CONNECTING
SPORT PRACTICE
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FOR SPORT MANAGEMENT

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Seville, Spain

BOOK OF ABSTRACTS

Tim Breitbarth, Guillaume Bodet, Álvaro Fernández Luna,
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WELCOME NOTES

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EASM Presidente

Dear Conference Participants,

It is my pleasure, on behalf of the EASM Board, to welcome you to the Book of Abstracts of the 27th European Sport Management Conference Seville 2019, Spain.

The theme of the Conference - Connecting Sport Management Practice with Science - reflects an ongoing challenge facing all those who study and work in the field.

While the connection between theory and practice in sport management would seem intuitive for most people, everyday experiences remind us that this has not always been the case. Therefore, the studies featured in this book make an effort to bridge between science and practice in sport management from a range of perspectives, and in a variety of contexts. The 2019 Conference continued the tradition established 27 years ago and provided an excellent forum for the exchange of ideas and discussions. The Conference format allowed for accommodating an array of presentations which are captured in this book. Based on over 320 initially submitted abstract, the book illustrates no only the diversity of the field but the growth of sport management as an academic discipline. A unique feature of this year's Conference was the inclusion of a thematic symposium designed specifically to facilitate the transfer of knowledge between previous, current and future conference organizers including host cities.

The typical EASM Conference takes at least two years to prepare and is predicated on the hard work of a number of colleagues, volunteers and partners. On behalf of EASM, I would like to extend our appreciative thanks to the Local Organising Committee, the keynote speakers, participants, volunteers, the Pablo de Olavide University, Conference partners and the city of Seville for their support. In particular, I would like to acknowledge the contribution of Gerardo Bielons, Chair of the Local Organising Committee and his team, and Dr Tim Breitbarth, Chair of the Scientific Committee and his Colleagues, who worked tirelessly to deliver the Conference. The success of the Conference will not be complete without the active professional and social interactions between participants. We hope you find this Book of Abstracts useful, and that some of the ideas in it will inform your future research as well as professional interactions with fellow authors.

Vassil Girginov
President EASM

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KEYNOTES

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Speculating About the Sport Business Future

Professor of International Sport Business, and Pro-Vice Chancellor at Victoria University in Melbourne, Australia. He holds visiting Professor positions in Brussels, Madrid and Beijing.

Professor Hans Westerbeek is co-founder of EASM and was made a life member in 2013. In 1994 he moved to Australia where he was founding board member of SMAANZ and has had a rewarding career as an academic and sport business consultant.

Although his research career started in sport management and sport marketing, he soon made the transition to the field of international sport business. He has written more than 20 books.

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Craig Lovett

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Operational Planning: International Class Sports Events

One of the most experienced professionals in the area of events management, cleaning, waste management and sustainable strategies for venues and global events. Over the past 30 years Craig has become a well-recognised success by his peers and clients alike whilst his business and relationship skills have seen rapid expansion throughout Australia, USA, UK, Europe and the Middle East. His business and relationship skills have seen rapid expansion throughout Australia, United States of America, United Kingdom, Europe and the Middle East.

His vision to build a business capable of mobilising large numbers of people, large quantities of equipment, and creating solutions to venues and events around the globe is well renowned. His ability to instill a 'we are part of the show' mentality, combined with savvy business and relationship skills, have ensured a platform of loyal staff and clientele. Craig is invited to speak all over the world on venue design, construction; international event project mobilisation, labour management and the systems now used to ensure environmental integrity at public assembly and retail facilities worldwide.

Projects that require complex coordination, extensive planning, and a commitment to excellence are Craig's speciality. His straight forward approach ensures that all stakeholders have clear leadership and communication.

Incognitus is the next chapter in Craig's life where he calls on the knowledge gained over the journey and applies his skills to assisting others achieve their dream. In 2008, the formation of **Incognitus** occurred and in rapid time, the expertise, networking and strategic approach to problems, combined with the proven ability to create solutions within the venue and event sector were part of the daily staple. Craig is an outstanding negotiator and mediator, with a global network of capable resources.

ESMQ NEW RESEARCHER AWARD

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Chair: Jörg Königstorfer

Understanding Sponsors' Decision-Making Processes – A Conceptualisation Of The Sport Sponsorship Decision-Making Model

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Aim of the research

Despite the increase of global sponsorship expenditures, there is still limited research on how sponsors make a sponsorship decision (Walliser, 2003). Sponsorship decisions are group decision where several individuals collaborate. There are only the two studies of Arthur, Scott, and Woods (1997) and Aguilar-Manjarrez, Thwaites, and Maule (1997) investigating the roles of the individuals involved in a sponsor's decision-making process. Both studies applied the buying center (BC) role model by Webster & Wind (1972) on the sport sponsorship context. However, in both studies, the general BC model was transferred to the sponsorship context without taking the distinctive characteristics of sport sponsorship into account. Accordingly, Arthur et al. (1997) called for further investigations of the composition of the BC in the sport sponsorship context. Addressing the call for research, we posited the following research questions:

(1) To what extent is the original BC model applicable to sponsors' decision-making processes?

(2) How should the roles and composition of the BC be modified for application to sport sponsorship context?

Theoretical background and literature review

Organisational decision-making processes are conducted by several individuals who work together as a group to make a decision for the company (Webster & Wind, 1972). For analysing an organisational group decision-making process, Webster and Wind (1972) suggested the buying center (BC) model. The BC consists of the five roles _deciders_, _users_, _gatekeepers_, _influencers_, and _buyers_, which are involved in the process (Webster & Wind, 1972). Later Bonoma (1982) added a sixth role, the _initiators_. Sport sponsorship decision-making processes also are organisational group decision-making processes. Accordingly, Arthur et al. (1997) and Aguilar-Manjarrez et al. (1997) transferred the BC concept to the sport sponsorship context. The studies showed that all five roles of the original BC are relevant in sponsorship decisions, but both studies neglected the sixth role of the BC, the _initiators,_ and the distinctive characteristics of sport sponsorship.

Research design, methodology and data analysis

The limited academic knowledge about sponsorship decisions shows the necessity to apply an exploratory research design. Therefore, we conducted a qualitative Delphi

study. We considered the Delphi technique appropriate because it can be used for "putting together the structure of a model" (Linstone & Turoff, 1975, p. 4). The Delphi method is an anonymised group communication process where experts are questioned about a complex problem in multiple rounds. The questionnaires contain the controlled feedback of the results of the previous round. The more time questioning and the cognitive processing triggered by the feedback lead to more reliable and higher quality responses.

We conducted three Delphi rounds. For the first two rounds, we recruited 18 sport sponsorship experts employed at sponsors, sports clubs, and sports marketing agencies. To add validity in addition to reliability to the results, we interviewed another sample of experts in the third round. This timed we recruited 13 experts who work for sponsors. In the first and third round, we conducted semi-structured expert interviews, which were transcribed verbatim, and analysed by performing a structured content analysis. In the second round, we used a digital questionnaire to discuss the results of the first round.

Results and discussion
The results of our study showed that the roles of the BC needed to be modified to fit the sport sponsorship context. Only the roles *deciders* and *users* could be transferred analogously. We adapted the roles *coordinators*, *experts* and *signatories*. Moreover, we found the two new roles *negotiators* and *networkers*. Our findings also showed the relevance of the previously neglected role *initiators*. Based on our results, we were able to build the sport sponsorship decision-making model (SDM), which describes eight roles of the members involved in sponsorship decisions.

The composition of the SDM depends on various organisational factors, which are the size of the company, the sponsorship budget, the organisational structure, the industry, and the political relevance of the sponsorship. A further important aspect is the sponsor's cooperation with external partners in the sponsorship decision-making process. External partners can be sport marketing agencies, consultants, market research institutes, markets or subsidiaries, and distributors. In general, all roles of the SDM can be outsourced to external partners except the roles *deciders* and *signatories*.

Conclusion, contribution and implications
In conclusion, with our qualitative Delphi study, we contribute to the sponsorship literature by exploring the SDM, which describes eight roles of the members involved in a sport sponsorship decision-making process. Furthermore, we identified various organisational factors, which influence the composition of the SDM and we emphasised the sponsors' cooperation with external partners.

Sports marketers should identify the appropriate role in the SDM before contacting the sponsor. This ensures more successful and efficient communication processes. Moreover, with the knowledge about the SDM, sponsors can ensure optimal internal staffing or the acquisition of appropriate external partners when carrying out a sponsorship decision-making process.

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Cognitive and Emotional Processing of TV Commercials in Mediated Sports: A Re-Inquiry Using a Psycho-physiological Approach

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Aim of the research

The present study aims to reinvestigate a specific topic of how emotional reactions to sport programing influence cognitive information processing of a subsequent TV commercial. The role of emotions is a substantively significant topic in sport consumer research because sport practitioners (e.g., advertisers, event managers) often promote products and services when their targets are emotionally engaged with sporting events (e.g., Wang & Kaplanidou, 2013). However, previous studies on the subject provided mixed results regarding the spillover effects of sport-induced emotions on memory (i.e., Newell at al., 2001; Pavelchak et al., 1988) Thus, it is difficult for advertising practitioners to decide whether considering or ignoring the spillover effects. The current study addresses several theoretical and methodological issues existing in the previous studies by using a different theoretical perspective (i.e., LC4MP) and different methodology (i.e., psycho-physiological experiment).

Theoretical Perspectives

The research question "how do emotional reactions to a sporting event influence recall for ads broadcasted during the game?" remained the same as the two previous studies in this area (Newell et al., 2001; Pavelchak et al. 1998). The LC4MP posits that emotional valence elicited from a mediated stimuli functions to activate two underlying motivational systems referred to as 'appetitive system' and 'aversive system' (e.g., Lang et al., 2013). For instance, positive emotional feelings (e.g., happiness, hope, joy) are thought to activate appetitive motivational system while negative emotional experiences (e.g., anger, sadness, frustration) are thought to activate aversive motivational system. Furthermore, levels of activation in both motivational systems are determined by arousal intensity. Based on LC4MP, it was hypothesized that there will be main effects of game outcome (victory vs. defeat) and process (close vs. lopsided) on emotional pleasure (Motivational system [H1]) and arousal (Activation Level [H2]).

The LC4MP predicts that increases in appetitive activation should result in increased automatic resource allocation for encoding and retrieval (e.g., Lang et al., 2013). The model posits that arousing pleasant stimuli (medium-high appetitive activation) should result in a greater allocation of cognitive resources to encoding and storage than calm pleasant stimuli (low-moderate appetitive activation). On the other hand, increases in aversive activation should result in a decreased automatic resource allocation for encoding and retrieval (e.g., Lang et al., 2013). Calm negative stimuli (low-moderate aversive activation) should lead to greater allocation of cognitive resources to encoding and storage than arousing negative stimuli (medium to high aversive activation). Thus, it was hypothesized that there will be significant interaction effects between the

motivational system (victory vs. defeat) and the level of activation (close vs. lopsided) on cognitive efforts (H3), encoding (H4), and retrieval (H5).

Methods

The current experiment utilized a 2 (Game outcome: victory, defeat) × 2 (Game process: close, lopsided) × 2 (advertising repetition) repeated measure factorial design. A total of 51 undergraduate students from a large public university participated and completed this study. Upon their arrival, protocols about the experiment were briefly explained except for the main purpose of the study (i.e., memory test). Physiological sensors were attached to each participant's palm, face, and forearms in order to indicate participants' emotional states and attention given to stimuli. Further, each participant was instructed to press the designated button as soon as possible once hearing the secondary task reaction times probes placed in the commercial. Each participant watched eight final segments (4 minutes each) of their team's games and thirty-seconds TV commercials. The uninformed memory tests about advertised brands and contents were conducted.

Results

As hypothesized, there were significant main effects of game outcome and process on emotional valence (H1: *Corrugator* [$p < .05$], *Self-reported pleasantness* [$p < .001$]) and arousal (H2: *SCL* [$p = .095$] and *Self-reported arousal* [$p < .001$]), respectively. Furthermore, the interaction effects between game outcome and process on cognitive efforts (H3: *Cardiac activity* [$p < .05$], STRTs [$p = .098$]), encoding (H4: *Recognition* [$p = .051$]), and retrieval (H5: *Recall* [$p < .01$]) were significant or appeared to be marginally significant.

Discussion

This study makes unique sport management contributions (e.g., theory, methods, measurements, practice) by using a different theoretical perspective (i.e., LC4MP) and different methodology (i.e., psycho-physiological experiment) to re-investigate the spillover effect of sport-induced emotions on memory for advertising. In terms of theoretical contributions, the current study broadens our understanding about the relationship among team performance, emotions, and cognitions. One way in which it does this is by re-conceptualizing sport-induced emotions from the theoretical perspective of the LC4MP. More importantly, the current study clarifies the mixed findings concerning spillover effects (i.e., Newell et al., 2001; Pavelchak et al., 1998) by employing the real time biometric measures. For instance, both real-time (e.g., heart rate) and self-assessed (e.g., recall) data showed robust and consistent patterns regarding the spillover effects (H3, H4, and H5). Given this, uses of biometric measures should be encouraged for future sport management research in order to theorize and investigate fans' emotions.

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Co-created Value Influences Resident Support through the Mediating Mechanism of Gratitude

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Aim and Literature Review

In a recurring sporting event, residents typically play a dominant role in shaping positive and memorable event experiences for both spectators and participants. Scholars have found that residents serve as the primary actors capable of co-creating value together with organizers at sporting events (Lin, Chen, & Filieri, 2017). Co-created value is the personal emotional appraisal of the meaningfulness of a service, derived from interactions that enable the exchange of resources (Busser & Shulga, 2018). Social exchange theory indicates that individuals interact with producers to perform co-creation of value in activities during product development because they expect to receive benefits such as social amenities, friendship, and positive emotions (Füller, 2010). As suggested by relationship marketing, most sport consumers hesitate to develop future behavioral intention due to their lack of emotional power (i.e., gratitude) toward a sponsorship (Kim, Smith, & Kwak, 2018) and relationship bond (i.e., trust, commitment) with the sport organization (Kim & Trail, 2011). As relationship marketing strategies and emotions can increase consumers' behavior intention (Palmatier, Jarvis, Bechkoff, & Kardes, 2009), it is important to incorporate relationship marketing and emotion into studies of behavior intention in residents and co-created value to enable a better understanding of the mechanisms that enhance resident intention to support the event. However, it remains unclear how residents' support intention toward an event can be enhanced. This study developed a conceptual model examining resident co-created value in a recurring event in relation to support intention. In particular, we investigated the effects of resident co-created value on support intention through gratitude when framed in a relational mediating framework of trust and commitment in a local recurring event.

Methodology

Using samples from different marathon destinations, we conducted two studies to test the proposed model. Study 1 was designed as a local recurring event study, where the sample was drawn from among the residents of Naha, Japan (n = 198). We tested the effects of resident co-created value on resident intention to support an event through gratitude, trust, and commitment. Study 2 attempted to replicate the findings of Study 1 with residents participating in the New York Marathon, designated a mega recurring event study (n = 229). The two difference between the samples, drawn from different recurring events, enhanced the validity of the proposed model and allowed the results from a large-sized local recurring event (Naha Marathon) and a mega recurring event (New York Marathon) to be generalized. The data analysis and screening for both studies were conducted using SPSS. Subsequently, a confirmatory factor analysis (CFA) was performed to evaluate measurement model and convergent validity, and a structural

analysis was performed to test the conceptual model, using the procedures available in AMOS 21 package.

Findings and Discussion

In Study 1, co-created value was more positively related to gratitude than to trust and commitment. Gratitude was found to positively affect resident intention to support the event, whereas commitment was not significantly associated with resident support intention. Study 1 also found that gratitude, when positively associated with trust and commitment, positively affected commitment. Gratitude acted as a mediator in the relationship between co-created value and resident support. The results of Study 2 generally supported Study 1's findings. One difference was the indirect effect of co-created value on resident support intention was mediated through trust and commitment in Study 2; however, this mediating effect was not found in the local recurring event setting. It may be that these non-significant findings in Study 1 result from the specific context of the local recurring sport event, in that residents are likely to support the hosting of mega-events in their community even where trust is low (Gursoy, Yolal, Ribeiro, & Netto, 2016). Taken together, the findings of both Study 1 and Study 2 support that resident gratitude is a mediating psychological mechanism that can explain the relationship between co-created value and support intention.

Contributions

Overall, this study makes theoretical and practical contributions. First, it promotes constructs such as gratitude, trust, and commitment, which help distinguish emotional and relational impacts from cognitive impacts (e.g., social, economic, environmental impact) on support intention of a recurring sport event. Second, it highlights the role of positive emotions in social exchange theory, explaining that residents' feelings of gratitude, trust, and commitment reinforce the effectiveness of co-created value on the event-support intention of residents. Third, the proposed model demonstrates that residents' gratitude is an important mediating psychological variable that can explain the relationship between co-created value and support intention. For practitioners, this framework will allow event managers to acquire an expanded understanding of how to enhance residents' support intention toward their event through the establishment of co-created value, gratitude, and relational expressions.

