
Stefan Walzel, EASM

### Scientific Committee

Tim Breitbarth, EASM, Chair  
Bo Carlsson, Co-Chair  
Claas Christian Germelmann, EASM  
Johan Norberg  
H. Thomas R. Persson

### EASM PhD Student Seminar

Johan Norberg  
Ulrik Wagner, Chair

### EASM Student Seminar

Kelly Knez  
Mattias Melkersson  
Jakob Wikenstål (Student representative EASM Board)



## Registration

Registration for the conference started on 5 April 2018. The LOC offered an early bird price for those individuals who purchased a full conference package at the latest on 29 June. From the 30<sup>th</sup> of July 2018 a standard conference fee was applied. The LOC also offered day packages for those individuals who only wanted to or could participate in some of the conference days. Also, these day package holders were able to purchase admission to the social programme by paying an additional fee. Additionally, presenting authors were obligated to register and pay the fee before the 10<sup>th</sup> of July. The table below presents the various conference packages, fees and details of each conference package.

Conference Package	Fee (SEK)	Details
EASM Full Package - Early Bird	4995	- Admission to EASM Conference - Coffee breaks and lunches - Conference documents
EASM Full Package - Standard	6500	- Opening Ceremony, Social Evening and Closing Banquet - Annual EASM membership and subscription to ESMQ
EASM Student Seminar Package	6500	- Admission to EASM Student Seminar (full board) - Admission to EASM Conference (full package) - Accommodation 1-9 September
EASM Tutor Package	9500	- Admission to EASM Student Seminar (full board) - Admission to EASM Conference (full package) - Accommodation 1-9 September
EASM PhD Student Seminar Package	6000	- Admission to EASM PhD Student Seminar (incl. lunch and coffee breaks) - Admission to EASM Conference (full package)
EASM Day Package	1995	- Admission to EASM Conference (pre-selected day) - Coffee breaks and lunch - Conference documents
Opening Ceremony	400	- Programme and food
Social Evening	400	- Programme and food

Table 1. Conference packages, fees and details.

The used registration and submission system was ConfTool, which also was used in Bern previous year (2017). The first step of registration for participation was to create a user account in ConfTool. Since the system had been used in a prior conference, those who already had an existing user account, could use their accounts to register as participants. This year an additionally 439 individuals created new user accounts. Today there are 1.173 user accounts in ConfTool. In the second step of the registration, the users needed to select the package of their choice (see table 1), provide personal details (e.g., dietary requirements) as well as to select which social events they planned to attend. The final step of registration was payment. The primary payment method was credit card (Visa and Mastercard) but some requested to pay via invoice (66 participants) or cash (6 participants). These latter payments were coordinated in close cooperation with the LOC's financial department and most invoices included more than one participant.

By the time the conference started, 6 September, there were 492 participants registered in ConfTool of which 462 either had paid the conference fee (420) or did not need to pay fee (42) (e.g., EASM board members, LOC and partners); see Table 2. In addition to these 462 participants, there were some (30) participants who did not register via using ConfTool. These were practitioners from the Swedish sports movement and participated only on the 6 September during the thematic session. In total, there were 492 participants during the 26<sup>th</sup> EASM – The European Sport Management Conference.

Participant Statistics	
Package	Number of participants
Full Package - Early Bird	289
Full Package - Standard	41
Day Package	54
Student seminar	51
Tutor Package	6
PhD Student Seminar	21
Practitioners from Sweden (not registered via ConfTool)	30
Total:	492

Table 2. Number of conference participants per conference package

The conference participants represented 42 countries. The two most represented countries were Germany and the United States with 59 participants each, Sweden excluded. However, actually there were participants from 49 countries represented as registered conference participants in ConfTool if also considering those who did not pay; see Table 3. As table 3 indicates there were, for example, 8 individuals from Ghana who had registered of which none paid the conference fee and nearly the same statistics applies for the Iranians. This fact is, for instance, due to the difficulties in receiving visa from the Swedish embassy.

Country	No. of registered participants	No. of paid (incl. free of charge) registered participants*
Albania	1	1
Algeria	3	1
Australia	16	16
Austria	4	4
Belgium	19	19
Brazil	3	3
Burkina Faso	1	0
Canada	11	11
Chile	1	1
China	5	3
Colombia	4	3



Cyprus	2	2
Czech Republic	3	3
Denmark	26	25
Finland	14	14
France	4	4
Germany	60	59
Ghana	8	0
Greece	5	5
Hong Kong	1	1
Hungary	4	4
Iran	8	2
Ireland	1	1
Israel	1	1
Italy	3	2
Japan	18	18
Laos	1	0
Lithuania	2	2
Luxembourg	2	2
Monaco	1	1
Morocco	1	0
Netherlands	39	39
New Zealand	1	1
Nigeria	2	0
Norway	18	18
Pakistan	1	0
Poland	5	5
Portugal	2	2
Russia	1	1
South Africa	2	2
South Korea	7	7
Spain	8	8
Sweden	71	70
Switzerland	14	14
Taiwan	9	9
Togo	1	0
Turkey	2	2
United Kingdom	47	47
United States	59	59
Total:	522	492

\*42 Countries

Table 3. Number of participants according to country

# Scientific Programme

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## Scientific Committee

The EASM Conference 2018 Scientific Committee consisted of five members.

Tim Breitbarth, EASM, Chair  
Bo Carlsson, Co-Chair, LOC  
Claas Christian Germelmann, EASM  
Johan Norberg, LOC  
H. Thomas R. Persson, LOC

In addition to this Scientific Committee the *ESMQ New Researcher Award* had a special committee, consisted of Jörg Königstorfer, Chair (Technische Universität München), Johannes Berendt (German Sport University), Veerle De Bosscher (Vrije Universiteit Brussels), Paul Downward (Loughborough University), Vassil Girginov (Brunel University), Daniel Lock (Bournemouth University), Tim Pawlowski (University of Tübingen), Simon Shibli (Sheffield Hallam University) and Tracy Taylor (University of Technology Sydney).

## Call for Papers

A Call for Papers was announced at the websites of EASM as well as on Facebook. In addition, a call was made at [idrottsforum.org](http://idrottsforum.org), in order to attract Scandinavian scholars in the field of sport management.

## Reviewers

The Scientific Committee Chairs contacted possible reviewers in January 2017 via e-mail. The LOC created an account in ConfTool for those reviewers who didn't already have an account. Eventually, 120 reviewers (Appendix 2) agreed to review submissions for the conference. The reviewers received conference administration log-in instructions in March and a reminder to log into the system. As all reviews were to take place in the system, it was essential that the reviewers logged in.