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PARALLEL SESSIONS

SPORT FUNDING AND FINANCE

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Session Chair: Pamela Wicker

Using Structural Equation Modelling To Identify Key Determinants Of Fans' Willingness To Invest Into Crowdinvesting and Crowdlending

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Aim and Research Question

German Football clubs start looking into modern approaches of fan financing. Instead of external investors (for whom the abolition of the 50+1 rule would have created more attractive conditions), the fans, who are associated with the club due to their loyalty anyway, could become financing partners. The idea of this approach is to benefit together and create a win-win situation. Hence, the research focuses on crowdlending and crowdinvesting as contemporary fan financing alternatives with a monetary return for the fans conducted via an online platform (compared to traditional fan bonds). The research question is whether fans would be willing to invest in a crowdlending or crowdinvesting campaign and if so, what factors influence their decision most? The research question should clarify to what extent a high fan loyalty and/or trust in the club of the potential (fan) investor is decisive for his or her behavioural intention to invest or whether financial considerations, e.g. the level of interest or even participation, are more important. Even other variables such as previous contribution to fan bonds are taken into account.

Literature Review

Football clubs could use their emotional relationship to fans to raise financial resources (Fox, 2016). General literature on fan bonds (Bezold and Lurk, 2016; Huth et al., 2014) indicate that this emotional attachment (to the club or even to the fan peer group) is a key driver for successful campaigns. Especially the study by Huth et al. (2014) highlighted that most fan bond subscribers see themselves as supporters of the club and therefore, emotions and the possibility to support their favourite club were more important than personal financial goals. This is in line with Behavioural Finance Theory (Aspara and Tikkanen, 2008). Hence, in this study the constructs *Perceived Meaningful Contribution, Attractiveness of Return, Desired Involvement* and *Social Motivation* were developed as antecedents for the conceptual model. In addition, the Commitment-Trust Theory informed the conceptual model of this study. In the literature commitment and trust are seen as key mediating variables among different contexts and studies (Morgan and Hunt, 1994). Hence, trust and loyalty (as respective concept for commitment in the fan-club relationship) were hypothesized as mediators in the main model. In total six constructs (2 mediators and 4 antecedents) were developed from the literature.

Methodology

A quantitative research design was chosen. An online survey was conducted reaching out to fans from German association football clubs (1. Bundesliga, 2. Bundesliga, 3. Liga in season 2017/2018). The clubs, fan clubs as well as online forums support the distribution of the survey.

The data collection of the actual survey was done in spring 2018. The key demographic indicators of the collected sample of 1.213 of which 712 were fully completed responses, represents a 59 % full completion rate. This data is analysed using confirmatory factor analysis (CFA) and structural equation modelling (SEM) within a multi-model approach.

Results and Discussion

The reliability of the hypothesized constructs was tested with Cronbach's Alpha and showed good results (for all scales higher than .8 or even .9). The overall model fit for the measurement model was very good (CMIN: 1296.401; CMIN/df: 2.735; CFI: .953; RMSEA: .49).

The final structural model yields a c^2 value of 398.979 (c^2/df = 2.122). The goodness-of-fit index CFI = .981 indicates a very good model fit as well as the RMSEA with .040. The explanatory power of the partial mediating model is excellent with R^2 = .813 for the dependent variable willingness to invest and is also higher than in the linear model which justified also the use of Structural Equation Modelling and the multi-model approach. For 4 out of 15 hypotheses statistical evidence was found. However, the effect sizes vary massively. Whereas only *Perceived Meaningful Contribution* has an impact on changes in the dependent variable and has a massive effect size (0.937), the other paths which were significant only influence the mediator fan loyalty with lower effect sizes.

Conclusion

Within the SEM it is obvious that especially the variable trust causes some trouble. All effect sizes of paths in the mediating model going through trust, are reduced significantly. It seems like fans does not trust the club (management) at all, but would still invest into a crowdfunding campaign, because of their loyalty and the perceived value of a crowdinvesting or crowdlending campaign to the club. The strong bond between fans and clubs is a success factor for fan financing campaigns. To increase fans' intention to invest, the club should focus on the value which can be created with a campaign for the club, its fans and the common future. Financial considerations are less important. With regard to the legal framework and the current interest rate situation on financial markets, it is also interesting to see whether the use of crowdlending and crowdinvesting will increase in professional football.

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Is There Information Leakage on the Football Transfer Market?

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Aim and Research Question

It is a well-known fact that certain rumours concerning the capital structure, human resource stock, or profitability of a firm can also have an influence on the share prices of the company. In that case this information is available for certain market participants before disclosure, some so-called insider circles can gain extra profit. This paper investigates whether the phenomenon of leaking information is present on the European market of football transfers, i.e. it is possible that the share prices of football clubs being present at the Stock Exchange produce abnormal returns (ARs) even before the official announcement of the transfers.

Theoretical Background and Literature Review

Investigation of the economic effects of news regarding sports events is not a novelty in specialised literature: Berman et al. (2000) analysed the effects of the announcement regarding the Sydney Olympic Games upon the Australian Stock Exchange. Veraros et al. (2004) has done a similar investigation concerning the Athens Olympics in which the bid winner Greece showed significantly positive results while concerning Italy, the loser of the bid process, there were no abnormal returns. The effects of player transfers upon the profitability are analysed by Bakker (2016), with a conclusion that depending on the type of transfer, significant abnormal returns can emerge both in positive and negative sense.

Methodology and Data Analysis

The study investigates the transfer of 77 soccer players on the European transfer market between 2015 and 2018, when the transfer price exceeded 10 million Euros. The transactions of such clubs are analysed that have placing on certain regulated stock markets. The paper adopts the method of event study (MacKinley, 1997) and the event itself was the announcement of the transfer. The difference in this study compared with the previous ones (Fotaki et al., 2007) is that an unambiguous distinction is made between the time period before the event (pre-window) and the couple of weeks following the announcement (post-window). Then the proportion of the cumulative abnormal return (CARs) is quantified, which is ascribed to the information has appeared before the event.

Results

This analysis indicates that AR already occurs in the pre-window. Share prices produce unexpected returns even before the announcement of the transfer in 71 out of 77 cases, the CARs in the pre-window significantly differs from zero. In more than 50 cases there is already positive ARs in the time period before the event, while after the event only half of the shares produce further rise in their prices. This suggests that by one third of the

transfers the positive effect of the news is accumulated in the share prices even before the event.

39% of the total CARs appears within a 20-day period around the date of transfer appeared before the event. (It is quite interesting that upon presuming a 30-day pre- and post-window the value of the same indicator is 37%, while in case of 50-day windows, it is 38. Thus, the measure of leaking is not sensitive to the width of these windows.) Based on a binary logit model it was also declared that the higher is the ARs caused by information leaking in pre-window, the lower is the probability of the turnaround of share price trends in post-window. It is interesting that neither the pre- or post-window amount of CARs, nor the actual amount of the transfer can significantly explain in which cases information leaks.

Conclusion

Consistently with the previous literatures, the study establishes that the arrival of relatively expensive players causes a significant change in the share prices, but the direction of this change is not clear. To summarise, certain participants regarding the stock exchange already react to the event even before the announcement of transfers. It is well known that the purchase of shares regarding sports companies is not motivated by the dividend, but by the belief in the long-term growth of stock prices, and secondly by the short-term speculation in terms of price volatility. When a high-value player arrives, some investors expect the sporting performance of a team to improve, which will also be visible on share prices. In contrast, there are people who believe that the new player is overpriced and not profitable in the long run. According to the logic of capital markets, the two theories should be in balance, but the ARs and CARs results have shown that purchases are more often regarded as positive news than a potential source of loss.

In summary, a certain amount of bias can be experienced from investors in the case of football transfers, which is probable since investors are also fans.

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Efficiency In The Market For European Listed Football Stocks

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Aim of the Research and Research Questions

Football clubs are more and more organized as corporations. They look for equity funding, either in private transactions or at the stock market. It could be assumed that this trend will continue in the near future. Whenever an equity stake in a football club changes hands, the issue of valuation becomes imminent. Whether the valuation observable in the stock market is efficient, i.e., is in line with the economic fundamentals is not only relevant for the small number of listed football clubs. The parties involved in transactions in equity stakes of private football clubs usually consider the valuation of publicly listed peers when negotiating prices. This research explores the valuation quality of the stock market for football club shares.

Theoretical Background and Literature Review

The efficient market hypothesis (EMH) states that in an efficient market prices reflect all relevant information. In its weak form, the EMH posits that past prices cannot be exploited to predict future price changes. A commonly used test of market efficiency is to investigate whether or not a stock price follows a random walk. According to the random walk hypothesis the behavior of stock price changes can be described by an unpredictable random process.

Extant research in football stocks that investigated topics related to the EMH typically analyzed the reaction of the share price to on-field results (event studies); see Dimic, Neudl, Orlov & Äijö (2018) for a recent example. In an efficient stock market, such a reaction would to be expected and usually these studies find an effect. Other tests of market efficiency are rather scarce. Possibly closest to the study at hand is the recent paper by Ferreira, Loures, Nunes & Dionísio (2017). Using Detrended Fluctuation Analysis, they find hints that the stock prices of European football clubs do not follow a random walk. Besides low turnover in football stocks, another reason for inefficient pricing could be that football stocks attract clienteles with, compared to the ordinary stock investor, rather specific interests that affect their bidding behavior; e.g., fan investors might be influenced by emotional aspects, strategic investors might strive for extra benefits from share ownership, like protecting their position of being the major sponsor in that club (Prigge & Tegtmeier, 2019).

Research Design, Methodology, and Data Analysis

Adapting the approach established by Schindler, Rottke & Füss (2010) for listed real estate investment vehicles, we apply two tests to investigate whether the individual series of football stocks follow random walks. Firstly, we apply the variance ratio test developed by Lo and MacKinlay (1988), including the extension proposed by Chow and Denning (1993) who provide an approach for the multiple comparison of the set of

variance ratio estimates with unity. Secondly, we employ simple non-parametric runs test to analyze the weak-form efficiency of returns for the football stocks under investigation. These approaches are applied to a sample of European listed football clubs listed. The sample includes twenty stocks with at least 366 weekly observations from January 2012 to December 2018; the STOXX Europe Football Index is explored as well. The analysis considers returns continuously compounded on a weekly basis.

Results/Findings and Discussion

The different kinds of variance ratio tests (assuming homoscedasticity; heteroscedasticity adjusted test statistics; multiple variance ratio test statistics) all point in the same direction: the null hypothesis of a random walk must be rejected in almost all of the cases at the one percent significance level for the returns of the football clubs and the STOXX Europe Football Index as well. In contrast to the results of the variance ratio tests, we obtain mixed results for the non-parametric runs test. The test statistics indicate the rejection of a random walk in eight out of 21 cases. All in all, the results provide evidence for informational inefficiency in the market for listed football stocks in general, which is particularly strong for a subsample of eight listed clubs.

Conclusion, Contribution, and Implications

It seems that market efficiency for listed European football clubs is weak, at least to some extent. The paper contributes to research as it does not only look at price behavior surrounding events, like most extant studies did, but explores the whole time series of stock return data. This has been done by applying research approaches well-established in the finance literature that, to the best of our knowledge, have not been used in the football stock context yet. The results have also practical implications: For stock traders, a more detailed analysis of the deviation from the random walk could yield trading strategies that exploit information in past prices to generate abnormal returns. For parties involved in private transactions in football club equity stakes, it could prove useful to be more careful when integrating public market valuation in their calculations.

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Rising Stars: Competitive Balance in Five Asian Football Leagues

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AIM

The aim of this paper is to examine competitive balance in the pan-Asian football market. The study focuses specifically on the top 5 Asian leagues as defined by the Asian Football Confederations coefficient ranking.

THEORETICAL BACKGROUND AND LITERATURE REVIEW

The Asian football industry has expanded substantially in recent years with countries such as China, Japan and Qatar investing vast amounts into football, making it a more competitive and prosperous market. These countries are also creating more than 70,000 football schools for children, with a view to nurturing the national product with help from both private companies and state funding (World Football Summit, 2019). As such, it is important for this market to have competitive domestic leagues in order to maintain and attract star players from all over the world and also to help further develop national teams. Hence, competitive balance is an important consideration for the Asian Football Confederation and its leagues.

Competitive balance studies are frequent in both American (Salaga and Fort, 2017) and European (Ramchandani et al., 2018) team sports yet the Eastern football market remains relatively under researched in this context. In respect of competitive balance there are two distinct strands of academic literature: (1) analysis of competitive balance (ACB) literature, which focuses on trends in competitive balance over time or as a result of changes in the business practices of sports leagues; and, (2) literature on competitive balance that analyses its effect on fans, i.e. which tests the longstanding uncertainty of outcome hypothesis (UOH) (Fort and Maxcy, 2003). Our work here focuses on the ACB strand of research.

METHODOLOGY

Our study utilises recognised measures of competitive balance (e.g. Mitchie and Oughton's (2004) Herfindahl Index of Competitive Balance (HICB)) to measure competitive balance over time. Further analysis details the levels of concentration (within-season competitive balance) and dominance (between-season competitive balance) in the selected leagues over 22 seasons between 1996/97 and 2017/18. **This is in keeping with past research in the field (e.g. Ramchandani et al., 2018).** We focus our analysis on the five biggest leagues in Asian football (Chinese Super League, Qatar Stars League, Korean K-League, UAE Arabian Gulf League and Iranian Persian Gulf Pro-League). **Pearson's correlation coefficient (r) was used to examine the pattern of overall competitive balance (HICB) within each league over time and one-way ANOVAs were conducted to establish whether differences between leagues were statistically significant.**

RESULTS AND DISCUSSION

The results show distinct variations in HICB scores in respective leagues but do not point to any significant trends over time as determined by the Pearson correlation coefficient. The variation in HICB scores appears to be greatest in Qatar (although this is skewed slightly by an unusually large HICB score of 144.65 in 2003/04 when only four teams competed in the league). The smallest variation appears to be in the Persian Gulf Pro League in Iran.

There is a statistically significant difference in the mean gap scores (in respect of HICB) between the leagues. Mean gap scores for the Chinese Super League was significantly lower (indicating better competitive balance) in comparison with the Qatar Stars League and the UAE Arabian Gulf League. Additionally, the Korean K-League was also significantly lower (indicating better competitive balance) in comparison with the UAE Arabian Gulf League. With reference to the measures of dominance, the Qatar Stars league is most balanced in terms of dominance for the title whereas the Chinese Super League is most balanced in terms of dominance of top three league positions.

CONCLUSION, CONTRIBUTION AND IMPLICATIONS

Our findings point to an inconclusive picture in respect of competitive balance across the five major leagues in Asian football. The Asian football market has seen positive growth during the last twenty years and the leagues have expanded. In some cases, we also find an improvement in competitive balance. However, a question remains over the potential for further growth in the Asian football market given the dominant market position of the European game. It may be that in fact the two continents could actually help each to grow even further. For example, Japanese firm Yokohoma have a multi-million pound deal with Chelsea and attracted players like Andres Iniesta to their league. Furthermore, many European clubs (e.g. Chelsea, Borussia Dortmund, Real Madrid) have opened up offices on the Asian continent and see the benefit of having a presence there. One of the main drivers of competitive balance is perceived to be star talent and it could be that building further bridges between European and Asian clubs and companies could lead to an improvement of the Asian football leagues themselves. The findings of this paper certainly suggest that further expansion of the Asian football industry would be beneficial.

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Howzat? The Financial Health of English Cricket: Not Out, Yet.

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AIM
The primary aim of this paper is to analyse the current financial state of the UK Cricket County Championship and its member clubs in an attempt to understand the financial climate of the game in the present day industry.

THEORETICAL BACKGROUND AND LITERATURE REVIEW
Our theoretical framework covers two dimensions: (1) the contested nature of accounting policies and practice; and, (2) the economic theory of professional sport leagues. Throughout history the legitimacy of accounting practices and principles has been questioned (e.g. Hines, 1991; Sunder, 2016). However, despite the inconsistencies in the literature the measurement and analysis techniques used in this study are rigorous and appropriate based on the data we put forward.

In respect of professional team sports our theoretical argument is the distinction between sport and 'normal' businesses and the joint nature of 'production' in sports. It is paramount for league organisers that their 'product' on the pitch is a contest between equally matched opponents. Similarly, there is also substantial academic literature which considers the relationship between financial and sporting performance in professional team sports although most of this has been in European professional football (e.g. Plumley, Wilson and Shibli, 2017). Aside from one paper by Shibli and Wilkinson-Riddle (1997), there is a lack of literature available on the financial health of county cricket in the UK.