## Abstract Submission and the Reviewing Process

Initially, about 320 abstracts from all around the globe entered the comprehensive review process. The Scientific Committee allocated each submission according to the reviewers' requested topics, or, if the reviewers had not provided topic preferences, on their field of expertise. The reviewers reviewed each submission (except ESMQ New Researcher Award submissions) on a scale from one to ten, ten being the highest score. To guarantee the integrity of the reviews, each review was conducted as double-blind review. To further guarantee the integrity and rightfulness of the reviews, track chairs, who were members of the extended Scientific Committee, supervised the reviews of their respective tracks. The tracks and the track chairs were:

Sport Governance and Policy – Johan Norberg  
Strategy, Leadership and Stakeholder Management in Sport – Sven Junghagen  
Sport Marketing – Tim Ströbel  
Sport Consumer Behaviour – Claas Christian Germelmann  
Sport Events and Tourism – Ruth Crabtree

Sport, Media and Communication – Dino Numerato  
 E-Sport and Technology – Daniel Lock  
 Sport Facility Management – Peter Forsberg  
 Sport Funding and Finance – Christopher Huth  
 Legal and Ethical Aspects of Sport – Bo Carlsson  
 Public Health and Physical Activity Management – Karin Book  
 Sport Development and Socio-Cultural Perspectives – Siegfried Nagel  
 Sport Management Education – PG Fahlström  
 Broader, New and Critical Aspects of Sport Management – Bo Carlsson  
 Malmö 2018 special track: Youth and Sport – Johan Norberg  
 Poster submissions – H. Thomas R. Persson  
 Workshops (all) – Tim Breitbarth

After all reviewers submitted their reviews to the conference administration system, the LOC announced the results of the reviews personally to all authors and co-authors via e-mail. The abstract submission results entailed three acceptance categories, Accepted, Accepted after revision and Poster. The Scientific Committee also rejected a small number of submissions at this stage. Several abstracts, that had to be revised in order to be accepted, were withdrawn. At the end, the Conference in Malmö, 2018, contained 245 abstracts for presentations at the Parallel Sessions (172), Workshops (44), and Poster Sessions (29).

Besides the fourteen standard thematic tracks (parallel sessions) and innovative poster session, the conference introduced a special track “Youth and Sport” which fitted very well with the current Swedish sport policy context. In addition, the *Malmö Thematic Symposia* was specifically designed to bridge research and practice.

The number of workshops became, at the end, eight at EASM 2018, which included:

- 1) The Progress of Ice Hockey in Light of Economic and Political Influences
- 2) Developing Disability Sport: Pathways from Participation to Excellence
- 3) Unpacking the Challenges of (Public) Management of ‘Sport-for-all’-Facilities
- 4) Organisational Innovation in Sport for Development and Peace
- 5) New Age of Sport Management Education in Europe
- 6) ESMQ 2020 Special Issue Workshop: Exploring New Routes within Brand Research in ‘Sport Management
- 7) Bern 2017 & Malmö 2018 Special Theme Workshop: Social Integration in and through Organised Sport
- 8) Play the Game Special Workshop: Good Governance and Tools for Change in Sport



## Keynote Speakers

This year, the conference highlighted three keynote speakers from the academia, with a special introductory speak (Maguire) as well as a keynote summarizing and ending up the conference (Weed). The last speak, ending up, was a novel approach at an EASM Conference.



Joseph Maguire “Power, Culture and Control: Identity, Jurisdiction, Migration and Recognition”



Veerle de Brosscher “Effective policies: measurement, evaluation and monitoring of effective strategies to develop elite sport in a changing Europe”



Mike Weed “Reflections on sport management, politics and claims made for sport”

## **Thematic Symposium — Rethinking “sport for all”: Inclusion and integration(?)**

The symposium was developed and hosted by the Department of Sport Science, Malmö University in co-operation with Skåne District Sport Federation.

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

Susanna Hedenborg, professor at the Department of Sport Science, Malmö University, who introduced the thematic symposium and chaired the first part of the session.

- Malin Eggertz Forsmark, The Department of Sports, Recreation and Leisure at the City of Malmö.
- Staffan Tapper, Malmö FF.
- Marcus Hansson, Cityidrott.
- Nicolas Lunabba, Helamalmö.
- Tomas Peterson, professor at the Department of Sport Science, Malmö University.

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

## **Short Presentation & Poster Session**

The Short Presentation & Poster Sessions were held on Friday, 7 September. Each presenter had handed in their poster and a USB-stick with their presentation upon registering at the conference and student volunteers assisted in uploading presentations and mounting posters on mount boards prior to the sessions. The session was made up of two times two parallel sessions, where each participant was given a 5-minute oral slot for their presentation to the audience. Each session was then followed by Q&As and discussion in front of each individual poster. Pre-selected chairs moderated the sessions and followed and assisted when necessary the Q&S and discussions.

## Awards

### ***ESMQ New Researcher Award:***

Geoff Schoenberg, “Can Individuals Make a Difference? The Relationship Between Individual Behaviors and Board Functions”



### ***EASM Best Conference Paper Award:***

Seungmin Kang & Per G. Svensson, “Examining the Influence of Shared and Servant Leadership on Organizational Performance in Sport for Development and Peace”



### ***EASM Best Conference Reviewer Award:***

- Chris Horbel, University of Southern Denmark (DK)
- Do Young Pyun, Loughborough University (UK)
- Tracy Taylor, University of Technology Sydney (AU)
- Nicholas Theodorakis, Aristotle University of Thessaloniki (GR)





## Social Programme

The social evening events (Opening Ceremony, Social Evening and Closing Banquet) were held within a few minutes walking from the conference venue Malmö Live.

**September 5<sup>th</sup> 19:00: Opening Ceremony** with a Malmö theme, followed by mingle and a tasty buffé and drinks took place at Orkanen, Malmö University. Skateboarders and traceurs (parkour) framed the ceremony. The programme contained the following:

- The conference president Karin Book welcomed on behalf of LOC and introduced the Malmö context, the conference programme and the LOC.
- The head of the Leisure Department (City of Malmö) Johan Hermansson talked about the sport and leisure challenges of Malmö and urban sport projects.
- Pro vice-chancellor Cecilia Christersson welcomed to the university.
- The EASM president Vassil Girginov welcomed on behalf of EASM.
- Mingle, finger-food and drinks in the lobby and restaurant.



**September 6<sup>th</sup> 18:15: Social Evening** with mingle buffet inspired by the multi-cultural Malmö, drinks, announcement of the winners of the management game, etc at Niagara, Malmö University.





**September 8<sup>th</sup> 18:15: Closing Banquet** at the historic City hall, hosted by the City of Malmö and mayor Kent Andersson. The programme of the evening contained the following:

- Drinks and welcome to the City Hall and Malmö by Mayor Kent Andersson
- A three course dinner
- ESMQ New Researchers Award Ceremony
- EASM Conference Best Reviewer Award Ceremony
- EASM Conference Best Paper Award Ceremony
- The signing of the Malmö Charter
- Thank you LOC Malmö
- Hand over to Seville 2019
- Entertainment by Angelica Alm

Conferencier: Torun Mattsson, Head of the Department of Sport Science, Malmö University





## Other Social and Sport Activities

A number of activities were offered to the delegates. Most of them took place on Friday September 7<sup>th</sup> as there was not any joint social evening programme that day.

### Morning jogging

On Friday September 7<sup>th</sup> the conference delegates were welcomed to join our colleague Joakim Åkesson on his jogging tour along the canals around the city centre of Malmö. About 20 persons joined the 5 km long tour.