METHODOLOGY
Data for this research was obtained by analysing the annual accounts of the 18 first-class counties for the last three years available at the time of writing, covering financial data from 2014–2016. Analysis was performed using recognised industry techniques (see Wilson et al. 2013). Financial results were analysed in relation to the five key areas of financial performance all relevant to professional sports clubs and investment. These were: growth, profitability, ROCE (return on capital employed), liquidity and defensive positioning.

RESULTS AND DISCUSSION
Overall, the findings present a poor picture of financial health. A number of clubs are just about breaking-even taking into account the subsidy from the ECB and if we were to hypothetically remove this income then only Glamorgan would still have posted a net profit overall for the time period studied. This point suggests that, from a revenue perspective at least, there is an over-reliance on 'unearned' income from the ECB. This is also compounded by the fact that a number of counties (11 out of 18) also have a problem with debt. Furthermore, of the counties that have relatively low revenue, a high proportion of this is attributable to the ECB grant income. In some cases, this ECB grant

income accounts for over half of a club's total revenue (Middlesex, Worcestershire, Kent, Derbyshire, and Leicestershire).

In respect of turnover, there appears to be a polarisation between the counties that host international test cricket and those that do not. This point is further underlined by the four highest average turnover figures relating to four counties who have historically regularly hosted test cricket (Surrey, Warwickshire, Lancashire and Nottinghamshire). Indeed, Surrey's revenue profile is particularly impressive compared with the 17 other counties which is in part due to the club developing new revenue streams utilising its facilities to host conferences and events.

CONCLUSION, CONTRIBUTION AND IMPLICATIONS

The ECB continues to support the domestic game (and other aspects of the sport down to grassroots level), which is obviously a positive for the clubs. However, this relationship is dependent on two things; (1) that the clubs do not become over-reliant on this central grant (which it appears some are) and (2) that the ECB can continue to afford the central grant payments to the county network. The over-reliance on the ECB grant income is consistent if not more prominent now than it was in 1997, particularly for the 'non-international counties'. The game has not managed to grow commercially in the last twenty years in respect of broadcasting and sponsorship deals and the financing of the product is therefore still precarious.

The ECB will face challenges in the short and medium term in respect of county club finances. The county game still struggles with attendances and the best income stream for clubs at this point in time remains in hosting international Test match cricket. We therefore suggest two key recommendations; (1) clubs should attempt to maximise secondary income streams (e.g. using stadia to host other events such as conferences and concerts) given the cricket season only takes up 6 months of the year and (2) the ECB and the counties need to work more closely together and be more strategic in their approach to growing participation, which, in turn, can help support spectator growth and revenue generation. This can be achieved by incentivising clubs to improve their community schemes and outreach activity, thus engaging actively with the next generation of cricket players and observers.

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SPORT FUNDING AND FINANCE (+)

Session Chair: Daniel Plumley

An Estimate of the Economic Scale of Japan's Sports Industry through the construction of a Sports Satellite Account in Japan

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Research Questions

The purpose of this study is the development of a Japanese Sport Satellite Account (SSA), consistent with the European methodology. In Europe, an SSA, which is an accounting system for the sports industry, was developed, and important statistics such as Gross Value Added (GVA) of sport, employment and consumer spending were estimated based on these economic calculations. The SSA clearly positions the sports industry within the National Accounts, and since this allows for international and sectoral comparisons, it can be used to establish the comparative characteristics of the Japanese sport economy.

Theoretical Background

In Europe, since the 1980s there have been two methods of calculating the economic value of sport: using a SSA and the National Income Accounting (NIA) methodology as developed in the field of Development Economics. The latter is based on consumption surveys and a flow of resources between sectors; all economic impact studies in the UK in the 20th century are based on this methodology. SSA is based on a systematic study of the national accounts resulting in the Vilnius definition of sport; this is analysed through six digit CPA codes, a detail that was not practical to be captured by the NIA methodology. The NIA methodology can be adjusted to capture the SSA detail however no research centre working on sport economics has established, as yet, such a transition (Russel, Barrios and Andrews, 2016).

Methodology

In this study, a Japanese SSA was developed using input-output tables, in accordance with methods used for the European SSAs, estimating the economic scale of the sports industry in Japan for the period 2011-2014. At the heart of the account are estimates for sport related GVA and employment. Firstly the sport industry was defined, adapting the Vilnius definition of sport to the Japanese economic reality. Secondly, the share of the

sports industry (in terms of GVA or employment) was calculated using various types of investigatory documents. After this, sport GVA was estimated from domestic demand, using input-output tables. As to the number of people employed, the share comprising sports was estimated using an employment table. Finally, the SSAs for the years 2012-2014 were estimated from the 2011 share of sports using an extended input-output table.

Findings/Discussion

Sport GVA was estimated to be 6.6 trillion yen in 2011, 6.3 in 2012, 6.5 in 2013, and 6.7 trillion yen in 2014. The number of people employed in the sports industry was estimated to be 1.01m people in 2011, increasing to 1.03m in 2014. Interesting results can be drawn when comparing Japan with the Pan-European SSA and UK in particular because of the 2012 Olympic experience.

A comparison with the EU Accounts shows that Japan's sport GVA is larger than all the EU countries except Germany. In terms of employment, Japan generates approximately 18% of EU's sport employment. Her level of sport employment is higher than all EU countries, except Germany, and almost at the same level as the UK. A comparison of the ratio of sports industry GVA to total GVA showed that Japan had a sport GVA ratio of 1.39%, with 1.52% employed in the sports industry; the equivalent statics for sport GDP and employment in the EU were 2.1%, and 2.7% correspondingly, showing the capacity of the sport economy of Japan to grow further. Additionally, in both Japan and EU, the percentage of employment is greater than the percentage of GVA, implying that the sport industry is an efficient generator of employment. In the estimates by industry segments, activities such as education, retail, and wholesale had large percentages of sports GVA and employment. Hotels and restaurants also showed big concentration of sport employment.

Conclusion/Olympics

Two points should be noted regarding the growth of the sports industry in Japan and the Olympics. First is the change in overall industrial structure. In the UK, sports GVA in the period 2004-2012, when the London Olympics and Paralympics were held, was reported to have grown by 23%. We can thus expect growth in Japan's sports industry GVA relative to the whole economy, as this ratio is lower in Japan than in the UK, and the 2020 Olympics and Paralympics will be held in Tokyo. The second point is to develop a strategy regarding industry promotion that understands growth segments in the sports industry. In the U.K., the sports industry between 2004 and 2012 experienced high growth in government administration, sea transportation, construction, telecommunications, financial intermediation, and R&D sectors. It is highly possible that segments previously unrecognized as being part of the sports industry in Japan will now grow as part of it. We must use the results of this study to understand these new growth segments, such as telecommunications, and financial intermediation, which are lower in Japan than in the U.K/EU and have greater capacity for improvement.

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Cost And Revenue Overruns Of The Olympic Games 2000-2018

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The aim of the study is to show how costs and revenues of the Olympic Games change over 9 years of preparation to Games time. The research question is: how do costs and revenues for the 10 past editions of Olympic Games change from the first promise to the population to the final balance?

Recently (i.e. Calgary 2026) Olympic referendums get lost due to the expected rising costs of staging the Games. That was also the case in Munich, St. Moritz, Vienna, Krakow, Hamburg, Graubünden and Innsbruck (Könecke & de Nooij, 2017; Scheu & Preuß, 2018). Additionally, media are reporting about the increasing and exorbitantly high cost of Olympic Games. Cost overruns are described as the amount by which the final costs exceed the estimated costs. Most major projects incur cost overruns, meaning they are not unique for hosting the Olympic Games (Cantarelli, Flyvbjerg & Buhl, 2012). Public work projects face repeated delays and cost overruns. Nevertheless, there is a gap in the research of event organizations. Factors such as technical, economic, political, environmental and project-related resources (Abdel-Hafeez, El-Attar & Abdel-Hafez, 2016) and event-related factors can explain cost overruns. The causes for this factor construct are tangled due to the complexity of mega-projects. The reason for many cost overruns can be explained by Principal-Agent Theory, whereby the individual maximization of benefit without moral concerns play a key role.

To identify the evolution of the Olympic Games' budget, we distinguish revenues and expenditures of the Organizing Committees of Olympic Games (OCOG budget) from the capital investments needed for Olympic infrastructure (non-OCOG costs). The starting point for collecting data is the candidature file of the respective host city. Further, cost estimates during preparation for the Games and the final balance sheet were used. Most data were provided by Olympic scholars from host cities, literature, Olympic Archives and the IOC Finance Department. There are still gaps in the cost breakdown of capital investments. To conduct a cost development analysis despite the gaps in the non-OCOG budgets, we referred to the macroeconomic procedure of using "basket of consumer goods". Thus, we built "a basket with special Olympic infrastructure" (Olympic Stadium, swimming pool, multipurpose hall, velodrome, ski jumping hill, sliding center, ice stadium, Olympic Village and International Broadcast Center). The investments in the basket are the largest infrastructure projects of the Olympic Games in terms of complexity and specificity. The choice ranges from specific to general infrastructure. As larger, more complex and specific constructions and public investments have usually the highest cost overruns, we tend to overestimate the cost overruns in this study. After collecting the data, they were adjusted by inflation and currency to enable comparisons. Inflation adjustment was made by using the GDP deflator of the respective country, because the OCOG budget consists of different

goods and services from different sectors. The GDP deflator considers not only the price change of one type of goods but also the broader change in the prices of the economy.

For the non-OCOG budget we used the country-respective construction price index as it considers the price changes related to constructions only. If we would not have taken inflation out of our calculations, the results would have led to an fake overestimation of the cost overruns.

For most of the 10 evaluated Games, costs for Olympic specific infrastructure and expenditures of the OCOG increased over time. For the OCOG budget, the expenditure overruns were most often covered by also increased revenues which even often let to a profit. The non-OCOG cost increases were between 29% in Athens 2004 and 56% in Sydney 2000. The range for the capital investments for Olympic Winter Games were wider. The lowest increase was found in Vancouver 2010 with 13% and the highest cost overrun of 178% in Sochi 2014. Most of these capital costs – except Sochi 2014 – for Olympic specific venues show cost overruns similar to other major projects. In terms of the OCOG budget of Olympic Games was the lowest cost (4%) and revenue (8%) overrun in Beijing 2008, whereby the highest overruns were measured in Sydney 2000 with 72% revenue overrun and 51% cost overrun. The OCOG budgets of the Olympic Winter Games also had greater variance. The highest revenue overrun (119%) and cost overrun (114%) were found in Salt Lake City 2002, whereas Sochi 2014 had a revenue (-3%) and cost underrun (-6%) which can be explained by a dramatic high inflation. The results show that costs do not necessarily have to rise. Therefore, it is important to consider a detailed plan in advance. We will provide several recommendations at the end of the presentation.

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The Level of Noise in Olympic Sports: Measurement and Usability

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Aim and Research Questions

The race among Olympic sports are not equal since there are many differences in the possibilities for winning between the countries. Those nations whose purpose is to increase their Olympic market share should take the level of noise in sports into consideration in sport funding, because it can help in evaluating the risk of the victory (Csurilla & Sterbenz, 2018).

Our research aim is to present the differences in the level of noise, between sport disciplines, in order to show its importance in sport funding's decisions. The research questions of this paper are the following: (1) how can the level of noise be measured in Olympic sports and (2) which sports have the slightest noise?

Theoretical Background and Literature Review

Noise in economics is a factor that can be caused by many factors, the most common is the uncertainty associated with production. The production is noisy if the emission levels of high-end workers remain low despite their efforts (Lazear, 1998). In sport, the noise can be defined as the difference of endeavours, efforts made by athletes in the hope of success and the final result of the competition. Where the level of noise is remarkable the efforts of athletes will not be in strong relation with the outcome of the contest. Therefore, it consequently makes the prediction of results harder (Sterbenz, Gulyás, & Kassay, 2014).

If the effectiveness of a sport governance system is measured by the quotient of invested resources, together with the Olympic medals gained and 'the price of success' is increasing (De Bosscher, Bingham, Shibli, van Bottenburg, & De Knop, 2008) then a nation with limited resources has to have a strategy to optimize the country's medal supply. Hence, only those countries can perform in the long term who have strategic planning in sports (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015). The basis of an effective funding strategy should contain the cost commitment and the noise – the possibility of winning – of sports in order to maximize the number of medals won in the Olympics.

Research Design, Methodology and Data Analysis

There is little room for countries in short term to significantly increase their effectiveness (Kovács, Gulyás, & Sterbenz, 2017) therefore, we have assumed that the level of noise can be measured as the predictability of outcomes. Those sports where the prediction model fits well the level of noise is low because the effect of external factors to the results are negligible.

Results of 14 individual sports from 7 Summer Olympic Games (1992-2016) were involved in the analysis. Two types of market share were calculated: one for the podium winners and one for the top 8 rankings. To test our hypothesis that the level of noise can be measured as the predictability of outcomes in sport the overall sports results

predictability was calculated with multivariate linear regression method where the results of 2016 Summer Olympic Games were the dependent and the previous 6 Games results were the independent variables. Sports are not noisy where the value of R^2 is high, because of the competitive advantages of countries and the skills of athletes are in correlation with the outcome of contest. In sport with low R^2 the level of noise is high, because the influence of external factors – which cannot be controlled by the athlete – are high. Statistical analyses were performed using SPSS 25.

Results/Findings and Discussion
Comparing the two types of market share, the top 8 rankings (SD = 0,38) seemed better for the analysis than the podium winners (SD = 0,49) because it gives more detailed information about the nations' performance. In addition, the considerably lower value of its Standard Deviation can be used better for a regression analysis. After the regression analysis, it was found that previous Olympic Games results explain a significant amount of variance in the result of the 2016 Olympic Games ($F(6,750)$ = 247.18, p < .001, R^2 = .66, $R^2_{Adjusted}$ = .66). Due to the lack of data, to calculate the noise for sports, only the last three Olympic Games results were involved as independent variables. The three best predictable sports were table tennis (R^2 = .96), swimming (R^2 = .94) and athletics (R^2 = .90). Only for modern pentathlon could not be built significant model.

Conclusion, Contribution and Implication
The findings confirm that the level of noise can be measured as the predictability of outcomes in sport. The result of the modern pentathlon is not quite surprising if it is taken into consideration that it consists of 5 different sports therefore, the level of noises adds up.
As a continuation of this research, to be able to foresee the full picture of the level of noise in Olympic Games, we are planning to analyze more sports. With all the information about sports related noise, the funding strategy of a country could be more effective.

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Enhancing Dual Career Support Providers' Professional Practice: The Application of the Dual Career Competency Questionnaire for Support Providers

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Aim and Research Questions

The general aim of this study is to enhance European dual career (DC) support providers' professional practice. The specific objectives are (1) to gain insight in what competencies DC support providers perceive as important to be developed in their professional practice, (2) provide insight in how employers and sport managers can use the current findings and the dual career competency questionnaire for support providers (DCCQ-SP) to enhance DC support providers' professional practice.

Theoretical Background and Literature Review

A DC support provider is a *"professional consultant, related to an educational institute and/or an elite sport organization – or certified by one of those – that provides support to elite athletes in view of optimizing their dual career/combination of elite sport and education"* (Wylleman, De Brandt, & Defruyt, 2017, p. 18). Although these professionals have an important role in supporting student-athletes' dual careers, researchers have only recently focused on the resources of DC support providers (Hong & Coffee, 2018). As such, a recent study developed and initially validated an instrument, the DCCQ-SP, to measure the self-perceived importance and possession of competencies for DC support providers. The DCCQ-SP consists of 33 competency items, divided into six competency factors: (1) *Advocacy and cooperation competencies*, (2) *Reflection and self-management competencies*, (3) *Organisational competencies*, (4) *Awareness of student-athletes' environment*, (5) *Empowerment competencies*, and (6) *Relationship competencies* (Defruyt et al., 2019).

Research Design, Methodology and Data Analysis

The current study was conducted as part of the Gold in Education and Elite Sport project (GEES). With ethical approval, an online version of the DCCQ-SP was completed by 330 DC support providers from nine European countries: the Netherlands (25%), France (19%), the UK (16%), Spain (12%), Sweden (12%), Belgium (7%), Slovenia (5%), Italy (3%), and Poland (2%). For each competency item, participants answered the questions:
(1) How important is this competency for you to successfully provide DC support? ("1 - Unimportant" to "5 - Very important"), and (2) To what extent do you possess this competency? ("1 - Very poor possession" to "5 - Very good possession"). Paired sample t-tests were executed (using SPSS version 25.0) to estimate the difference between importance and possession for the competency factors. Cohen's Ds were calculated to estimate the magnitude of these differences. In line with previous DC research, a high difference between perceived importance and perceive possession can be considered an indication of a need to develop competencies (De Brandt, Wylleman, Torregrossa, Defruyt, & Van Rossem, 2017).

Results/Findings and Discussion

The paired sample t-tests showed that for all competency factors, there was a significant difference between perceived importance and possession (p <.001), with a higher mean value for importance than possession. One competency factor showed a small effect size: *Organisational competencies* (d = 0.22). Four competency factors showed medium effect sizes: *Advocacy and cooperation competencies* (d= 0.56), *Relationship competencies* (d= 0.56), *Reflection and self-management competencies* (d= 0.65) and *Awareness of student-athletes' environment* (d = 0.75). Finally, a large effect size was found for *Empowerment competencies* (d= 0.95). The high effect size of empowerment competencies confirms that coaching and empowerment (although crucial), is not easy for DC support providers (Wylleman et al., 2017). A first step to address the need to enhance empowerment competencies has been taken recently, with a specific education module about empowerment having been developed (Defruyt, 2019).

Conclusion, Contribution and Implication

This study addressed a major research gap in DC research, as it is one of the first studies that focused on the DC support providers' professional practice. The results showed a general need of DC support providers to develop their competencies, which is in line with earlier findings showing that educational and training opportunities for DC support providers are generally lacking (Defruyt et al., 2019). As such, the findings of this study further illustrate the need for structural education of DC support providers within the European context (Hong & Coffee, 2018), which could be established by building on recent research that has developed and evaluated education modules specifically for these professionals (Defruyt, 2019). During the presentation, possible applications of the DCCQ-SP will be provided, structured within the HRM-model of Fombrun et al. (1984). For example, in the selection process, the DCCQ-SP could be useful to assess applicants' competencies in behavioural interviewing. Furthermore, the DCCQ-SP can be used as a formative self-assessment tool by DC support providers, and the competency factors can be useful to structure the training and development programmes of these professionals.

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SPORT DEVELOPMENT AND SOCIO-CULTURAL PERSPECTIVES

Session Chair: Emma Sherry

Leadership Trait Perception and Transference for Aspiring Female Leaders

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Aim

The purpose of the current study is to examine the perceptions of the gendered nature of leadership skills within sport and workplace settings in a sample of high schools girls ascending into leadership positions. Participants were girls between 14-18 who attended a leadership conference through a nonprofit foundation whose purpose is to empower and inspire young women to become leaders through fitness and athletics. The conference provides attendees with hands-on team building and leadership training, and engages them with inspiring presentations and panels of female leaders in athletics and business. The conference is free, but attendees must be nominated by a coach for their leadership potential.

Theoretical background and literature review

The list of potential benefits associated with sport participation is extensive (e.g., improved physical fitness, self-esteem, improved grades; Marshh & Kleitman, 2003; Nadar, Bradley, Houts, McRitchie, & O'Brien; Richman & Shaffer, 2000). However, the association between sport participation and leadership has drawn considerable attention, particularly regarding perceptions of leader prototypicality (Swanson & Kent, 2014). Eighty percent of female Fortune 500 executives report having played competitive sport at some point in their lives (Zarya, 2017), yet certain leadership traits are still classified as masculine and/or feminine (e.g., strength, power vs. grace; Clément-Guillotin & Fontayne, 2011), which creates tension for female athletes seeking to transfer such traits to other domains (e.g., school, career). Within the literature, it is currently unclear as to how young, female athletes perceive leadership traits in sport versus non-sport contexts, as well the challenges associated with transferring traits between domains.

Research design, methodology and data analysis

A mixed-method approach was taken to assess participant perceptions of leadership traits within both sport and workplace domains. Conference attendees completed a survey that assessed the degree to which participants perceived the importance of fourteen prototypical leadership traits (e.g., sensitive, intelligent, compassionate, competitive) to the leadership of women within sport versus workplace settings. Further, participants were asked to rate the gender stereotypes associated with each leadership trait (i.e., feminine, masculine, gender neutral). Additionally, fourteen focus groups were

conducted to further assess perceptions of gender and leadership, as well as the applicability/acceptance of leadership traits in sport versus non-sport contexts. Paired-sample t-tests and descriptive statistics were conducted on the quantitative data, and qualitative data was analyzed through a thematic analysis.

Results/findings and discussion

Quantitative analysis revealed significant differences on seven of the fourteen leadership characteristics: dedicated, intelligent, determined, aggressive, competitive, positive, and confident. Participants believed being intelligent was significantly more important within the workplace whereas the remaining six characteristics were more important within sport. Participants rated caring, charismatic, sensitive, honest, understanding, compassionate, sympathetic, and positive as feminine traits whereas aggressive and competitive were perceived as masculine traits. Further, participants rated the traits of dedicated, intelligent, determined, and confident as gender neutral traits.

Qualitative analysis revealed that while some traits were perceived as feminine, participants perceived challenges that inhibited their transference to other non-sport domains. For example, Lisa indicated how confidence and assertiveness would be interpreted differently for men and women, stating, "if a women were to have the same qualities as a man being a leader and she was assertive, I think people might be like, she's mean or bossy." Jane also explained how the expectations for women are often different, "I think the way that people look at them are different, most people look at a male leader and think like, you're so powerful or whatever, but then look at a female and [think] the opposite…I feel it's from a stereotype that men can do more." Interestingly, while several respondents indicated progress in addressing some of these challenges, there was still a sense of lingering stereotypes, as Rebecca stated, "we see women now that are able to do [what] men can do, I just feel sometimes men don't respect us as much because it's just that ideology that's been from the past."

Conclusion, contribution and implications

Results indicate some leadership traits are perceived as more important in sport contexts compared to workplace contexts. In addition, many leadership traits were perceived as feminine, with respondents expressing a degree of comfort in carrying out those traits on their sport teams. However, several challenges were raised regarding the transference of these traits to other contexts, particularly related to the interpretation of traits, gender expectations, and stereotypes. This highlights the importance of considering how the transference of leadership traits developed within sport can be supported. Future programming focusing on leadership development in female athletes should take note of how the difference in perception of leadership within and outside of sport. Researchers should continue to examine the relationship between perceptions of leadership traits within and outside of sport, especially the gendered context.

Although this study provides important insights, it is not without limitations. The sample is cross sectional, which limits the generalizability.

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Shifting Gender Perceptions of Male Participants in a Coed Non-Traditional Sport

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Aim
Research efforts within the field of sport management have focused on the issues of diversity and inclusion in a range of manner. Thus, the purpose of this study is to highlight the perspective of male participants of a non-traditional mixed gender sport (roundnet) of their female teammates and competitors. More specifically, our study aimed to answer the following research questions: RQ1: What are male participants' perceptions of the mixed gender format of roundnet as compared to traditional sport? RQ2: What are the roundnet male participants' perceptions of the skill and ability of the female players? RQ3: Did the design and structure of roundnet have a positive outcome in regards to mixed gender participation?

Theoretical background and literature review
Considering the positives and negatives of traditional coed sporting activities, our investigation aimed to gain the perspective of male participants of a sport that recently has become popularized. Roundnet is an adapted version of the sport of volleyball and according to one of the prominent promoters of the sport "it is played 2 vs 2, with a taut hula hoop sized net placed between the teams." (Spikeball, n.d). Unlike volleyball which provides advantages to height and vertical leap ability (Sattler, Hadzic, Dervisevic & Markovic, 2015), roundnet's net is only a few inches off the ground. This key element seemingly would minimize any perceived strength advantage males would gain in volleyball.

One prominent framework utilized in sport management literature to assess the inclusivity or diversity within a sporting setting has been intergroup contact theory (ICT; Allport, 1954). Allport's (1954) work investigated the dynamics of "in-groups" and "out-groups" and the nature of prejudice, suggesting prejudice could be reduced or eliminated through the presence of four conditions: equal status, common goals, intergroup cooperation, and support from authorities.

Research design, methodology and data analysis
To measure participants' perceptions of the mixed gender format of roundnet a survey was created from previous literature on coed non-traditional sport. Research from Cohen and colleagues (2014) found the rules and organizational structure fostered a positive coed sporting experience for both male and female participants, which created a desire for increased inclusivity. This research also found male players had a greater respect for female players and held the believe female player could be just as good, or better, than male players. Additionally, researchers utilized the necessary conditions to reduce prejudice stemming from Allport's (1954) intergroup contact theory in the question generation stage.

Three qualitative questions were also included: (1) "Any thoughts or feedback for the employees on the sport, structure, or experience?", (2) "Any additional thoughts on the formatting of single gender versus co-ed?", and (3) "Anything additional you'd like to share about the sport?"

Results/findings and discussion

A two-factor solution was achieved: (1) Coed Social Dynamic [8 items, α= .89] and (2) Stereotype Reduction [3 items, α= .756].

Paired-samples t-tests revealed statistically significantly higher scores on questions assessing participants' perceptions of the mixed gender format of roundnet as compared to questions assessing their perceptions of the mixed gender format within traditional sport, except "I have more fun playing roundnet co-ed format compared to single gender." and "While I agree with the equal opportunity to play roundnet, I prefer single gender format."

The responses to our open-ended questions aligned with the findings in our quantitative analysis regarding having a positive coed sporting experience, a desire for increased inclusivity and a greater respect for female players. Notably, these claims were often tempered with language suggesting while they enjoyed and supported the coed experience and their female teammates, a majority still believed the females were not as good as the males or they had to "hold back". In regard to assessing the support from authorities, the most prominent feedback related to the female performance, and their lack of skill compared to the males, was often related to the ratio of male to female players or their lack of experience.

Conclusion, contribution and implications

Our research utilises empirical data to test Allport's (1954) contact hypothesis in a unique non-traditional sport setting. The findings of this study indicate non-traditional forms of sport such as roundnet may provide useful alternatives to promote positive inter-group interactions across genders. In addition, some of the barriers commonly associated with traditional sport contexts, even those that have been modified to promote inclusive participation, were not as salient.

However, several barriers commonly associated with traditional sport were also evident within the roundnet context. Most notably, respondents indicated how a lack of competitiveness within some mixed-gender settings inhibited their experience. This highlights the importance of considering how different types of sport activities must be strategically managed in order to promote positive inter-group interactions as an intentional outcome. In some ways, non-traditional sports are less likely to have the same level of culturally embedded norms that influence behavior within traditional sport settings.

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Sport Membership by Gender, Ethnicity and Types of Sports: Implications for Bonding and Bridging Function of Sport Clubs

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Aim

In this study we examine how sport membership differs by gender, migration background and type of sports, in order to draw conclusions about the capability of sport clubs to establish bridges between people from different backgrounds. Sports clubs do not only provide an opportunity for physical activity but also facilitate social interactions (Putnam, 2000; Coalter, 2007).

Theoretical background and literature review

These social interactions are assumed to lead to positive effects at the individual and societal level. At the individual level social interactions may provide social support and relevant knowledge to climb the social ladder (e.g. job opportunities). Individual social capital is especially fostered if people with similar backgrounds interact (bonding ties) (Coalter, 2007). Societal benefits include the distribution of shared norms, values and trust created by social interactions at the sport clubs (Putnam, 2000). In order to reap these benefits, it is necessary that sport clubs consist of members with various background characteristics (leading to bridging ties) (Putnam, 2000). Previous research has shown the bridging effect of being a member of a sport club. Vogels (2014) found that people with a Non-Western migration background that engage in sport have more natives in their network and spent more time socializing with them (Vogels 2014). Given the crucial role of composition of sport clubs in the positive benefits at the individual and societal level, it is important to gain more insight in sport club membership of different social strata. Previous research has shown that sport membership is not equally divided. characteristics such as having a higher income and having younger children are associated with higher levels of sport club membership, in particular for men (Tiessen-Raaphorst, 2014). Membership is also not equally divided among people from different ethnicities, and even more in combination with gender. Especially residents with a Turkish or Moroccan background participate less in club sport, and this effect is even stronger for women. Many Turkish and Moroccan women are inhibited by cultural norms, like wearing specific clothing that makes participating in sport more difficult. Also, the lower socio-economic status among immigrants hinders sport participation (Vogels, 2014; Elling, de Knops, &Knoppers, 2001).

Research design and Data analysis

To examine differences in sport club membership by gender, migration background and type of sport to draw conclusions about the social role of sport clubs in the Netherlands, we use a unique non-public registry data provided by Statistics Netherlands (CBS, 2013) of the total population of 18+ Dutch residents. This population data was merged with complete membership data of eleven sport unions consisting of; athletics, badminton, basketball, golf, field hockey, soccer, korfball, tennis, tour cycling, walking, squash,

swimming. This dataset contains individual characteristics like, age, position in the household, income of the household, gender, and migration background. This allows us to map the individual characteristics of sport club members of different types of sport and investigate gender differences in combination with migration background by doing descriptive analyses and crosstabs. Migration background consists of Dutch residents with a Dutch, Turkish, Moroccan, Surinamese, Aruban/Antillean, and Western migration background.

Results and discussion

First analyses indicate that in total 130,392 (10.1%) of the Dutch residents are members of one of the eleven sport unions. Men make up a larger share of sport club members (69%) than women (31%). In addition, differences in migration background combined with gender have a large impact on sport club membership. We found that 91% of all male sport club members are Dutch, compared to 3.7% having a Non-Western migration background (all residents not having a Dutch or Western migration Background). Given that 12.7% of the Dutch population has a Non-Western emigration background, this implies that they are much less likely to be a sport club member. These differences are even more extreme when looking at women's membership of the eleven sport unions. Among all women who are members of a Dutch sport club 93% had a Dutch background, compared to 1,5% with a Non-Western migration background. Thus, women with a Non-Western migration background are even less likely to be a member of sport clubs compared to men with a Non-Western migration background. Thus, ethnic diversity among members of sports clubs is overall limited.

Conclusion

From the first analysis we can conclude that confirming previous research there are big differences in sport club membership rates by gender and especially in combination with migration background. This implies there is still much to gain in engaging people with Non-Western migration backgrounds, especially women, in sport clubs. First this could enrich the social role of sport clubs in facilitating more bridging ties between members with different backgrounds leading to more social capital for society. Second, this would also help to provide sport clubs with more members which adds to their financial sustainability.

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The Sports Club Community – A Critical Factor For Successful Integration?

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Introduction, aim and research question

Many of the hundreds of thousands of refugees have come to Austria between 2014 and 2016 in order to flee from conflict or due to economic reasons. As the asylum application process can take several years, asylum seekers are often segregated in separated housing and opportunities to get in contact with the larger society are extremely limited. Since many refugees have joined sports clubs, this study assesses whether the integration process within the club community moderates the relationship between individual level factors and societal factors and integration in society.

Theoretical background and literature review

In this study, integration is conceptualized in accordance to Berry (2016), emphasizing that integration is a dynamic two-way process for both: the immigrants and the citizens of the host culture learn from each other and take on aspects of each other's culture. An individual is perceived as integrated when he/she embraces interethnic relations and when he/she enjoys acceptance by the larger host society.

As research has shown, sports have a huge potential to support integration, if necessary (pre)conditions are met (Stura, 2019). While social integration within the club community is understood as social inclusion into the sports community, it is generally understood that sports clubs offers may be able to foster integration into society (Braun & Finke, 2010). As research has shown, sports have a huge potential to support integration, if necessary (pre)conditions are met (Stura, 2019). Since the Austrian club system does not have a formal program assisting the clubs in integration activities and evaluating their impact, it remains unknown if and how sports currently contributes to immigration in Austria.

While literature shows that influences at the individual level (Celenk & Van de Vijver, 2011) and societal level (Berry, 2016) play a significant role in acculturation, the sport club environment may also be important and constitutes a central component of the framework as a potentially moderating factor at the other levels.

Research design, methodology and data analysis

This study used a quantitative approach. An online survey was designed based on previous studies on immigration through sports, such as the findings of a qualitative study with 15 sport clubs on immigration of refugees through sports in Germany (Stura, 2019) as well as on previous studies on sport and development, intercultural relations and organizational theory.

Constructs to assess influences on the individual level include, for example, the length of stay (Berry, 2016), motivation and the cultural distance scale (Demes & Geeraert, 2014). Influencing factors at the club environmental level include taking the initiative and social ties at the club. Influencing factors at the societal level include active maintenance of home culture & home support system (Stura, 2019) and engagement in

host society (Berry, 2016). Integration within the club environment include friendships and attachment through sports, teammates and coaches, organizational and group culture (Colyer, 2000), cohesion and attitudes toward immigrants & multiculturalism within club. Integration in society is mainly measured via the items for acculturation orientation (Demes & Geeraert, 2013)

While a pilot was conducted first, the main survey is still open for host country national amateur sport club members and refugees actively engaged in sports, comparing the perspective of refugees and Austrian club members. Data analysis is conducted with SPSS; methods include regression analysis and interactive modeling to account for the hierarchical data structure.

Expected results (excerpt)

Equivalent to the pilot study, the author expects to find that individual level factors and societal factors will have a stronger positive relationship with integration into society for refugees who experience a positive integration at the club level than those who do not. While encountered barriers might mainly relate to communication difficulties, the team as a primary group might have a powerful influence on an individual's integration process, helping the refugee to negotiate the social and physical environment. Furthermore, the author expects to find that the integration process within the club community mediates the relationship between club environmental factors and integration into society.