### Golf

On Friday September 7<sup>th</sup>, Malmö Convention Bureau invited 20 conference delegates to try the driving range at the Hylliekroken Golf Center, with professional instructors teaching various techniques and performing fun exercises. Bus transport, clubs and balls were provided. Time: 15:30-16:30

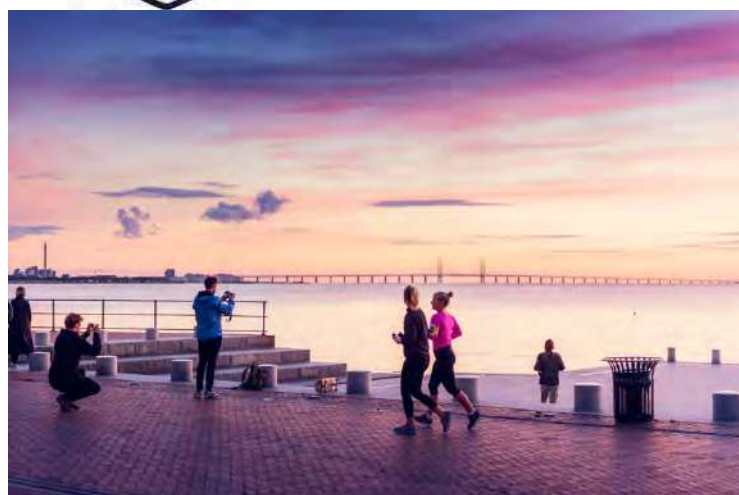
### City tour by foot

On Friday September 7<sup>th</sup> the conference delegates were offered a city tour by foot organised by the Malmö Convention Bureau in co-operation with In-sight Guiding. Time: 17:05-19:00. Maximum number of participants: 30.



### Football match

On Saturday September 8<sup>th</sup> the delegates were offered free entrance to watch Sweden's most successful women's football club FC Rosengård play against the Stockholm team Djurgården in the highest National League. The match took place at the traditional sports ground Malmö IP at 15:00. Sponsor: FC Rosengård. 31 delegates took the chance.



## **PhD Student Seminar, 4– 5 September**

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The PhD Student Seminar was a two-day international seminar held prior to the EASM Conference, mainly organised by associate professor Ulrik Wagner (University of Southern Denmark). The seminar aimed at gathering doctoral sport management students from all over the world for mutual discussions and presentations of their research projects. An important element of the seminar was networking, to encourage the creation of future joint research projects across nations, and the establishment of fruitful social relations. The seminar took advantage of being located prior to the European Sport Management Conference by inviting leading scholars from the field of research to join the seminar as keynote speakers.

### **Application Process**

In the first round of application for the seminar, the prospective PhD Student Seminar participants applied submitting a short presentation in ConfTool by 1 June 2018 at the latest (abstract of max. 400 words). In the short presentation, the applicants needed to briefly present a problem statement, research field, theoretical and methodological positions, the status of their project (e.g. at the beginning, halfway or at the end), the name of their supervisor, and their institutional affiliation. First time attendees were given priority.

Prof. Dr. Ulrik Wagner reviewed the submitted short presentations. As a prerequisite for participation, the accepted applicants needed to submit a short paper, which they then presented at the seminar, before 10th of August. The applicants submitted the short papers directly to Ulrik Wagner. 20 PhD Students participated in the PhD Student Seminar and in the EASM Conference in Malmö.

### **Programme and Keynotes Process**

The PhD Student Seminar programme consisted of paper presentations, keynote, speeches, group work, discussions, and social programme. The papers presentations were led by three senior scholars: associate professor Ulrik Wagner (University of Southern Denmark), professor Samuel Todd (University of South Carolina) and assistant professor Chris Horbel (University of Southern Denmark). The keynote speakers represented various academic institutes.

Lectures was held by professor Veerle de Bosscher (Vrije Universiteit), professor Jörg Königstorfer (Technical University of Munich), associate professor Ulrik Wagner (University of Southern Denmark), professor Paul Downward (Loughborough University) and professor Johan R Norberg (Malmö University).

## Student Seminar, 1 – 5 September

The EASM Student Seminar is a five-day pre-conference gathering consisting of international sport management students at both B.A and M.A levels. The Student Seminar and the general EASM-conference was both included in the admission fee, making the students part of the full conference experience. The overall intention with the Student Seminar was primarily aimed at enhancing sport management knowledge while cooperating in an international environment.

Package	Fee (SEK)	Specification
Student Seminar	6500	<ul style="list-style-type: none"><li>- EASM Student Seminar (full board)</li><li>- EASM Conference (Full Package)</li><li>- Accomodation 1 - 8 September</li></ul>
Tutor	9500	

Table 4: Student Seminar fees and specifications.

The Student Seminar educational programme consisted of a management game (team projects), lectures and workshops related to the topic of the general conference theme. It also included field trips and a study visit, as well as social events and gatherings. Furthermore, given the number of leading experts and established researchers, the general EASM Conference provided a great opportunity for students to network and build professional contacts and relationships. The topic of the Student Seminar was based on the overall conference theme: *Managing Sport in a Changing Europe*. More specifically, the Student Seminar focused on questions regarding integration, racism and inclusion/exclusion in relations to sport management.

The management game was therefore inspired by the innovative and challenging context of Malmö, framed by integration, migration and multi-culturalism. In groups of five, the students conducted necessary research and analysis to fulfill the requirements of the management game. The overall intent of the management game was to identify a sports club that are/can work with management questions regarding inclusion, exclusion and integration. The challenge was thereafter to provide practical, real-world achievable and innovative suggestions on how the chosen sports club could either improve existing, or incorporate new, management incentives to aid integration, inclusion and work against exclusion and the potential benefits for both the club and society at large.

In addition to the management game and lectures, the students went to excursions/field trips where the trip to the football club Malmö FF was seen as the highpoint. In total, 50 students took part in the student seminar, representing 11 different nations. The nations with most students represented was the Netherlands and Germany. Long-way participating students were represented by Japan, Canada and Russia. Accompanying the students were 9 tutors represented by 3 nations.

## Programme and Keynote Lectures

The student seminar took place at the Malmö University building Orkanen, a short walk from the main conference building Malmö Live. The programme (Appendix 3) included 10 lectures, field trips, social gatherings, sport activities, group work and tutoring. Sustainability was a key concept during the student seminar which was manifested in solely walking between venues, no printed-out papers (all information in digital form) and a zero food waste ideology. Lectures were all focused under the topical theme: *Managing Sport in a Changing Europe*. Key note lectures included:

- Professor Johan R. Norberg, PhD. Malmö University.
- Professor Susanna Hedenborg, PhD. Malmö University.
- Professor Sine Agergaard, PhD. Aarhus University.
- Staffan Tapper, Malmö FF. Manager, Football against Racism.

## Management Game Presentations

All groups (10) presented their work during the final day of the Student Seminar. Divided into two parallel sessions, the students presented their work in front of panels consisting of the Student Seminar tutors together with representatives from Skåneidrotten (Scania Sports Federation) and Malmö Football Club (MFF). The best two groups were selected and thereafter given the opportunity to present their work during a management game finalists session at the main EASM conference. The winning group of the management game was presented during the social evening on the 6<sup>th</sup> of September by Ruth Crabtree (EASM Board), Aila Ahonen (EASM Board) and Mattias Melkersson (LOC). The winning group work had the title: E-sports is a sport, which aimed at fusing E-sports and traditional sporting activities with an integration and inclusion approach. The two finalist groups consisted of:

### E-sports is a sport:

Elisa Herold, German Sport University  
Cologne, Germany.

Malik Wilson, The Hague University of  
Applied Sciences, Luxembourg.

Mirinda Kidman, Amsterdam University of  
Applied Sciences, Netherlands.

Timo Ruuhijärvi, Haaga-Helia, Sport  
Development and Management, Finland.