However, acceptance of cultural differences and culture sensitivity from all involved are necessary as well as the refugees' performance has to match the club levels. If the focus from refugee and/or club members is on the sporting performance only, the club community might not have a moderating or mediating role.

Conclusion, contribution and implications

This study's findings benefit the refugees and the larger society since no systematic structures of how sports may support integration seem to be currently available in Austria. As sport clubs offer a great potential for the refugees and the host club community, systematic training programs informing about the significant factors at the club level could provide strategic development and foster integration.

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The Impact of Coach Education on Creating Ableist Attitudes amongst Coaches

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Aim of the Research

This purpose of this study is to investigate how formal coach education impacts on coaches' attitudes towards coaching people with disabilities (PWD).

Literature Review

Historically, most athletes could enjoy the support of coaches. However, PWD had more difficulties in finding this support (Ferrara and Buckley 1996). As anyone involved in coaching and the world of sport is aware and with an extensive literature base to back this up, coaches play an important role in athletes' development and their sporting success, whether this is grassroots participation or elite performance (Townsend, Smith, and Cushion 2015; Potrac et al. 2000). In recent years, PWD are increasingly finding access to coaches through nondisabled sport clubs which emphasises the need to examine how these coaches cope within this changing environment.

To achieve the aim of this study, ableism is used as a lens to examine perceptions of coaches and PDW of formal coach education and coaching practice. Ableism, in the context of disability, can be defined as a network of beliefs, processes and practises that result in the idea that it is better not to have a disability than to have one, and to do things in the same way as nondisabled people do (Hehir 2002). It promotes the differential and unequal treatment of people because of actual or presumed disabilities. Ableism is so embedded in society that it is considered to be normal practice which can result in unconscious practices that are disabling (Thomas 1999).

Research Design, Methodology and Data Analysis

This paper forms part of the lead author's recently completed PhD studies for which the study sample consisted of representatives of the UK sports sector. Interviews were conducted with seven national sport organisations: Sport England, Activity Alliance, UK Coaching, CP Sport, LimbPower, Swim England and England Athletics; and 15 representatives of grassroots sport clubs of swimming, athletics and triathlon. This was followed by nine interviews with PWD which enabled the contrasting of their perceptions and attitudes with those of the organisations that are meant to serve them. Thematic analysis was used (Joffe, 2012) which was carried out in six phases; reading the data, coding, collating the codes into initial themes, reviewing the themes, defining the themes and writing the report, aided by the use of NVivo. This has resulted in identifying three main themes: mainstreaming sport provision, finding inclusive opportunities and, training and coaching with this paper taking focus within the third theme.

Results/Findings and Discussion

The findings show that formal coach education does not adequately deliver disability content. This is partly due to the influence coach instructors have in the delivery of the

course in addition to having a great deal of freedom interpreting what constitutes inclusion. It was found that, in practice, this results in the prioritisation of nondisabled aspects while disability specific content is side-lined or ignored. Additionally, the results show that workshops are used as a scapegoat for not including disability-specific content more prominent in the formal coach curricula. This shows the ableist attitudes of prioritising nondisabled aspect over disability ones. It is likely that coaches internalise the belief that disability is not important in nondisabled sport and that it is acceptable for it to be sidelined. Consequently, current coach education creates an environment in which ableism is accepted and institutionalised rather than challenged.

The findings show that as a result of structural ableism in formal coach education, coaches lack the competence to coach PWD. This lack of knowledge was found to translate into an ableist understanding of disability and strengthens common ableist attitudes within society. This was shown throughout the study with coaches being "too helpful" and being afraid of PWD hurting themselves. The lack of competence observed amongst coaches is troublesome as this can negatively influence the self-esteem and self-efficacy of PWD creating an additional barrier to sports participation. Moreover, it was found that PWD internalise these ableist attitudes and find themselves having to prove that they can overcome their disability and participate in a similar matter to the nondisabled. This, in turn, leads to negative experiences of PWD who feel they are limited in what they are allowed to do in a nondisabled club or perceive that a nondisabled club is not a place for them altogether.

Implications

Whilst NGBs have been changing their coach curricula to address inclusion better, their current approach to coach education does not sufficiently address the competence gap of coaches, nor does it address the current ableist discourse in coach education. Furthermore, relegating the issue of disability to being taught separately moves the responsibility towards the coaches themselves, who are expected to know about and attend these extra workshops that are often hidden away behind a paywall. As such, coach education, as it exists today, maintains structural ableism and contributes to ableist attitudes within the sport sector.

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SPORT DEVELOPMENT AND SOCIO-CULTURAL PERSPECTIVES

Session Chair: Cristina Muñiz

Practitioner Conceptualization of the Unique Contribution of "Sport" in Sport for Development and Peace

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Aim and Research Questions
Scholarly interest in SDP has also expanded in terms of quantity and quality of studies, with scholars critically examining sport's potential role in facilitating outcomes at the individual and community levels, such as social inclusion, social capital development, social mobility, conflict resolution and peace building, and prejudice reduction, among many others. Within this landscape, since the term SDP (and relatedly, sport-for-development – SFD) was first coined in the late 1990s, there has been a focus on identifying the unique contribution of sport to development and peace. The purpose of this research is to engage sport for development and peace (SDP) practitioners in a conceptual mapping process to better understand "why sport?". Essentially, this study seeks to answer the research question: What is the unique theoretical contribution of sport to SDP?

Theoretical Background and Literature Review
Academicians and practitioners alike have argued that sport provides an effective context for the achievement of individual and community development. However, little is known as to why or how sport, as distinct from other contexts, can act as a development tool. SDP scholars have consistently grappled with identifying and explaining the contribution of sport to SDP. Indeed, critical and theoretical SDP scholars such as Darnell (2012), and Hayhurst, Kay, and Chawansky (2015), have often argued that SDP research needs to more carefully and thoughtfully identify the unique contribution, if any, of sport, to achieving community and social development goals. While recent sport management scholarship has begun to explore how sport should be designed to facilitate development outcomes (Schulenkorf, 2017), we also believe it is fundamentally critical to understand the why, as this understanding will allow for a more robust theoretical approach to SDP, and enhance the effective design, delivery, marketing, and management of SDP organizations and programs. Indeed, gaining an understanding of why sport will further contribute to the legitimacy and sustainability of SDP as one possible engine of development in the broader development landscape (Welty Peachey, Cohen, et al., 2018).

Research Design, Methodology and Data Analysis
This study employed a Concept Mapping approach, a mixed-method, participatory

group idea mapping tool, purposefully-designed to collect qualitative data and analyze them quantitatively (Kane & Trochim, 2007). Traditionally, Concept Mapping involves six steps: (1) preparation, (2) generation, (3) structuring, (4) representation, (5) interpretation, and (6) utilization (Trochim, 1989). SDP practitioner participants for this study were identified as those who are working within the SDP field, with recruitment via a combination of personal contacts (snowball sampling), and communication via sportanddev.org newsletters and online communication methods . Study participants were assured anonymity, and as such, participant details cannot be provided. At submission of abstract, over 40 individuals had participated in the study. Concept Mapping followed a structured process of engagement with key participants via an online tool. Data collection was undertaken with participants via a two-step process (step 2 and 3 outlined above). The first step of the data collection process involved the Generation of Ideas (brainstorming). Once a subject agreed to participate, he or she was invited to generate a set of statements around the concept of sport for development and peace in answer to the following prompt: "Please generate short phrases or sentences that describe why sport is an effective development tool". Participants were encouraged to generate as many statements as they wished. The second step of the data collection process entailed Structuring the Statements. Once the complete set of statements was received from all participants, each participant was then asked to perform two "structuring" tasks: a) Grouping/sorting – each participant was instructed to group the ideas into piles in a way that made sense to them, and b) Rating – each participant then rated each statement on two dimensions (i.e., importance of statements and participant's agreement with statements).

Results/Findings and Discussion
Data analysis is currently in progress, with full results anticipated by June 2019.

Conclusion, Contribution and Implications
During the presentation, we will provide initial results from the Concept Mapping analysis to identify the key thematic clusters from the data. Through this analysis and discussion, we will attempt to answer the "why sport?" question and discuss the key theoretical contribution of sport to SDP from a practitioner perspective. We will also offer thoughts on implications for managing and designing SDP programs, and on next steps for conceptually answering the question of "why sport?".

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Risk And Uncertainty Within Sport For Development and Peace (SDP) Interventions Aiming To Promote Desistance

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Aim and Research Questions

Sport for Development and Peace (SDP) is utilised to promote positive outcomes for its participants in spite of the recognition that the evidence base surroundiing SDP is far from conclusive (Coalter et. al., 2000, Coalter, 2007). At its best sport is a valuable medium for positive change but it is also "inherently complex, complicated and messy" (Darnell et al. 2016: p.573). It is perhaps unsurprising therefore that SDP efforts typically result in varied outcomes for participants which may also be unanticipated and undesirable. As a result of this uncertainty SDP can be conceived as a risky endeavour since the desired outcomes are neither guaranteed or uniform for all participatnts. This exploratory study evolved as part of a larger research project that examined the role of sport-based projects in promoting deisistance from crime which revealed that staff identify risks in SDP in very different ways which results in different approaches to managing risks .

The research question was: How are risk and uncertainty identified and managed in SDP aiming to promote desistance?

Theoretical Background and Literature Review

To develop a stronger and more nuanced evidence base Darnell et al. (2016) suggested investigators should adopt a critical lens when examining SDP outcomes and that this critical engagement may be achieved by drawing on multi-disciplinary perspectives to "challenge existing norms, stimulate critical thinking, and push knowledge forward". This study therefore sought to examine SDP utilising a framework drawn from the discipline of risk management not previously utilised within the context of SDP.

Risk can be defined as adding the uncertainty dimension to events and consequences (Aven, 2016). It is important to note that risk-management does not imply risk aversion - instead risk-management potentially enhances opportunities for SDP to be innovative because suitable structures can be put in place in the planning stage which attempt to minimise unanticipated and unintended outcomes. Risk management therefore potentially facilitates more ambitious SDP.

Aven (2016) states that "proper risk management relies both on being risk-informed and on cautious (robust/resilient) policies" and states one of these pillars alone is insufficient. Robustness is concerned with capacity for withstanding uncertainty whilst resilience is concerned with being able to sustain or restore functionality following an unforeseen stressor (potential surprise). Resilience is demonstrated by managers who respond to threats, monitor what is happening, anticipate risk events and learn from experience. There are five principles associated with resilience: preoccupation with failure, reluctance to simplify, sensitivity to operations, commitment to resilience and deference

to expertise (Weick and Sutcliffe, 2007). These principles provided a useful framework through which to examine risk analysis, management and decision-making within organisations engaged with SDP.

Research Design, Methodology and Data Analysis
The exploratory study involved interviews with 13 project managers with extensive experience of delivering SDP in the UK who were purposively selected because they had insight regarding SDP that was specifically aimed at promoting desistance. The interviews were semi-structured and were designed to encourage participants to reflect on the risks that were presented in engaging in SDP aimed at promoting desistance and the ways in which they managed these risks. The interviews encouraged interviewees to identify the risks that they perceived to be relevant to their work and this discussion was then supplemented by questions around specific identified risks including risks to staff, to participants and to the community. Three additional interviews were conducted with senior academics with expertise in researching SDP interventions in order to identify any additional risks from an informed outsiders perspective that were not articulated by project managers. Interviews were transcribed and are in the process of being analysed thematically drawing on risk frameworks.

Results/Findings and Discussion
Preliminary results indicate that project managers were typically very optimistic about the role sports-based programmes play in promoting desistance and therefore there was a tendency to downplay the potential risks associated with their work. There was very limited evidence to indicate that risk-managment resilience principles were being adopted within these organisations. For example, rather than considering the possibility that outcomes might not be realised there was typically a preoccupation with successful outcomes. Where failures were mentioned these were typically blamed on circumstances that were perceived to be beyond the control of the organisation and therefore were perceived to be risks that could not have been anticipated at the planning stage.

Conclusion
This research contributes to ensuring that the evidence base for SDP begins to better reflect the complexity of SDP work by challenging oversimplified and overly optimistic characterisations of SDP. It is argued that identifying and managing the risks and uncertainty that exist for SDP provides opportunities to develop a more nuanced understanding of the SDP process which will contribute to enhancing the effectiveness of SDP work.

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Community Development Through Sport and Physical Education? Single Case Study Of A Primary Public School In La Paz (Bolivia)

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Research Question
How can sport and physical education contribute to community development within a South American school context?

Theoretical background & Literature Review
The approach of using sport as a strategy for social intervention is known as Sport for Development (SFD). Sport has gained acknowledgment as a vehicle for community development (Darnell et al., 2018). However, different authors of SFD have argued that dominant western conceptualizations of 'development' dominate which are at risk of not being in line with the realities of daily practices specially in the global South (Mwaanga & Adeosun, 2019). Consequently, researchers have questioned whether theories that emerged in the global North can be usefully applied in the global South (Cooper, Swartz, & Mahali, 2018).

In Bolivia, the recent educational reform is linked to historical-political processes and realities of communities. In this educational model, there is a significant participation of community members in schools. Participation is based on a dialogue between these members to identify the main need of the community. Every community brings their own needs and resources, and schools are expected to engage with these. By doing so, schools are connected to the transformation of their reality and have the space to (co-)develop curricular activities and educational practices, including sports and physical education, that could contribute to community development (Osuna, 2013).

Research Design & Methodology
The case study presented was conducted over an extended immersion in the field (i.e. participatory observation and participatory research methods). In a first phase, I participated as a volunteer of a local NGO program with working experience in public schools on the eastern slope of the city of La Paz. My research strategy mainly focused on learning about the educational model, schools' dynamics, processes and concerns. For the second phase of the field research data were collected based on a *Participatory Social Interaction Research* which is a form of participatory research that centralizes, prioritizes and situates sport interventions and development through the experiences and daily practices of the ones involved in the initiatives (Collison & Marchesseault, 2018). In this phase, I worked with four schools which I invited to participate in the research planning consisted in my active participation in school activities, interviews and group meetings to reflect about the experience and practice of sport and physical education for the community development in the educational model. However, each school is very particular in their dynamics and at the end of this phase, the school described in this case study was open enough and stayed in the research longer than the rest.

Preliminary Findings

This school experienced some difficulties to complete the educational demands. Lack of resources manifested in no proper classrooms' spaces and bathrooms, less space in the courtyard because the municipality was rebuilding the infrastructure. Even though these difficulties, school members got together and identified violence within families, abandonment of children and lack of values for coexistence as the main community issues to focus on for their community development. The school developed a project to reinforce and develop good treatment habits and harmonious coexistence within the community. The sport and physical education teacher included themes in the curriculum and organized sport events to address the objective.

According to the educational model, sport and physical education should go beyond the students' physical development, not only be focused in the competence side and include local-cultural knowledge. This school still focused on sport and physical education as a means to support children in their psychomotor development and a conduit for inter-school competitions. However, sport and physical education are also used to transmit values that can contribute to children's integral development. Also, the events organized by the school, using traditional games and recreational activities, offer alternatives spaces for integration, participation and relationship channel between parents, children, teachers, and other members of the community.

Implications

Sport and physical education for community development, provide resources for the integral development of children, supporting their personal and social growth. Furthermore, sport and physical education are perceived as spaces for the connection of the community members and their engagement with the school work. All this, in the framework of the school objective for the enhancement of good treatment and harmonious coexistence.

The bottom-up conceptualization of development is defined according to the shared interest of the school and how the school takes position of the community needs, letting sport and physical education propose their own resources, hence building local capacity. On the other hand, the notion of school part of the community aimed to recover experiences and culture heritage from indigenous groups of Bolivia. Values and cultural traditions were integrated to the curriculum. Sport and physical education domain is also trying to include this cultural heritage in their way. A different SFD program can be proposed by giving a more proactive community role to sport and physical education.

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Study on the Changing Status of Disability Sports in Developing Countries: Explaining Policy Change

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Aim and Research Questions

The purpose of this study is to clarify the factors that affect the disability sports policy formulation processes in developing countries.

Theoretical Background and Literature Review

In recent years, the international organizations and NGOs have conducted programme in developing countries to assist disability sports. The promotion of disability sport in developing countries has been researched using the track record of participation in international sporting events like Paralympic so far (Lauff, 2011; Brittain, 2015).

On the other hand, several studies have focused on mainstreaming of the disability sports policy because the life of disabled people is related to factors at the meso level such as policy (Whitneck, 2004). Most of developed countries tend to the development of a system to promote disability sports as a mainstreamed sport policy (Nogawa et. al, 2012). Regarding the disability sports in developing countries is largely charity-driven and separated from mainstreamed sports(Novak, 2014), but some developing countries such like ASEAN countries adopted an integrated system between disability sports and non-disability sports (Nogawa et. al, 2012).