Yiqi Yang, University of Ottawa, Canada.

### AEK for the Community:

Fiona Clarius, Hogeschool van Amsterdam,  
Netherlands.

Kathrin Furrer, University of Berne, Switzerland.

Emiel Schippers, Fontys University of Applied  
Sciences, Netherlands.

Felix Pföhler, German Sport University Cologne,  
Germany.

Josef Nilsson, Malmö University, Sweden.







## Communication Activities

The LOC communication consisted of multiple channels. In addition to the most common channels as website, e-mail newsletter and social media (Facebook and Twitter), the LOC was able to reach prospective conference participants through its communication partners (e.g., EASM) and face-to-face marketing at other conferences, both national (e.g., SVEBI) and international (EASM 2017), and in various seminars in Sweden.

### E-mail (newsletters)

The LOC sent 7 newsletters using the suggested (by the EASM board) email marketing service Mailchimp. These newsletters were sent out on 22 December, 7 February, 6 April, 18 April, 4 June, 15 June and 28 June. Recipients of these Mailchimp newsletters were major international scientific sport management association, people within the Swedish sport movement and sport confederation as well as past EASM Conference participants. Besides these bulk emails sent via Mailchimp, the bulk email function was used in ConfTool to provide (co-)authors, reviewers and registered participants with news and other important information, such as, various reminders, decision letters and deadlines; see Table 5 for all emails sent from LOC to various recipients using the bulk email function in ConfTool. Besides these emails, more decision emails were sent to presenters by the Scientific Committee.

Recipients	Date	No. of Emails sent
Reviewers	14 February	118
	27 April	157
	15 May	103
	23 May	54
Decision letters	31 May	302
	12 June	125
	12 June	3
	15 June	54
	6 July	61
Poster presenters	7 August	46
	6 September	47
Participants	14 August	316
	17 August	322
	20 August	73
	27 August	430
	4 September	456
	6 September	458
	14 September	461
Presenters	23 August	224
VISA applicants	27 August	16

Table 5. Bulk e-mails sent by LOC via ConfTool

## **Website**

The EASM conference website ([www.easm2018.com](http://www.easm2018.com)) contained complete information related to the conference. The LOC updated and added information on the site when necessary and many of the sent bulk emails contained links to the website.

## **Social Media**

In February 2018, a Facebook event was created (<https://www.facebook.com/events/1973221436276278/>). Between February 8<sup>th</sup> and September 14<sup>th</sup>, 69 posts have been published about, for example, the conference and the city of Malmö. The event had 173 followers.

In March 2018 we also created a conference Twitter account (<https://twitter.com/EASM2018>). Altogether, 221 tweets have been posted to the 267 followers.

## **Conference App**

The accompanying mobile app for the conference was developed with attendify and offered features such as the conference programme including abstracts, personalised schedule, maps of the venues, a list of speakers, sponsors and exhibitors. In addition, users of the app were able direct chat with each other and share photos, thoughts and comments on a social wall. The app was available for iOS, Android and as an online web-app. Besides these features, additional information about the city of Malmö, out-of-programme activities and meetings was communicated via the app. 266 delegates have downloaded the conference app. The most used feature was the conference programme with 7883 clicks.

## Partners and Sponsors

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### The City of Malmö

The Department of Sports, Recreation and Leisure  
Malmö Convention Bureau  
The City of Malmö and Mayor Kent Andersson



### Event in Skåne

**event** in skåne  
part of business region skåne

### Skåne District Sport Federation



### Malmö FF



### Malmö University



### Routledge



## Student Support and Volunteers

### Student Support

Students at Malmö University were highly involved during the conference, mainly as volunteers. Two master students attended the Student Master Seminar in Magglingen and Bern 2017 and brought their experiences and knowledge into the preparation for the 2018 conference in Malmö. One of these students worked as head of volunteers during the conference and the other one was selected as student representative in the EASM board. This made it possible for the LOC to reassure that experiences from the Student Seminar 2017 was considered in the project planning process of the conference 2018. It also brought a clear student perspective into the preparations for the Student Seminar. Two sport management students from Malmö University attended the 2018 Student Seminar.



### Volunteers

16 students from Malmö University worked as volunteers during the conference and around 20 staff members from the Sport Science department worked as hosts during the parallel sessions. The 20 student volunteers were organized into three different working groups: Breakfast and catering -student seminar, Social- and sport activities -student seminar, Registration and hosts, conference. The volunteers had clear tasks prior to the event which was communicated during two volunteer meetings and by email. The volunteers got EASM 2018 T-shirts, meals during their working hours, a “thank you activity and dinner” and diplomas as a thank you for their amazing working efforts during the conference.



### Tasks during Student Seminar:

- Breakfast and Catering:
  - Serve breakfast, Saturday 1 September – Sunday 9 September
  - Serve dinner, Saturday 1 September and Sunday 2 September
- Social- and Sport Activities:
  - Organize social activities
  - Organize the welcome reception
  - Organize sport activities

### Tasks during the Conference:

- Registration, Social activities and hosts:
  - Helpful during the registration
  - Hosts and technical support during parallel session and keynotes
  - Info desk, general guidance and support
  - Hosts during social activities and receptions





## Appendices

### Appendix 1 — Malmö Charter



#### EASM Conference Legacy: The Malmö Charter

The Department of Sport Science at Malmö University hosted the **26th EASM - The European Sport Management Conference**, September 5th 2018. There were about 500 participants from 43 nations. In connection to the conference a Student Seminar with 50 students and a PhD Student Seminar with 21 PhD students took place. The conference theme was **Managing Sport in a Changing Europe**.

The city of Malmö with its growing population, social and economic challenges and innovative and progressive projects, solutions and sport environment, has worked as an inspiring and illustrative frame for the conference. Malmö recognises the role that sport and sport management can play in meeting the challenges of a modern city.

Malmö will become the first EASM Legacy Charter City and representatives of Malmö University will regularly report at future EASM Conferences on the use of sport management in responding to challenges faced by the city. The three partners, EASM, The University of Malmö and the City of Malmö have decided to introduce the concept of EASM Conference Legacy called 'The Malmö Charter'.

Based on the key discussions and conclusions reached during the conference, Malmö University and the City of Malmö will continue their cooperation and commit to EASM to continue the work on expanding the use of sport management principles and integrate sport management as a response to future challenges.

Malmö, September 8th 2018

Mayor/Chairman of the City Council, Malmö:

A handwritten signature in blue ink that reads "Kent Andersson".

**Kent Andersson**

A handwritten signature in blue ink that reads "Vassil Girginov".

*President of EASM:*

**Vassil Girginov**

*Head of Department of Sport Science, Malmö University:*

A handwritten signature in blue ink that reads "Torun Mattsson".

**Torun Mattsson**

## Appendix 2 — Reviewers

Andrew Adams, Bournemouth University  
Aila Ahonen, JAMK University of Applied Sciences  
Christos Anagnostopoulos, Molde University College  
Bo Torbjörn Andersson, Malmö University  
Jyri Backman, Malmö University / Linnaeus University  
Thomas A. Baker III, University of Georgia  
Emmanuel Bayle, University of Lausanne  
Johannes Berendt, German Sport University  
Gerardo Bielons, Events GB  
Guillaume Bodet, University of Lyon  
Karin Book, Malmö University  
Anne Bourke, University College Dublin  
Tim Breitbarth, EASM  
Christoph Breuer, German Sport University Cologne  
Bo Carlsson, Linnaeus University  
Jean-Loup Chappelet University of Lausanne  
Shushu Chen, University of Birmingham  
Adam Cohen, University of Technology Sydney  
Ruth M. Crabtree, Northumbria University  
Inge Derom, Vrije Universiteit Brussel  
Marlene A. Dixon, Texas A&M University  
Mark Dodds, Suny Cortland  
Alison Doherty, Western University  
Harald Dolles, Molde University College  
Paul Downward, Loughborough University  
Guido Ellert, Macromedia University of Applied Sciences  
Eike Emrich, Saarland  
Josef Fahlen, Umeå University  
Per Göran Fahlström, Linnaeus University  
Jens Flatau, Christian-Albrechts-Universität  
Peter Forsberg, Southern University of Denmark/Danish Institute for Sports Studies  
Magnus Forslund, Linnaeus University  
Hallgeir Gammelsaeter, Molde University College  
Anna Gerke, Audencia Business School  
Claas Christian Germelmann, University of Bayreuth  
Vassil Girginov, Brunel University London  
Markus Gmür, University of Fribourg  
B. Christine Green, University of Illinois  
Reinhard Grohs, Seeburg Castle University  
Adriane Grubic, University of Texas  
Kirstin Hallmann, German Sport University Cologne  
Spencer John Harris, University of Colorado, Colorado Springs  
Zsolt Havran, Corvinus University of Budapest  
Ian Henry, Loughborough University  
Remco Hoekman, Mulier Institute / Radboud University  
Chris Horbel, University of Southern Denmark  
Gregor Hovemann, Leipzig  
Jens Høyer-Kruse, University of Southern Denmark  
Christopher Huth, University of Bayreuth

Bjarne Ibsen, University of Southern Denmark  
 Evald Bundgaard Iversen, University of Southern Denmark  
 Honorata Jakubowska, Adam Mickiewicz University in Poznań, Poland  
 Sven Junghagen, Copenhagen Business School  
 Kyriaki Kaplanidou, University of Florida  
 Lisa Kihl, University of Minnesota  
 Marie-Luise Klein, Ruhr-Universität Bochum  
 Christoffer Klenk, University of Bern  
 Thomas Könecke, Johannes Gutenberg University Mainz  
 Thilo Kunkel, Temple University  
 Reinhard Kunz, Universität Bayreuth  
 Markus Kurscheidt, University of Bayreuth  
 David FH Legg, Mount Royal University  
 Kati Lehtonen, Research Center for Sport and Health Sciences  
 Ho Keat Leng, Nanyang Technological University  
 Hans Lichtsteiner, University of Fribourg  
 Susanne Linnér, Linneus university  
 Daniel Lock, Bournemouth University  
 Elisavet Argyro Manoli, Loughborough University  
 Michaël Mrkonjic, Swiss Federal Institute of Sport Magglingen SFISM  
 Siegfried Nagel, University of Bern  
 John Nauright, University of North Texas  
 Johan Norberg, Malmö University  
 Gerhard Nowak, IST - University of Applied Sciences  
 Dino Numerato, Charles University  
 Daniel James O'Brien, Bond University  
 Daichi Oshimi, Tokai University  
 Laila Susanne Ottesen, Copenhagen  
 Dimitra Papadimitriou, University of Patras, Greece  
 Tim Pawlowski, University of Tübingen  
 H. Thomas R. Persson, Kristianstad University  
 Tomas Peterson, Malmö University  
 Florian Pfeffel, accadis Hochschule Bad Homburg University of Applied Sciences  
 Daniel Plumley, Sheffield Hallam University  
 Frank Pons, Université Laval  
 Holger Preuss, Johannes Gutenberg University Mainz  
 Marc Probst, Swiss Academy for Development  
 Kari Puronaho, Haaga-Helia University of Applied Sciences  
 Do Young Pyun, Loughborough University  
 Risto Rasku, JAMK University of Applied Sciences  
 B. David Ridpath, Ohio University  
 Harold Albert Riemer, University of Regina  
 Leigh Robinson, Cardiff Metropolitan University  
 Guido Schafmeister, Sport Management Academy BT  
 Torsten Schlesinger, Ruhr University Bochum  
 Benoit Seguin, University of Ottawa  
 David Shilbury, Deakin University  
 Roya Shokoochi, Hanze University of Applied Sciences  
 Berit Skirstad, Norwegian School of Sport Sciences  
 Sanela Škorić, University of Zagreb

Harry Arne Solberg, Norwegian University of Science and Technology  
Jens Peter Sørensen, UCN Aalborg  
Jürg Stettler, Lucerne University of Applied Sciences and Arts  
Maximilian Stieler, University of Bayreuth  
Rasmus K. Storm, Danish Institute for Sports Studies & NTNU Business School  
Tim Ströbel, University of Bern  
Per G. Svensson, Louisiana State University  
Marijke Taks, University of Ottawa  
Tracy Taylor, University of Technology Sydney  
Nicholas Theodorakis, Aristotle University of Thessaloniki  
Ansgar Thiel, University of Tübingen  
Lutz Thieme, Hochschule Koblenz  
Sebastian Uhrich, German Sport University Cologne  
Irena Valantine, Lithuanian Sports University  
Stefan Walzel, German Sport University Cologne  
Pamela Wicker, German Sport University Cologne  
Herbert J. Woratschek, University of Bayreuth  
Géraldine Zeimers, Ghent University & Université catholique de Louvain