However, these studies revealed the international trends of disability sports, the current situation and the consequences of changes of disability sports in each countries, but did not clarify why such changes occurred. Walt and Gilson (1994) argued that policy studies tend to focuses attention on the content of policy itself and neglect the actors involved in policy reform and the processes. So, this study aimed at clarifying the factors that influence the mainstreaming process of disability sports policy.

In this study, we selected Lao People's Democratic Republic (Laos) as the research target on the condition that disability sports has transferred jurisdiction from the welfare policy to the sports policy. In Laos, the National Paralympic Committee (LPC) was established in 2001, and the disability sports policy was under the jurisdiction of the Ministry of Health (MOH) at that time. But the disability sports policy was transferred from the MOH to the Ministry of Education and Sports (MOES) in 2011. As result, sports both disability sports and non-disability sports are promoted by the same ministry. After that, the Minister of Education and Sports has been appointed not only to the Chair of the National Olympic Committee (LOC but also to the Chair of the LPC since 2017 so system whereby human resources engaged in sports-related policies shared on both sides.

Research Design, Methodology and Data Analysis

We selected the advocacy coalition framework (ACF) as theorical framework. ACF focus on the interaction of competing advocacy coalitions within a policy subsystem and offer a holistic analysis of the policy process (Sabatier, 1988). We collected documents and

conducted semi-structured interviews with key actors involved in disability sports policy. The interviewees were totaled 11 persons including members of the MOES, MOH and LPC. Based on the qualitative data, lead researcher and research collaborators carried out comprehensive content analysis and identified key disability sport policy developments and implications for policy change, with a particular focus on the period 2001–2017.

Results/Findings and Discussion

We found that the change in disability sports policy in Laos was the result of being influenced the through interaction between the sports context and the non-sports context. At the time of transfer in 2011, it was not the result of policy-oriented learning in each advocacy group but the result of being influenced by the central government reform. Therefore, no major changes were taken, such as new measures being taken and personnel assignments being changed. But later, the policy agenda about disability sports was to be described in the sports policy statement which was formulated by MOES in 2015. This change made disability sports athletes somewhat easier to take part in the sports competition.

Also the change in the disability sports promotion system was due to the participation of Lao Prime Minister at the UN conference in 2016. After the conference, the prime minister decided to present development goals specific to the disabled people including the promotion of disability sports. It was pointed out that although policy-oriented learning often alters aspects of a coalition's belief system, changes in the policy core aspects of a governmental programme relating to a perturbation require a perturbation in non-cognitive factors external to the sub-system (Sabatier & Jenkins-Smith, 1999; Green & Houlihan, 2004). This case also coincides with the above researches.

Conclusion, Contribution and Implication

In conclusion, the promotion of disability sports in Laos has been brought about not only by sports context but also by the progress of policies for disabled people and the matters of government. Also, it is important to consider whether the state which is simply unified, but also how to advance policy learning between each advocacy and how to change the recognition of the policy maker.

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SPORT DEVELOPMENT AND SOCIO-CULTURAL PERSPECTIVES

Session Chair: Katie Misener

Intra-Organizational Dynamics in Participatory Action Research with Local Sport Organizations

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Introduction
A common aim of local sport organizations (LSOs) is to enhance participation opportunities in their sport. While this aim is shared by provincial and national sport organizations, it is the LSOs that create initial participation opportunities in their communities. Events are often claimed to stimulate participation via the demonstration effect. Yet the efficacy of the demonstration effect is debatable (e.g., Weed et al, 2015). Research has shown that LSOs want to leverage events but lack the capacity to do so (Taks et al., 2018). The purpose of this study was to assist LSOs in building capacity to increase sport participation opportunities, and to compare the efficacy of capacity building with and without event leveraging.

Method
Participatory Action Research (PAR; Frisbee et al., 2005) was used to help LSOs build capacity to increase participation. Four LSOs were recruited in two cities (a diving club and a track and field club in both cities). In each city, one sport was able to leverage an event taking place in that city, and the other was not. Thus, the track and field club in City A (TF_A) did not have a major event to leverage, but the one in City B (TF_B) did. Similarly, the diving club in City A (DIVE_A) had a major diving event to leverage, but the one in City B (DIVE_B) did not. In each case, LSO administrators and board members completed a survey reporting their perceptions of existing capacity, willingness to grow, and readiness to change (Doherty, Misener, & Cuskelly, 2014). Next, the research team met with Board members, coaches, and interested volunteers to discuss assets and tactics to grow the sport. The research team provided reports for each LSO summarizing findings and making recommendations. Follow-up took place by phone, email, and meetings.

Results and Discussion
Intra-organizational dynamics affected each club's capacity to proceed. The dynamics in TF_A prohibited the collection of data among board members, so a partnership was not possible. Capacity data and interviews with the head-coach of DIVE_A revealed that its event was one of the reasons the club was established. DIVE_A did little to leverage the event because energies were focused on getting the club up and running. The coach/owner sought elite performance, and wanted to avoid interference from board

members. So, the club was established as a for-profit entity, with the head coach as sole decision maker. The city struck a deal with the new club which abolished learn-to-dive programs thereby reducing diving participation in the area.

Five board members of TF_B participated in the capacity survey. Opinions about finance, HR, and long-term planning were consistent, but varied greatly about facilities and partnerships. TF_B identified the establishment of satellite and regional programs as one of their desired outcomes. The research team suggested a 6-step process to help the club build satellite programs, and to use the event when so doing. However, the leadership's focus on high performance sport and running the event distracted attention from the satellite area. Instead, leveraging took place at the event using a database marketing strategy. This led to 59 contact e-mails from interested parents who received an e-mail in the fall with an offer for two free sessions. No one took up this opportunity. Follow-up calls with non-respondents revealed that the offer was attractive, but they hadn't read the email. The tactic did not yield new participation.

DIVE_B participated in the capacity survey and a workshop. Two follow-up initiatives were consequently formulated, but the Board, the coaches, and the volunteers subsequently worried that they could not invest time in either. They chose, therefore, not to disseminate the report to members. Follow-up interviews with members of DIVE_B found they would have liked to move forward with both initiatives.

Conclusion

The capacity building framework suggests that PAR that assists LSOs to develop skills, knowledge and resources to grow their clubs, identify partnerships, and formulate marketing strategies and tactics should help to build participation. Intra-organizational dynamics interfered in this process. Interpersonal relationships, differences in opinions and visions, and communication issues led to uncertainty and a failure to take advantage of opportunities. Practically, PAR may not be successful, even when goals are manifest (Chalip et al., 2017). Desired outcomes were collectively expressed at the onset of each project, but intra-organizational dynamics interfered with successfully attaining those outcomes. Findings will be further discussed in terms of human capability and organizational change (Heward et al., 2007) as underlying mechanisms for capacity building in sport organizations.

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Organizational Development of Voluntary Sport Clubs: a Process Consultation Approach

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Aim

In the Netherlands, voluntary Sport Clubs (VSC) are often supported by government funded professionals or professionals from sport associations. Human resources and volunteering, finances, networks and infrastructural elements are recurring subjects for these professionals. In the long term, it seems more effective to develop the organizational capacity of VSC to respond to these encountered challenges (Wicker & Breuer, 2011). Thiel and Mayer (2009) found that managerial approaches from the business sector are difficult to translate to the specific context of VSC. This design-based study had two aims: 1) to gain further understanding in process consulting for the development of organizational capacity of VSC; 2) development of a competence framework and an effective training program for these professionals in the specific context of VSCs.

Theoretical Background

The VSC is a locally based, autonomous, nonprofit organization which is democratically governed by the members and in which the members perform most of the activities voluntarily (Van der Roest, 2015). Loose organizational constraints, but a strong organizational identity, encourage emergent behavior and change. Working within the informal relationship system and accepting the growth of complex systems within VSC makes process consulting challenging (Smith, 2004). The development of organizational capacity of VSC requires the consultant to interpret the organization as a dynamic open system and to facilitate self-organization in a process oriented approach together with the people in the organization and on various levels in the organization (Schein, 1999). A growing gap between theory-based research and practice has been identified in the field of organizational development (Andriessen, 2007). Design-based research has been proposed as a methodology that can help bridge the gap between theory-based research and practice.

Methodology

The design-based-research approach (Andriessen, 2008) is used to design and test a process consultation approach for the development of organizational capacity within VSC. It combines designing a process oriented organization development approach with the testing of the interventions using an action research methodology. The complexity of the consultant's work is interpreted through a multiple case study based on observations during consulting sessions with sport clubs and interviews conducted with the consultant, the board of the club, and other relevant stakeholders. With a cross-case synthesis, patterns were developed in the way the consultants worked and a

competence framework was defined. Through 4 focus groups a training program for (junior) sport club consultants was developed, implemented and tested. Through the cyclic approach of design-based-research, new case studies were conducted and the training program was refined.

Results

The case studies (n=6) in the design phase showed that the projects and approaches used by more and less experienced consultants are dissimilar. The more experienced consultants use a more process oriented approach and adapt more towards the specific context. Further, especially the soft skills and process abilities are important to be successful in developing organizational capacity. The less experienced consultants prefer an action learning approach for developing their competences. Coaching on the job, with reflection on action, are preferred over more conventional training program approaches. An easy accessible and practical online toolbox is preferred over more theoretical knowledge bases to work with. The multiple case study in the testing phase showed that developing soft skills and process abilities take time to develop and require specific talents to be successful.

Conclusion

In an organization development process, such as in the context of VSC, a design-based-research approach (Andriessen, 2008) can be used to come up with specific solutions for the specific context. The cyclic approach of defining, designing, testing and reflecting can also improve further theoretical understanding of the working mechanisms within this process. In the presentation the combination of design-based research using the reflective cycle (knowledge stream) and action research using the problem solving cycle (practice stream) will be explained. Further focus will be on a more detailed explanation of the process consultation approach and theoretical implications for the research field on organizational capacity of VSC.

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Identifying Civic Opportunities Within Football Fan Clubs: Disaggregating Sport Organizations To Address The Shortcomings Of Using Content As A Proxy

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Aims of the research
This study explores civic opportunities (i.e., the bonding and bridging experienced by the members as well as their engagement in governance) that are available in sport organizations. Specifically, the study aims to broaden the civic engagement literature in the context of sport by examining football fan clubs (i.e., four each from Hamburger SV and FC St. Pauli, two Bundesliga teams based in Hamburg). in order to gain an accurate understanding of the structural variability within sport organizations. Thus, the purpose of this study is to a) identifying various civic opportunities in the football fan clubs that adds structural variability to the current civil society literature and b) conduct a cross-sectional comparison of identified civic opportunities with other types of organizations.

Theoretical background
Following Tocqueville's renowned claim of voluntary associations being the schools of democracy, wherein the associational life instills civic values, the last few decades have witnessed burgeoning neo-Tocquevillian research initiatives that have attested the positive impact of being a member of voluntary associations. Research on members in voluntary organizations has found that participation in voluntary organization is linked to higher levels of tolerance and trust in others (Putnam, 2000) as well as higher levels of political and civic skills (Verba, Schlozmann, & Brady, 1995). Although evidence on the correlation between associational life and civic engagement has been confirmed, the notion of socialization has been questioned by scholars (e.g., Theiss-Morse & Hibbing, 2005) and their analyses have found that civic participation has no impact or even a negative influence on political participation.

According to Baggetta and Madsen (2018), this inconsistency in findings arises due to the prevalent usage of a content-based typology (e.g., political, cultural) as proxy when analyzing civic cultures. This trend of using typologies as proxies has also been adopted in research initiatives on sport organizations as the diversity within sport-related organizations has been treated as a single content that encompass organizations that show significant differences in the mission, structure, and activities (Baggetta & Madsen, 2019). Reflecting this gap in the civic engagement literature in sport, the current study investigates the civic opportunities that reside in football fan clubs as their culture is not only dissimilar to the traditional sport organizations, but their activities also reveal characteristics that are typical to both inward-oriented (i.e., member-serving) and outward-oriented (i.e., engagement in cause-related marketing initiatives) associations (Burrmann, Braun, & Mutz, 2018).

Research design, methodology, and data analysis
The context of the research is confined to the fan clubs in German Bundesliga. The rationale for gathering data from four fan clubs from each team is to reflect diversity

(e.g., size of clubs, fan cultures [for instance, the left-wing politics often associated with FC St. Pauli]) and geographical proximity. In order to accurately understand the civic opportunities that reside in a football fan culture, the researchers will employ rigorous observation of the culture by going to matchday events and attending formal and informal meetings to capture the breadth of diverse opportunities related to civic engagement. In addition, semi-structured qualitative interviews will be conducted with the leaders of the fan clubs that are under scrutiny. The interview questions will be adopted and modified from the work by Baggetta (2009) on choral society. The observations will be conducted in July, whereas the in-depth interviews will be performed early August to embrace the official Bundesliga schedule.

The collected qualitative data will be analyzed following the interpretive framework to identify themes that represent civic opportunities within the culture of fan clubs, which, will be given a numeric value based on frequency for each civic opportunity revealed in the analysis. Ultimately, the data will be compared with other types of voluntary associations by utilizing different sets of quantitative data to present a cross-sectional comparison, which can accurately assess the role of football fan clubs in our civil society.

Results, discussion, and implications/conclusions

The researchers expect a diverse range of civic opportunities, which may extend the spectrum of the findings claimed by Baggetta (2009), which encapsulated two social capital-related opportunities (i.e., bonding and bridging) and experiencing governance. Especially, given the strict observance of the 50+1 rule in German professional football, a ruling that encourages the participation of fan clubs in significant decision-making activities by the football clubs, an expectation of the research findings is a diversifying of both social capital elements. First, the extensive interpersonal interactions, as claimed by previous sport organization studies (e.g., Burrmann et al., 2018), are expected to be high. In addition, the bridging element of civic opportunities will not only be based on institutional bridging, but would also include different dimensions of bridging, including expansion of personal network through establishing weak ties and linking with others, wherein the members will be drawn into extended civic culture that may cross the boundaries of football.

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Constraints and Facilitators of Sport Event Participation: Exploring a Non-Western Cultural Context

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Aim and Research Questions

Strong evidence outlining the benefits of physical activity has led governments to invest in developing sport infrastructure, and attracting major sport events (Frawley & Cush, 2011). Nonetheless, sport participation can be limited for a variety of reasons including attitudes towards physical activity (Harkness, 2012). Ito and colleagues (2014) claim that "Our current understanding of sport participation in non-Western countries is extremely limited" (p. 227) and that there is a disproportionate emphasis on studying the sport participation and leisure experiences of around 10% of the world's population.

Among the non-Western nations covered, China and Japan dominated, leaving scope to develop understanding of sport participation in the Arab world. Ito and colleagues (2014) primary justification for the need for more research on non-Western physical activity participation is to challenge assumptions that access to, and experiences of sport events are universal. Cultural norms, political agendas, and geography may affect physical activity participation as in the case of Qatar, our context of study. Hence, our research aims to extend understanding of constraints and facilitators of physical activity and sport event participation in a non-western cultural context where sport participation is not traditionally prioritized.

Theoretical Background and Literature Review

Qatar is situated on the Arab Gulf Peninsula. There is an ethos of privacy among Qataris partly due to the requirement of physical modesty for men and women in the region. Privacy underpins gender relationships and spatial segregation within the domestic and public domains such as public schools and hospitals. This segregation is institutionalized to various degrees to accommodate women's need for gender privacy (Sobh & Belk, 2011). As such, taking part in mixed gender sport events is not culturally acceptable as is the situation for the Ooredoo Marathon, the sport event we use in our study.

Qatar has increased both the amount of attention and amount of money invested in elite and participatory sport. Specifically, Qatar National Development Strategy (NDS) prioritises enhancing the physical, emotional and intellectual well-being of individuals, especially youth, through sports. The current research examines factors that may prevent and facilitate Qataris' participation in the Ooredoo Marathon. Constraints (Crawford & Godbey, 1987) and facilitators (Raymore, 2002) provide the theoretical framework guiding this investigation.

Methodology

The Ooredoo Marathon is the largest participatory sport event in Qatar. The number of participants in the 2017 marathon was 1700, out of which 38% were females (R. Zeinal, personal communication, 16/10/2018). The Ooredoo Marathon was selected as the

event represents the largest participatory sport event in the country, as well as for its inclusive nature and mission to inspire Qatar's communities to get fit.

Semi-structured interviews (N=22) were conducted with Qataris who had participated in the Ooredoo 2017 Marathon (N=10) and those who were aware of the event but chose not to participate (N=12). The gender split was equal: 11 males and 11 females, and the interviewees ranged in age from 21-51 years.

Findings and Discussion

Four interconnected constraints emerged from the interviews: lack of time, social life and diet, reluctance to walk and climate, and expectations for women, along with three facilitators: technology, peer and family support, and government support. Interviewees described their lack of time as the result of busy schedules. Reluctance to walk and climate was articulated by one interviewee: "We don't walk. We don't like going out in hot weather." The theme expectations for women is illustrated by the following interviewee comment: "Here is a conservative community. [It is viewed as] a shame when girls run among people."