## Appendix 3 — Student Seminar and Full Conference Programme

Saturday 1st September			
Time	Activity	Attendee/s	Place
15:00-16:00	Check in - Malmö City Hostel	Students and Tutors	Malmö City Hostel
16:00-17:00	Registration	Students and Tutors	Malmö University Örlanen Lobby
17:00-18:30	Welcome and Introduction to the Management Game	Dr. K. Bock Dr. M. Melkersson	Malmö University Örlanen
18:30-19:00	Welcome Drink	Dr. T. Mattsson	Malmö University Örlanen OR:E430
19:00-20:00	Dinner		Malmö University Örlanen OR:B230
Sunday 2nd September			
Time	Activity	Attendee/s	Place
07:30-08:30	Breakfast		Packed breakfast on the go
08:30-14:00	Field Trip: Malmö FF - Football against Racism	J.-O. Kindvall G. Nazar	Malmö Stadium
15:00-16:30	Lecture: The Swedish Sport Movement and Sport Open	Prof. Dr. J. Norberg	Malmö University Örlanen
16:30-17:30	Lecture: Race, Whiteness and Sport	S. Mastreggi Blank	Malmö University Örlanen
18:00-19:00	Sport Activity	Students and Tutors	Malmö University
19:30-20:30	Dinner		Malmö University Örlanen OR:B230
Monday 3rd September			
Time	Activity	Attendee/s	Place
07:30-08:30	Breakfast		Malmö University Örlanen OR:IDV
08:30-09:00	Debriefing - MFF Field Trip	Students and Tutors	Malmö University STORM
09:00-10:00	Lecture: STORM - About Innovation	H. Ördus	Malmö University STORM
10:00-10:30	Coffee break		Malmö University STORM
10:30-12:30	Group Work	Students	Malmö University STORM
12:30-13:30	Lunch		Malmö University Örlanen Restaurant
13:30-14:30	Lecture: Skåneidrotten - Integration and Inclusion	T. Tacle	Malmö University Örlanen
14:45-17:45	Field Trip: Visit Urban Sport Arenas	Students and Tutors	Various Locations
18:00-18:30	Group Debriefing	Students and Tutors	Malmö University Örlanen
18:30-19:30	Dinner		Malmö University Örlanen OR:B230
Tuesday 4th September			
Time	Activity	Attendee/s	Place
07:30-08:30	Breakfast		Malmö University Örlanen OR:IDV
08:30-10:00	Lecture: Inclusion and Exclusion in Sports	Prof. Dr. S. Hedenberg	Malmö University Örlanen
10:00-10:30	Coffee break		Malmö University
10:30-12:30	Group Work	Students	Malmö University Örlanen
12:30-13:30	Lunch		Malmö University Örlanen Restaurant
13:30-15:00	Group Work	Students	Malmö University Örlanen
15:15-16:15	Lecture: Rethinking Sports and Integration	Prof. Dr. S. Agergaard	Malmö University Örlanen
16:15-17:30	Group Work	Students	Malmö University Örlanen
18:00-19:00	Sport Activity	Students and Tutors	Malmö University
19:30-20:30	Dinner		Malmö University Örlanen OR:B230
Wednesday 5th September			
Time	Activity	Attendee/s	Place
07:30-08:30	Breakfast		Malmö University Örlanen OR:IDV
08:30-09:00	Debriefing	Students and Tutors	Malmö University STORM
09:00-10:00	Lecture: STORM - Innovation	J. Sjölander	Malmö University STORM
10:00-10:30	Coffee break		Malmö University STORM
10:30-12:30	Group Work	Students	Malmö University STORM
12:30-13:30	Lunch		Malmö University Örlanen Restaurant
13:30-16:00	Management Game - Final Presentations	Students and Tutors	Malmö University Örlanen
17:00-19:00	Registration	EASM Main Conference	Malmö Live
19:00-21:00	Opening Ceremony	EASM Main Conference	Malmö University Örlanen