In contrast, technology facilitated sport participation through social media, mobile applications, and smart technology that heightened awareness of physical activity. Peer and family support speaks to the importance of others in encouraging sport participation. Government support was revealed through the description of increased government involvement in the promotion of sport.

Contribution, Contribution and Implication

Findings provide insights on sport participation in a non-Western context and demonstrate that sport participation is an amalgam of constraining and facilitating factors. Both the constraints and facilitators identified were largely interpersonal and structural (Goodsell & Harris, 2011) and illustrate the significance of 'support' (via technology, peers, family or the government) in a cultural context where sport has not traditionally been prioritized. Results introduce implications for sport and event managers to increase awareness of technology available to facilitate sport participation and highlight sport as an increasingly important element of Qatari social life. Fostering a supportive social environment can work towards harnessing connections created during the event experience to lead to individuals being more physically active (Potwarka, Tepylo, Fortune, & Mair, 2016). This is even more crucial for female participants as exercising with peers would help them face social stigma.

It is hoped that this exploratory work serves as a starting point for future investigations about sport event participation in other non-Western contexts.

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SPORT EVENTS AND TOURISM

Session Chair: Ruth Crabtree (Review track Chair)

Non-host city Olympic legacies: A cross-setting analysis of the Atlanta 1996 Olympic Games

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Introduction

The Olympic Games are considered to be one of the world's greatest sporting events. Consequently, due to the size and significance of the event, host cities face substantial economic, social, and environmental challenges (Ritchie, Shipway & Cleeve, 2009). Thus, event organizers often utilize non-host cities to help host sporting events and to accommodate the influx of people associated with the Games. As a result, it has been suggested that non-host cities can also experience long-term impacts or legacies from the hosting of the Games (Hoff & Leopkey, 2018; Karadakis & Kaplanidou, 2012). However, our understanding of this phenomenon (i.e., non-host city legacy) remains limited. Therefore, the purpose of this study is to conduct a cross-setting analysis of non-host city (e.g., Athens, Columbus, Conyers, and Savannah, Georgia) legacies within the same edition of the event (e.g., Atlanta 1996 Olympic Games). More specifically, this study will examine the similarities and differences between the legacies experienced in various non-host city settings; and secondly, given the potential for differences between these settings, aim to understand what contributes to these disparities.

Literature Review

Several studies have focused on the topic of Olympic and sport event legacies. For instance, Leopkey and Parent (2012) identified thirteen emergent legacy themes by means of analyzing the evolution of the concept since the inception of the modern event. More recently, Preuss (2015) presented a framework to assist with the process of identifying sport event legacies by considering the following questions: *what* a legacy is, *who* is impacted as a result of the legacy, *how* does the legacy affect the local community, and *when* does the event legacy occur. The existing sport event management literature has also identified various Olympic legacies that emerge in the surrounding non-host cities as a result of playing a role in the hosting of the Olympic Games. Ritchie, Shipway, and Cleeve (2009) examined residential perceptions in Weymouth and Portland, England as hosts of sailing and windsurfing events for the 2012 Games. The findings of this study revealed that the closer the residents lived to the event sites the more negative they felt about the Games due to increased traffic and overcrowding. Additionally, Karadakis and Kaplanidou (2012) examined non-host city residential perceptions of the Vancouver 2010 Winter Games. This study found that both host and non-host city residents valued environmental legacies the most. However, it was also discovered that the resultant psychological legacies were of greater

significance to non-host city residents compared to residents within the host city. Beyond the limited research identified above, what has been examined has tended to focus on a particular singular non-host city setting. Thus, there remains a need to further examine non-host city legacies across a variety of settings to further develop our understanding of this phenomenon.

Research Design, Methodology, and Data Analysis
To achieve the objective of this study, a cross-setting analysis of multiple non-host cities from one edition of the Games will be conducted. Specifically, Athens, Columbus, Conyers, and Savannah, GA will be the focus of this study due to their role in hosting Olympic-related events (e.g., Soccer, Softball, Equestrian, and Sailing) during the Atlanta 1996 Games. Data collection including archival materials, official documents, and stakeholder interviews will be completed by the end of summer 2019. The data will be analyzed by means of content analysis, using the qualitative software Atlas.ti. The data will first undergo open and axial coding to distinguish themes and relationships. This will then be followed by the identification of higher order themes supported by illustrative examples from the data (Miles, Huberman & Saldaña, 2014).

Results and Discussion
It is anticipated that the results of this study will further develop our understanding of non-host cites legacies and how they are impacted by the hosting of Olympic related events during an edition of the Games. Moreover, it is projected that differing factors (e.g., role during the Games, financial funding, and geographical location) may influence the resultant legacies and context- specific experiences.

Conclusion, Contributions, and Implications
The findings from this study will help narrow the gap in our understanding of event legacy in non-host Olympic cities. Furthermore, by analyzing how previous non-host cities have been impacted by the Games, Organizing Committees for the Olympic Games (OCOGs) and local stakeholders can better strategically plan and implement legacies in non-host city settings for future Games. In doing so, this could help minimize adverse outcomes and maximize the positive benefits associated with the hosting of an edition of the Olympic Games.

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Barriers to Lengthening Visitor Stay at Olympic Host Destinations: The Case of the London 2012 Olympic Games

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Aim

The study aims to critically explore the applicability of "lengthening visitor stay" as an initiative for mega-event leveraging (Chalip, 2004). We examined if mega-event stakeholders conduct such leveraging initiatives as underlying assumptions are still questioned by other authors (Mhanna, Blake & Jones, 2017; VanWynsberghe, 2016).

Theoretical Background

Stakeholders aim to maximize total trade and revenue from sport mega-event. Green (2001, p.1) proposed employing strategies to *"make their events more appealing to more people"*. Stakeholders can identify essential aspects to the desirable visitors' experience by designing augmentations to boost event attendance, which has implications for a strategic leverage from sport events (Chalip, 2004). The bottom line is identifying linkages between augmentations and the event's marketing. In addition to initiatives to encourage visitor spending, stakeholders may provide additional reasons for visitors to lengthen their stays beyond the actual sport competitions. In a general leveraging model, Chalip (2004) proposed tactics to lengthen visitor stay (e.g. extending the period of the event by augmentations that create opportunities for attendees to share time together pre- and post-event and by bundling activities or tours that could be marketed with the event). However, we recognise the paucity of critical examinations of the applicability of this theoretical model (VanWynsberghe, 2016). In this context, Mhanna et al (2017, p.149) argued that: *"There is a lack of agreement as to whether mega sport event stakeholders fund and conduct leveraging initiatives, particularly those proposed in the current model"*.

Methodology

An exploratory stance guided this study within an inductive and interpretive case study design (Yin, 2013). Primary data was based on in-depth analysis of 15 semi-structured interviews with salient key informant stakeholders of the London 2012 Olympics who expressed perspectives towards sport mega-events leveraging. Interviewees held roles at VisitBritain, VisitEngland, UK Trade and Investment, Tourism Alliance, London and Partners, London 2012 sponsors, UK Olympic Research Centres and Local Councils. The lead author used NVivo10 to code the textual data, interpreted empirical data and generated themes using Spencer et al. (2003, p.213) Abstraction Ladder Approach. We then amalgamated themes and finalised findings that present five barriers to extend visitors stay.

Findings and Discussion

First, *ticketing issues*; visitors who buy tickets to attend Olympic events seemed to plan their stay in advance. London 2012 tickets might not have been offered in conjunction

with other augmentations that encourage longer stays. Ticketing agencies and tour operators reported that Olympic visitors do not tend to extend stays, particularly those travelling long distances. Second, *lack of stakeholder coordination*; stakeholders needed to be working together before and during the Games to provide incentives for visitors to stay beyond the event. For instance, the lack of coordination between the Olympic Delivery Authority and the 2012 team played a negative role on tour activities; rather than improving the attractiveness of destinations such as Weymouth and Portland and encouraging visitations and tour activities, there was a discouragement factor. Third, *lack of strategy and regional collaborations*; lengthening visitor stays was not part of the original marketing strategy for VisitBritain. It was not a strategy that tourism stakeholders decided to invest much marketing in as it would not have had great economic effects in terms of great return on investment. Fourth, *the focus on domestic tourism*; VisitEngland instead attempted to encourage residents not to undertake overseas holidays as a means for encouraging domestic stays. VisitEngland's Growth Campaign *"Why go abroad when you can stay here?"* had a positive result because a reduction occurred in the actual overseas outbound market. Fifth, *different visitors for different events*; stakeholders can create pre- and post-event opportunities for visitors to share time together. However, attendees of such activities were different from those who came to the Games. Such additional events have different values and interests from the Olympics *per se*. The augmented events were not bundled with the 2012 Games.

Conclusion and Implications

Stakeholders' perspectives showed that "lengthening visitor stays" might not find a response in the market. Coordinated activities among stakeholders and DMOs are still needed in host destinations to form tactics that encourage longer stays. This is in contention with previous studies where Green (2001) referred to designing augmentations that add additional dimensions, and Chalip (2004) who identified the linkage between augmentations and marketing events. This paper suggest that London 2012 marketers and stakeholders did not develop augmentations that are likely to be bundled together to attract visitors beyond the Games' period. It is a call for more detailed leveraging approaches within host destinations (Mhanna et al., 2017). Future research can also involve visitors' perspectives of the length of their stay in host destinations to fill research gaps. If tourism stakeholders seek to maximise impacts of sport mega-events, we recommend further empirical inquiries using cases of mega-events to extend understanding of immediate leveraging, addressing ticketing issues to bundle additional activities in addition to stakeholders' togetherness.

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Young Athletes' Experiences and Learning Environment at the 2018 Youth Olympic Games

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Aim and Research Questions

This presentation aims to understand young athlete experience regarding the learning environment in both their sport and the general atmosphere the Youth Olympic Games (YOG) provides. Four research questions are addressed: 1) athletes' awareness and perceptions of various aspects of the YOG (sport, competition formats, general atmosphere, social media, and "Learn & Share" activities); 2) aspects they enjoyed (a known facilitator to the high–performance pathway); 3) various coping strategies and mechanisms to support their experience; and 4) their learning process and experience overall. Interviews with competing athletes during the 2018 YOG within designated areas of the athlete village and at different venues over the Games-time period captured overall athlete engagement and learning within the planned environment.

Theoretical Background and Literature Review

Researchers have cautioned against the YOG since their inception, indicating they may increase drug use, over-training, and dropout rates (Judge, Petersen, & Lydum, 2009). Although the International Olympic Committee (IOC) may tout the virtues of the dual sport-education component in its political discourse, Krieger (2013) found a general dissatisfaction by the athletes participating in the educational component (i.e., known as Learn & Share today). Yet, Schnitzer and colleagues (2014) found young athletes enjoyed the education program, though their training/competition schedules constituted barriers to participation. Parent and colleagues (2014) found the young athletes had a positive experience, but Kristiansen et al. (2017) found mixed results for the YOG to be a facilitator for deeper engagement in high performance sport.

With the IOC promoting the YOG's learning component, social learning theory allows us to gain a deeper understanding of young athletes' learning process regarding becoming an elite athlete. Social learning theory uses an anthropological lens through which the context becomes critical (i.e., situated learning). Social learning theory rests of the following assumptions (Wenger, 1998): a) humans are social; b) knowledge equals competence, as defined by the practice/domain; c) learning and knowing imply active participation in the said practice; and d) the ultimate product of learning is meaning. As such, social learning theory is an appropriate lens to examine young athletes' learning within the context of the YOG.

Research Design, Methodology, and Data Analysis

This study examined the athletes at the 2018 Buenos Aires YOG (October 6-18, 2018), which included collecting Games documentation (e.g., website information, Athlete 360 platform, and planning documents), daily on-site observations and field notes throughout Games-time (total of 10 single-spaced pages), and conducting athlete interviews. Interviews were conducted at the beginning (October 6-8), middle (October

10-13), and end (October 15-18) of the Games to see potential changes over time. An intercept method allowed the research team to obtain 48 interviews, covering all continents with Games representation, 43 countries, 83 athletes (40 females and 43 males), and 25 sports. The transcribed interviews were analyzed using inductive and deductive coding techniques in NVivo.

Results/Findings and Discussion

Preliminary results suggest YOG athletes perceived the general atmosphere and competition positively. Many athletes indicated that being around foreign athletes, particularly in new disciplines like breaking, 3 on 3 basketball and the climbing disciplines, was "cool." Moreover, athletes noted the YOG structure to maximize spectators (through no cost attendance) added to a great atmosphere for the competitions. Athletes also indicated the friendliness of volunteers and administrators created a positive perception of the Games. Many athletes reported they enjoyed the value proposition offered by the Learn & Share, and the activities pertaining to maximizing athletic performance and minimizing injury. Some athletes from less-developed sport systems reported greater value with Learn & Share activities and the ability to connect with and relate to other athletes. Athletes also reported social media content opportunities (e.g., 3D photos and concerts) facilitated by the YOG positively impacted their experience, though slow Wi-Fi in the village impacted their ability for downtime socialization (e.g., video games and Netflix).

In terms of coping strategies and mechanisms to support athletes, we found a wide range in the degree of support received, depending on the nationality of the athlete. Athletes from nations with developed sport systems had plenty of support from their respective NOC, and many had met a young change maker, and/or athlete role model. Whereas, athletes from smaller sport nations often did not even know about these potential supports. This gap could be considered by the IOC for future YOGs, to ensure that more equal support is experienced by all athletes. Virtually all interviewed athletes reported that participating in the YOG was a learning experience. Some younger athletes with little international experience appreciated the opportunity to learn through observing higher performing athletes. Others experienced an evolution of their identity whereby they now clearly aspired to be future Olympic Games medallists. Overall, if a positive introduction to the Olympic experience is a goal for the YOG then this seems to have been achieved in the eyes of the athletes.

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Volunteers At The Youth Olympic Games: Understanding Experiences And Memories

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AIM AND RESEARCH QUESTIONS

Volunteers at the Youth Olympic Games (YOG) were promised to be forever changed by a once-in-a-lifetime experience and good memories (Sand, Strittmatter, & Hanstad, 2017). Understanding volunteer experience is relevant to volunteer management, while the attainment of a volunteer legacy depends on the quality of the experiences (Nedvetskaya, 2018; Wicker, 2017). This study explores volunteering and in particular the memory of the volunteer experience as a consequence of the volunteer management practices that were experienced during the whole process. The following research questions guide this study: 1) What do young volunteers remember their YOG experience four and eight years after the event? and 2) To what extent have the memories of YOG volunteers been influenced by volunteer management practices before, during and after the event? Such information is vital not only to understand how YOG volunteers currently remember and reflect upon their previous experiences but also how volunteer management strategies could result in long-term consequences.

THEORETICAL BACKGROUND

Some life episodes are remembered so well that we are able to recollect tremendous detail even after considerable time has passed, whilst others are seemingly experienced in an identical way and yet are irretrievably lost from our memory moments later (Paller & Wagner, 2002). Memories may change over time and may even dramatically misrepresent the totality of the experience which we were experiencing (Schwarz, 2007). Importantly, researchers have confirmed that it is the memory of the experience that informs our decision whether or not to repeat the experience in the future (Kahneman, 2011). Therefore, when seeking to better understand the long-term consequences of event volunteering, researchers should distinguish between studying experiences during or shortly after the event and studying memories of these experiences long after the event.

METHODOLOGY

Document analysis was used in combination with focus groups to draw upon two sources of evidence to seek convergence, corroboration and contradiction between past experiences and current memories. Bowen (2009) indicated that "documents may be the most effective means of gathering data when events can no longer be observed" (p. 31). The study assumed that the volunteer management practices that were described in the documents (including official reports and event manuals) were experienced by all volunteers. Volunteers' memory of the YOG experiences was retrieved and shared spontaneously via focus groups. The participants of the focus groups were young volunteers who had been involved with either the Singapore 2010

or Nanjing 2014 YOG. Four focus groups with a total of 17 participants were conducted between September and October 2018. Two focus groups were organised in Nanjing, one in Shanghai and one in Singapore, conducted either in English or Mandarin. Participants were asked to write down three keywords on the YOG and draw a mind-map on their YOG experience. In doing so, they were encouraged to recall their personal YOG experiences spontaneously and with no sense of control from others. During the subsequent group discussion, questions elaborating on their memories of specific experiences were asked to further share memories among participants, for example, "what was your worst experience during the YOG?". The focus groups ranged in time between 83 minutes and 160 minutes. Inductive coding was adopted to analyse the focus group transcripts by using the NVivo 12. Then, both data from documents and the themes from focus groups were sorted into broad categories of the volunteer management process. Finally, four definitive categories (pre-game recruitment, pre-game training, game-time management, and post-game recognition) were adopted as higher-order themes.