		Wednesday, 5 September 2018					
17:00-19:00		Registration (conference venue: Malmö Live)					
19:00-21:00		Opening ceremony in Örknen					
		Thursday, 6 September 2018					
08:00-08:45		Registration (conference venue: Malmö Live)					
09:00-09:40		Room: High Live 1					
		Keynote Joseph Maguire Chair: Bo Carlsson					
09:40-10:20		Coffee					
10:20-12:00		Room: Live 1	Room: Live 6	Room: High Live 3	Room: Live 3	Room: Live 2	Room: Live 4
		Workshop "Play the Game: National Sports Governance Observer" (associated project partner: EASM) Convenors: Jens Sjöer Andersen, Armut Geerert	Sport Funding and Finance Chair: Rob Wilson	Sport Governance and Policy Chair: Lars Lagergren	Strategy, Leadership and Stakeholder Management in Sport Chair: Mary Papatimitades	Sport Marketing Chair: Tim Ströbel	Sport, Media and Communication Chair: Elisavet Argyro Manoli
10:20		(Workshops are interactive conference formats individually designed by the Convenors; order and style of listed contributions can vary)  National Sports Governance Observer (NSGO):	Investing in European Football Stocks: An Empirical Investigation from an Institutional Investor's Point of View (Prigge, Tegmeier)	An Empirically-Based Operational Definition of the Elite Sport System: A Country-Specific Panel Data Analysis of Olympic Success (Funahashi, Shibui, De Bosscher)	Innovative Cultures in Professional Sports: The Role of Servant Leadership in Fostering Employee Cooperation, Creativity, and Satisfaction (Swanson, Kent, Smith, Skinner)	Who Decides about Sponsorships? Exploring a Sport Sponsorship Decision-Making Model (Schoenberger, Wortschke, Buser)	Big Data Analysis of Major Elite Sport Events in The Netherlands. Case Studies of the 2017 UEFA Women's Championships and the Rabo Eurotrack Championships 2017 (Hoyer, Mol, Wossenaar)
10:40		Benchmarking Governance in National Sport Organisations - The Examples of Denmark and Norway (Alm, Solenes, Gammelseter, Egilsson)	Empirical Evidence Why Football Fans Invest Money into Their Club via Crowdfunding and Crowdinvesting (Ratz, Grundy)	The Effect of Contextual Factors on an Elite Sporting System (Jacobs, De Bosscher, Scheeders, Venter)	Relationship among Cooperative Learning, Trust, and Team Effectiveness (Hsiao, Tsao)	On-site Sponsorship Leveraging Patterns of TOP and Domestic Partners: The Case of 2018 PyeongChang Winter Games (Ellis, Choi, Leopkey, Byun, Zinn)	Social Media Analytics for Chinese Professional Baseball League Fans: The Effect of Media Characteristics on Fan Engagement (Chen, Mo, Mo)
11:00		Main presenter: Geerert Project national governance researchers:	Football and Finance: Exploring the Capital Markets (Boccia, Santomieri)	Elite Athletes' Attitudes Towards Drop Out (Hallmann, Breuer, Herold)	Collaborative Dynamics and Processes among Nonprofit Sport Organizations (Zeimers, Zintz, Willem)	The Power of Self-Promotion: Twitter Followers and Guaranteed Purses in Professional Boxing (Chaplin, Brown, Harris)	Imagined Distance: The Role of Sport in Shaping and Maintaining Group Dynamics (Sugden, Adair)
11:20		Belgium (Geerert), Cyprus (Anagnostopoulos), Denmark (Alm), Netherlands (van Ekeren), Germany (Mittag, Putzmann, Müller-Schoell), Montenegro (Bogovic), Norway (Gammelseter, Solenes, Egilsson), Poland (Zemura, Goldys), Brazil (Hosai)	The Development of a Valuation Model to Determine the Real Market Value of Professional Baseball Players (Park, Kwon, Kim, Jeon)	A Better Performance to Elite Student Athletes? The Case Study of School Athletic Class System in Taiwan (Su, Tsai, Cheng)	An Athlete's Attitude toward His Hometown: Professional Baseball Players' Display of Sense of Community as a Responsibility toward their Hometowns (Maezaki, Tomiyama)	The Footy Girls of Tumblr: How Women Communicate in the Online Football Fandom. Insights from The US, The UK, and Germany (Kunert)	The Moderating Role of Sport Type between Sport Involvement and Quality of Life (Kim, Kaplondou)
11:40		Includes interactive panel debates: "From to theory to public policy recommendations" and "Methodological challenges and implications NSGO"	Understanding Soft Budget Constraint in Western-European and Central-Eastern-European Professional Football (Havran, András)	Do Athletes Perceive Themselves to Be Role Models for Youngsters? A Multilevel Analysis (De Rycke, De Bosscher, Hallmann)		Model of Athlete-Target Fit (MATE) (Holzleitner, Ellert)	How to Get 600.000 Danes More Physical Active (Broberg)
12:00-13:00		Lunch (hosted by Event in Skåne)					
13:00-14:40		Room: Live 2		Room: High Live 3	Room: Live 3	Room: Live 7	Room: Live 4
		Malmö Thematic Symposium "Rethinking 'Sport for All': Inclusion and Integration?" (Swedish language) Chair: Susanna Nedehöberg	ESMQ New Researcher Award Convenor: Jörg Königstorfer	Sport Governance and Policy Chair: Berit Skirstad	'Play the Game' Sport Governance Session Chair: Christina Friis Johansen	Sport Marketing Chair: Bastian Popp	Sport Events and Tourism Chair: Ruth Crabtree
13:00		This symposium is being developed to attract those working in different types of sport organisations. You'll get the opportunity to gain insight into the Swedish sport model in change and the way Swedish organisations deal with the challenges of inclusion and integration from different perspectives:	(Length and style of presentations in this session vary from presentations in other conference scientific tracks)	How to Professionalise in Non-Olympic National Sport Federations (Lang, Schlesinger, Ruoranen, Klenk, Bayle, Clausen, Glaucque, Nagel)	A Multi-Level Legitimacy Analysis of the World Anti-Doping Agency (Read, Skinner, Luck, Houlihan)	Consumer Experience Quality in Participant Sports: An Empirical Examination of a Japanese Marathon Event (Yamaguchi, Yoshida)	Social World Influence on Event Satisfaction and Runner Behaviors (Newland, Acher, Buning)
13:20			A Multi-Dimensional Framework as a New Way of Studying the Management of Olympic Volunteering (Olesya Nedvedtskaya)	Origins of Institutional Practice and Institutional Work Perspectives on Performance Management of National Sport Organisations (Kasale)	The Global Governance of Anti-Doping: A View from Two Whistleblowers (Stepanova, Stepanov, Harris)	How Sport Events Create Value (Grohs, Pristach, Wieser)	Examining Residents Perceived Measures of Positive Event Impact Using Item Response Theory (Zhong, Byun, Svetina, Jang)
13:40		• Introduction by Susanna Nedehöberg (Malmö University) • Main Experts Forum (The Department of Sports, Recreation and Leisure at the City of Malmö). The city of Malmö works, in co-operation with other actors, to find new ways to create sport- and leisure facilities and opportunities for people in a segregated city. The challenges are many, not least that the citizens access to sports and physical activity are influenced by structural factors such as socioeconomic, gender and ethnicity.	Can Individuals Make a Difference?: The Relationship Between Individual Behaviors and Board Functions (Geoff Schoenberg)	Assessing Olympic Legacy Claims: Evaluating Explanations of Casual Mechanisms and Policy Outcomes (Chen, Henry)	Honest Services Fraud: How a Little Known U.S. Statute is Battling Sport Corruption (Osborne, Dobos, Cebula)	Together is Better – The Influence of Accompanying Persons along a Sporting Event on Preferences and Willingness to Pay (Woratschek, Kailer)	Social Impact of Events on Residents: Comparing a Perception–Versus an Experienced–Based Assessment (Oshima, Taki)
14:00		• Marcus Hansson (Citydrott). With the motto "In (h)ush we trust", the alternative sport club Citydrott gives young people the opportunity to lead activities at low cost for children and adolescents in the city of Lundskrona.	Different Diseases Ask for Different Remedies. An Empirical Study and Theoretical Framework on Sport-Related and Betting-Related Match-fixing in Flanders (Els De Waegeneer)	Delivery Forms and Value of Municipal Sport Services. Expenditure vs. Cost (García-Urribe, Felipe, De La Riva, Sánchez-Sánchez, Galarza)	Sports Governance and Access to Justice (Westermarck, Curran)	Innovation Strategy in Sport Sector: Evidence from Greek Fitness Clubs (Papadimitriou, Kriemadzi, Kourtsopoulou)	Volunteering at the Youth Olympic Games: More than a Distinct Memory? (Wong, Derom, Theobroom)
14:20		• Nicolas Lunaibba (Helamalmö). The project Helamalmö ("All of Malmö") originates from the Swedish sport movement, but has extended its activities into other areas like culture, education and security. The focus of the project is to empower young people in deprived areas.			The Governing of Governance: Metagovernance and the Creation of New Organisational Forms within Canadian Sport (Dowling, Washington)	Volunteers at the FINA World Championships: Planning, Implementation and Evaluation (Perényi)	Football Fans' Perceptions on Video Assistant Refereeing (Winnand, Schneiders)
14:40-15:20		• Tomas Petersen (Professor at the Department of Sport Science, Malmö University) is currently part of a research group studying new, alternative sport organisations and social entrepreneurship in sport.					Supporting Startups within a Sport Entrepreneurial Eco System (Hottkirk)
							Insight, Critique and Transformative Redefinition: Making Sense of Sport-Based Intervention Programmes through the Lens of Critical Management (Adams, Harris)
15:20-17:00		Room: Live 2	Coffee	Room: High Live 3	Room: Live 3	Room: Live 7	Room: Live 5
		Malmö Thematic Symposium "Rethinking 'Sport for All': Inclusion and Integration?" (Swedish language) Chair: Lars Lagergren	Workshop "New Age of Sport Management Education in Europe" Convenors: Jens Peter Sørensen, Karl Purnanaho	Sport Governance and Policy Chair: Josef Fahlen	Strategy, Leadership and Stakeholder Management in Sport Chair: Tracy Taylor	Sport Consumer Behaviour Chair: Claas Christian Gernemlmann	Legal and Ethical Aspects of Sport Chair: Bo Carlsson
15:20		The aim is to deepen the discussion of inclusion and integration in Swedish sport. Please note that this session is being held in Swedish language.	(Workshops are interactive conference formats individually designed by the Convenors; order and style of listed contributions can vary)  Invited contributors: Ole Christensen (Member of the European Parliament, Committee on Employment and Social Affairs), Berend Rubbing (CEO M&M Consultants)	Process Consulting for Organizational Capacity in Voluntary Sport Clubs (Dijk, Waardenburg, Sander, Boven, De Jong)	Strategic Human Resource Management in Professional Soccer: Identifying the Reasons for High Turnover Rate and Ineffective Transfer Practice in the K-League (Yoon, Gang, Park, Pedersen)	Behavioral Economics and Football – The (Ir)relevance of Outcome Uncertainty Reconsidered (Pawłowski)	Addressing Sexual Abuse and Institutional Liability in Olympic Sport (McCoy)
15:40		Hur ska den svensk idrottsrörelsen kunna leva upp till målen för Strategy 2025? Workshops inter ett praktiklerperspektiv genom att ställa sig frågan om hur föreningsarna ute i landet påtar sig ansvaret för "ött barn, unga, vuxna och äldre väljer att idrotta i förening under hela livet" det vill säga även i praktiken bli den inkluderande och integrerande verksamhet som eftersträvas? Hur kan föreningar driva verksamheter som inte är direkt anpassade till den organiserade tävlingsidrotten eller elitidrottning? Är det ens vad en förening i regel vill med sin verksamhet? Om samverkan med aktörer utöver idrottsrörelsen är lösningen, hur kan denna i så fall se ut? Workshopsen avfärr till ett skede en gemensam grund för vidare utvecklingsarbetet utförån idéer, erfarenheter och forskning.	New Age of Sport Management Education in Europe Project: Results from Spain (Galarza, García-Urribe, Sánchez-Sánchez, Cabello, Colina, Ledón-Jiménez, Felipe)	Sport and Social Entrepreneurship in Sweden (Peterson, Björnsalm, Gerrevall, Linnér, Norberg, Schenker)	Examining Staff Motivation in Sport for Development and Peace: An Application of the Multidimensional Work Motivation Scale (Otto, Svensson)	Psychometric Evaluation of a Measurement Model of Service Quality in Professional Football Spectator in Brazil (Barros Filho, Pedrosa, Miranda, Silva, Sarmento)	Rule 40 versus European Competition Law: A New Challenge to an Ongoing Sponsorship Concern (Grady, Moorman)
16:00			Does Less Extensive Sport Management Education More Often Lead to Unemployment? (Skirstad, Novak)	Research on Community Sports Provision, Residents' Satisfaction and Participation Community Sports Activities in China (Chen, Zhou)	The Synergetic Impact of Management Processes and the Motivating Style of Board Members in Relation to Human Resources Capacity (De Clerck, Aelterman, Haerens, Willem)	Attendance of Active Football Fans in China: Evidence of a Survey Study (Kurscheidt, Ma)	An Examination of How Regulatory Frameworks Used to Control Procurement in the Public Sector Are, and Could Be, Applied to Control Procurement of Infrastructure for Major Sporting Events (Thurston, Aracossinih)
16:20				Building Organisational Resilience in National Governing Bodies of Sport (Bostock)	Factors Affecting Alpine Skiing Participation in China prior to the Beijing 2022 Olympic Winter Games (Yong, Taki, Wang)	Exploring Overseas Basketball and the Exploitative Nature of the Business (Wright)	The Significant Competence of Coaches and Managers in Developmental Environments in Sports (Fahlström, Linnér)
16:40			Sport Management Studies 2020 (Purnanaho, Lailla)	Are Sport Federations the Most Preferable Institutions to Organise Sport-Fair-For-All? (De Bock, Willem, Scheeders, Theebloom)	Exploring Opportunities and Challenges of Mergers in Sport: A Case Study of the Korean Sport and Olympic Committee (Byun, Leopkey, Ellis)	Does Ethnocentrism Matter to English Premier Fans' Resistance to the 39th Game Concept (Lim, Kang, Pyun)	Sports and Bulimia: Philosophical and Ethical Aspects of Athletic Entertainment (Jönsson)
17:00-17:10		Break to move					
17:10-17:50		Room: High Live 3	Room: Live 1	Room: Live 9			
		EASM Student Seminar Presentations Chair: Mattias Melkersson	Workshop "New Age of Sport Management Education in Europe" Convenors: Jens Peter Sørensen, Karl Purnanaho	ESMQ Editorial Board meeting Convenor: Paul Downward			
18:15-21:00 (doors open 18:00)		Social evening in Niagara (incl. EASM Distinguished Service Award, EASM Student Seminar winner)					
		Friday, 7 September 2018					
08:00-09:00		Registration (conference venue: Malmö Live)					
09:00-10:40		Room: Live 6	Room: Live 7	Room: High Live 3	Room: Live 1	Room: Live 2	Room: Live 4
		Public Health and Physical Activity Management Chair: Karin Bok	Sport Management Education Chair: PG Fahlström	Sport Governance and Policy Chair: Sven Jungthagen	Strategy, Leadership and Stakeholder Management in Sport Chair: Daniel Plumley	Sport Consumer Behaviour Chair: Kirstin Hallmann	Sport, Media and Communication Chair: Chris Horbel
9:00		Activity Interfaces: Breaking Down the Barriers at Public Activity Places (Book)	Exploring the Emergence of Sport and Entertainment Academic Programs and Examining the Commonalities and Differences (Gillettine, Shooman)	Resistance to Board Renewal (Robinson, Taylor)	Course and Management of Latent Stages of Economic Crises: The Case of German Professional Football Clubs (Druker, Daumann)	United We Stand? How and When Prototypical Fan Behavior of Satellite Fans Improves Local Fans' Attitudes toward Them (Behrens, Uhrich)	Framing Athlete Activism: The Case of the National Football League Athletes' Anthem Protests (Sant, Wang)
9:20		How Does Street Level Bureaucracy Challenge the Implementation of Football Fitness? (Benkne, Ottesen)	Preparing Undergraduate Students for the Grass Roots of the Sport Management Practice: Sport Club Governance Data as a Proxy for Defining Curricula (Fahlin, Stenling)	Controlling the 'Male Ego' and Other Discursive Practices in the Gendering of Sport Governance (De Haan)	The Impact of Value Creation on the Performance of Football Clubs in Colombia Mediated by Co-Innovation (Brand, Winand, Perdomo-Charry, Parodi, Quinchia)	Consuming Sport, Producing Atmosphere: The Attraction of Sport Events from a Spectator Perspective (Hjelseth)	The Construction of National Identity at Major Sporting Events (Schräpfer, Grotz, Breuer)
9:40		Development of a Tool to Measure Possible Health Gains of Sport Events: Studying the Additionally Performed Physical Activity of a Mass Participation Running Event (van Genderen, Schoemaker)	Sport Management Labour Market: Discrepancies Between Skills Offered by Graduates of An Academic Sport Management Programme and Skills Required by Employers of Sport Managers in Germany (Wohlfort, Adam, Havemann)	The Length of Electoral Terms in National Sport Governing Bodies (Wojciechowski)	The Match-Day Event: Analysing Supplier Relationships in Professional Football (Egilsson, Dolles)	Brand Image and Fandom of Professional Football Clubs – An Empirical Study of Brand Characteristics and Facets of Fandom in Social Media for Germany as Point in Case (Hermann, Kolo, Haumer)	Examining the Use of Social Media in the Process of Recruiting by National Collegiate Athletic Association Division I Golf Coaches (Miles, Burch, Pedersen)
10:00		Vault! A Parkour-Inspired Mobile Learning App (Johnsson, Fernandez, Linderman, Contreras, Appelqvist, Lindström)	Implementing Internationalization in Sport Management Programmes: A Case Study of "The International Year of Cuba" at Western Kentucky University (Upright, Henson)	Steering Performance of International Sport Federations (Bayle, Clausen, Glaucque, Lang, Schlesinger, Ruoranen, Klenk, Nagel)	Stakeholder Management in English Non-league Football: The Case of Dulwich Hamlet FC (Panton, Walters)	MetaFandom: A Theory of Chronically Connected Leisure Communities (Larkin, Spalding, Ahn)	Virtual Family, Gap Holders, Toolbars and Online Club: Four Profiles of Online Communities in Organized Sports (Kuijsters, Goede, Leenders)
10:20		Designing the Model of Sport for All in Iran (Ehsani, Saffari, Amir)	New Models of Delivery in Sports Management Education – The Use of Major Sporting Venues (Deane)	The Impact of Elite Sporting Success on National Pride in England (Shibli, Ranchorandani, Davies, Downward, Bingham)	"You Cannot Tell Every League in the Country How to Organise Their Leagues" – The Implementation of a National Football Development Plan for the Republic of Ireland (Finnegan, Richardson, Littlewood, McArdie)	Exploring Empathy in Fan Responses to Athlete Behavior (Westberg, Stavros, Farrelly)	An Examination of Athlete Social Media Education Provided by National Governing Bodies of Sport (Geurin)
							The Current Status of Career Support Services for Active and Former Professional Athletes in Europe (Defruyt, Willeman, Smismans, De Brandt)
							The Rules, Tasks and Competencies of European Career Support Providers (CSPs) within Professional Football (Smismans, Willeman, Defruyt, De Brandt)