RESULTS AND DISCUSSION

By studying volunteer management practices from documents and volunteers' recollections from focus groups, evidence was found to support the transformation of experience into memory among YOG volunteers four and eight years after the events. Volunteer memories covered different phases of the event life-cycle, but memories of volunteer management practices that were central to the delivery of the event were most frequently shared. The findings reveal that memories are still present although some have faded, which has been particularly the case for the management practices related to the recruitment and training of volunteers in the pre-event period. Volunteers fondly remember practices that were outside the requirements of the official management program, including activities that were driven by volunteers themselves (e.g., team building activities). Involvement in these activities has been identified as an essential factor in shaping long-term memory, while tangible souvenirs were vital in retrieving memories. This confirms that self-generated and entertaining activities are remembered best, referring to what is labelled the generation and humour effect of memory.

CONCLUSION, CONTRIBUTION AND IMPLICATION

The application of the concept of memory brings new insights into the theoretical and practical foundations of the event experiences among different stakeholders. The results have several implications for informing management practices in facilitating and maintaining individuals' memory of their volunteer experience which is able to build support for corresponding impacts.

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Awareness And Meaning Of Olympism And Perceived Values In Relation To The Olympic Games: A Case Study Of The Netherlands

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Aim and Research Questions

Promoting Olympism is central in the mission of the International Olympic Committee (IOC), the International Olympic Academy (IOA) and every National Olympic Academy (NOA). Despite the fact that promoting Olympism is a key task of the IOC, the IOA and the NOA's, that it is Olympism that makes the Olympic Games more than just another mega sports event and that it is this philosophy that gives the Olympic Movement a distinctive character from other sport organizations there is limited empirical evidence about the awareness of Olympism and perceived values in relation to the Olympic Games. This knowledge gap that was the catalyst for this study.

The aim of this study is twofold, namely to determine the awareness and meaning of Olympism and to assess the perceived values in relation to the Olympic Games in The Netherlands. There are three research questions: 1) what is the level of awareness and meaning of Olympism among the adult Dutch population? 2) to what extent is awareness influenced by sociodemographic positions and by sports related aspects and 3) which values does the adult Dutch population associate with the Olympic Games?

Theoretical Background and Literature Review

The goal of Olympism according to the IOC is "to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity" (IOC 2015; 13). Olympism has a paradoxical character. For example with respect to the actions required to protect a commercial property (like the Olympic symbols) and those required to nurture a global social movement for change (Girginov & Parry 2005).

As to the awareness of Olympism Chatziefstathiou & Henry (2012) argue that despite the global reach of the Games, 'Olympism' is perhaps little known beyond a group of Olympic experts. Additionally, some rang the alarm bell when pointing out that the Olympic values have almost been forgotten, resulting in a special aura of the Olympics under threat (e.g. Milton-Smith, 2002).

The Netherlands has an Olympic history as the 1928 Games took place in Amsterdam. Furthermore, between 2005 and 2013 the national government supported the Olympic Plan 2028. The goal of the Olympic Plan 2028 - which was inspired by the philosophy of Olympism - was to host the 2028 Games in The Netherlands.

Research Design, Methodology and Data Analysis

In 2014 (n=1,620) and 2018 (n=3,089) data were collected through an online questionnaire among a random sample of the adult Dutch population (15-80 years). Bivariate analysis, multivariate analysis and significance tests were conducted.

Olympism can be seen as an aspect of the Olympic brand. The level of awareness of Olympism was measured through brand recognition, reflecting the ability of people to

confirm prior exposure to the brand (Chandon, 2003). The meaning of Olympism was measured by asking people who were aware of Olympism which words were top of mind when thinking about Olympism.

In order to identify the values which are associated with the Olympic Games, the Olympic Value Scale (OVS) was applied. This scale consists of twelve items distributed over three factors, namely appreciation of diversity, friendly relations with others and achievement in competition. The OVS was developed and validated by Koenigstorfer & Preuss (2018).

Results/Findings and Discussion

The results show that half of the Dutch population is familiar with Olympism (52% in 2018, 54% in 2014). Men are significantly more aware of Olympism than women and people with a higher educational level are significantly more aware of Olympism than people with lower educational levels. There are more positive than negative words associated with Olympism.

People who are familiar with Olympism have a significantly more positive attitude towards the Olympic Games and towards the IOC compared to those being unfamiliar with Olympism. Moreover, there is more support for organising the Olympic Games in The Netherlands among those who are familiar with the Olympic philosophy.

The most frequently mentioned values in relation to the Olympic Games include 'achievement' and 'achieving one's personal best'. 'Understanding' is the least mentioned value of the OVS. By the time of the conference results of in-depth multivariate analysis will be presented. This includes a confirmatory factor analysis on the 12 items of the OVS to judge the fit of the three-factor model.

Conclusion, Contribution and Implication

The findings not only give empirical evidence to the extent in which the Dutch population is acquainted with and gives meaning to 'Olympism' and which values people associate with the Olympic Games. The results contributed to the quality of the new strategic plan of the Dutch NOA and the NOC to promote Olympism as it was the first study in The Netherlands which provided evidence for the awareness and meaning of Olympism and perceived values in relation to the Olympic Games.

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SPORT EVENTS AND TOURISM

Session Chair: Emily Hayday

Who, When, and Why Needs Inflated Economic Impact Studies? Discourse Analysis of an Inflated Economic Impact Study of a Local Sport Event

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Aim and Research Question

The research aims to analyze public and political discourse about an economic impact study of a local sport event. Particularly, the research takes an example of a typically inflated economic impact study and explores a) who and why uses the arguments from the economic impact study, b) how the discourse about the study evolves before, during, and after the event, and c) what are the political and other consequences of using the inflated economic impact study.

Theoretical Background and Literature Review

The economic impact is one of the most used arguments to justify public investments and support both for large or small sport events. Smaller events may have a higher potential for a positive economic impact on hosting city (Agha & Taks, 2015). However, many studies pointed out that economic impact studies are often inflated (e.g. Crompton, 2006; Dwyer, Forsyth, & Spurr, 2005; Matheson, 2009). Input-output studies – as the most used method – are often based on incorrect practices. The incorrect practices comprise, for example, exaggerated numbers of visitors, incorrect definition of the scope, the inclusion of residents and casual visitors (Crompton, 2006), omitting the crowding out effect (Preuss, 2011), or inflated economic multipliers (Matheson, 2009). Although these incorrect practices are well described, inflated studies are used all over again. Possibly, the purpose of legitimizing political decisions rather than finding out the real impact of the event could be the reason (Crompton, 2006). However, the political contest between stakeholders in making decisions about economic legacy is strongly underresearched area (Thomson et al., 2018), and thus this research focus on the political discourse about the economic impact of sport events.

Research Design, Methodology and Data Analysis

The research uses a longitudinal case study research design and analyses a regional participatory sport event with a budget of 2.5 million EUR in the Czech Republic. The data collection combines multiple sources of primary and secondary data. First, an on-site survey was conducted to evaluate consumption patterns of the visitors (Preuss, 2011) and to evaluate officially presented ex-ante and ex-poste study conducted by expert consultants. Second, local macroeconomic indicators were collected within the time frame of two years preceding and following the event. And third, media coverage

analysis and regional government documents analysis was conducted to analyze the discourse about the event and the economic impact study.

Results and Discussion

Both the official ex-ante and ex-poste economic impact analysis provided by expert consultants comprised typical incorrect practices, such as exaggerating visitation numbers, the inclusion of residents and casual visitors, or inflated multipliers. The analysis based on our survey reduced the economic impact to less than 10% of the predicted impact. Local macroeconomic indicators did not show any significant economic impact of the event in the year of the event and within two consequent years. The economic impact analysis provided by expert consultants was ordered by local government authorities to provide a rationalization for covering over 40% of the budget by the subsidies from the local government. This analysis was in the center of the discourse between politicians supporting the event and the opponents only before the event. The authority of the expert consultants' company and information asymmetry provided dominance in the discussion for the local politicians over the opponents. In contrast, the ex-poste study (which only confirmed predicted impact using the same incorrect practices and similar numbers), which was released less than a month after the event, did not receive almost any attention. During and after the event, other legacies (e.g., sport participation, sport education, sport physical infrastructure, or social) received major attention, and despite several attempts, economic legacies were not a part of the discourse anymore. Thus, the economic impact was important only for rationalizing the spending, while other legacies were successfully used in a campaign for subsequent local government election. Another reason for a strong favoring of economic impact legacies in the initial phase is a requirement for efficiency in spending public money because most criteria are merely financial. Hence, it is too difficult to defend other legacies without a (large) financial benefit, and an economic impact study provides legal protection for the politicians.

Conclusion, Contribution and Implication

Our study provides two main contributions. First, the research explores the time frame of the legacies discourse. Economic legacies are mostly discussed before the event, while ex-poste economic impact studies do not attract significant attention even if they are provided. Second, information asymmetry and perceived authority of the expert consultants inhibits the discussion about economic legacies. A combination of these two findings forms the reasons for repeated use of incorrect practices and delimits a narrow space for sport management professionals to influence the discourse. In addition, our study brings highly desirable evidence from another socio-political context than English speaking countries (Thomson et al., 2018).

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From Event Legacy Planning To Legacy Management

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Aim and Research Questions

Since the early definitions of legacy by Preuss (2007), leaving appropriate long-term legacies has become a discourse which has left an indelible mark on the way in which planning for today's sport events takes shape (Cornelissen, 2011). Legacy is today a well-recognised consideration in the planning of events, from a practitioner and theoretical perspective. Currently organisations like the IOC and FIFA call for specific legacy plans as part of the bidding process. However, according to several studies the actual legacies are often far from those planned or predicted. Despite papers focusing on the definition and measurement of legacy (e.g. Preuss, 2007; and Cornelissen et al., 2011) there is no suggestion as to if and how legacy can be sustained. This paper therefore aims to determine the practice of legacy planning and delivery among event stakeholders and to determine the mediating impact of sport business intelligence for the realisation of a variety of legacies.

Theoretical Background and Literature Review

Beyond the study of event impacts, there has been a growing interest in examining the legacy of sport events (Cornelissen et al. 2011). The idea of legacy planning as part of the process of planning and hosting sport events and an extension of event impacts is mostly studied in the context of sport mega-events, although there is a noted need to study other event types (Knott et al., 2017). Some authors have proposed that rather than legacy, an emphasis should be placed on 'leveraging' rather (e.g. Jago et al., 2010). Consequently, the need for objective information in regards to the management of three-bottom-line impacts (economic, social and environmental) (O'Brien & Chalip, 2007) and the realisation of intended legacies is more important than ever before. This paper builds on previous EASM papers by the authors (2014 and 2017) to propose a conceptualisation of legacy management, aided by the concept and idea of sport business intelligence (Rasku et al., 2015).

Research Design, Methodology and Data Analysis

This paper draws together findings from two separate stakeholder studies at different events. A qualitative assessment of mega-event stakeholder perspectives on legacy in South Africa, following the hosting of the 2010 FIFA World Cup (n=27) and a quantitative study of stakeholder groups linked to the WRC Neste Rally in Jyväskylä, Finland (n=8,000). The study is based on a comparative analysis that reflects the theoretical structures and definitions of sport business intelligence and legacy planning in the data management and development of sport event legacies. Data was collected from these events over the period 2011-2015. The studies posed the following core themed questions to event stakeholders: *What kind of legacies have been linked to realised by your event?*; *Could these legacies be attributed to strategic planning?*; and

Would the use of applied sport business intelligence help in delivering your event legacies?

Results/Findings and Discussion

The findings from this study indicate that sport business intelligence applied to event legacy planning is possible and recommendable. However, in order to maximize the positive and minimize the negative legacies, constant data management that makes use of sport business intelligence is required. The findings promote long-term, well-structured strategic planning for successful legacy generation. Furthermore, the findings reflect a stakeholder perspective of legacy as an aspect of sustainable development. As such, the findings highlighted the gross neglect of the post-event period and emphasised the need for post-event legacy management strategies in order to maintain the momentum of legacy gains from an event.

Conclusion, Contribution and Implication

These findings therefore both support and extend the definitions of legacy and lend support to the literature that advocates planning for, sustaining and leveraging legacy. Drawing on strategic management applications, the paper proposes a shift in focus from legacy planning to legacy management. This paper therefore extends the existing knowledge of legacy by proposing the new conceptualisation of "legacy management" for sport events, based on the use of sport business intelligence.

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Mega Sport Events, Infrastructure Development and Physical Legacies: The Case of Brazil 2014 and Rio 2016

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Aim and Research Questions

This paper presents a case study of the 2014 FIFA World Cup in Brazil and the 2016 Olympic Games in Rio de Janeiro to explore infrastructure development and physical legacies connected to the planning, bidding and staging of mega sporting events. This article tracks the infrastructure impacts and legacy of two mega sporting events (MSEs) in Brazil within a two-year period. We pursue a state perspective focusing on the governments role and the politics within the local and regional government, which were fundamental to the special political circumstances which the paper discusses. This paper takes a chronological perspective and charts how Cuiabá and Rio de Janeiro were selected for, prepared and hosted these events. Brazil hosted the 2014 FIFA Football World Cup and the Rio 2016 Olympic Games, a feat not previously achieved by any other country (Li, 2013), and therefore offers an opportunity to analyse the two events within the context of the same country. In doing so, the article makes two contributions to the literature. First, our paper responds to calls for examinations on the Global South MSE experience (Maharaj, 2015). Second, we contribute to knowledge surrounding how the pre-event forces are enacted in the 'glocal' production of sporting infrastructure, and how that influences the post-event infrastructure legacy (Horne, 2011; Thomson, Schlenker & Schulenkorf, 2013). Most examinations on event legacies, predominantly focus on the immediate post-event outcomes. However, we discuss the legacy of the two events in relation to pre-event evaluations and post-event legacies.

Theoretical Background and Literature Review

In the MSE lifecycle - bidding, planning and preparation, event delivery and post-event wrap up and handover (Kirby, Duignan & McGillivray, 2018), the concept of legacy is broadly accepted as occurring in the post-event stage and incorporates the events context, temporal nature of planning and positive and negative aspects that form in the hosting region (Thomson et al., 2013). The above studies, like most examinations on legacies, predominantly focus on the immediate post-event outcomes. To understand how legacies are formed, it is important to recognise the actors who have power to influence the development of legacy plans. In his evaluation of Brazil, India and South Africa, Maharaj (2015) found the public had little or no consultation as costs escalated and the poorest became increasingly adversely constrained by the MSEs. Therefore, we address this gap by analysing the impact of pre-event organisation on the legacy of two events. Specifically, we focus on two host territories Cuiabá (Brazil 2014 FIFA World Cup) and Porto Maravilha, Rio de Janeiro (Rio 2016 Olympic Games).

Research Design, Methodology and Data Analysis

We present case studies of the two cities, Cuiabá and Porto Maravilha, Rio de Janeiro to illustrate contextual similarities and differences in a bounded time-scale, determined by the wider socio-economic circumstances. Empirical data was collected in Cuiabá after the event in 2015, in addition to data collection deployed in the Porto Maravilha region of Rio de Janeiro during January 2018. To understand more about the short-term infrastructure and legacy impacts we conducted research in and around the two host cities. Therefore, only one data collection was undertaken in the two settings. Methods included participant observation, document analysis and semi-structured interviews with the local population, government officials and businesses.

Results/Findings and Discussion

Our study indicated the ineffectiveness of urban and rural infrastructure development, delays and cancellations in infrastructure programmes, stadiums and venues overshooting their original costs and budgetary requirements, and controversial targeted transport interventions. In mega sporting event led planning and development, analysis of Cuiabá's and Porto Maravilha's urban projects highlights the lack of broader long-term thinking around how facilities are designed and organised. This includes visions for the positioning of ancillary infrastructure renovations, and dynamic interactions with urban Live Site public space regeneration, to new or upgraded urban transport systems. Across the board, host community involvement in the decision-making process was absent.

Conclusion, Contribution and Implication

In this paper, we intended to provide rich, empirical and critical insights to establish the state of planned infrastructure development and returns post mega sporting event. Using a number of complimentary qualitative methods we presented multiple examples of infrastructure development as a consequence of hosting an MSE. Both cases demonstrated issues during the planning phase which ultimately lead to deficient legacy outcomes for the cities under the spotlight. The time constraints between being awarded host city status and delivering finished infrastructure often invite complications for the local organising committee and the state. In this regard, understanding the production of these legacies across the MSE lifecycle is pivotal. Particularly how they are conceived across multiple locations, coupled with how key stakeholders seize upon the power to influence the manifestation of legacy plans. Hence, MSE bidding and planning has been explored in order to make a judgement on the host cities physical and spatial legacies.

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Leveraging Strategies for Sustainable Non-mega Sporting Events: A Mixed-Method Approach

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Aim

Previous sporting event research has investigated the socio-economic impact of sporting events on the host cities. However, research exploring how to leverage the benefits of sporting events is at an early stage, especially that targeting non-mega sporting events. This study explores how event organizers leverage and create sustainable sporting events by targeting periodic non-mega sporting events.

Theoretical background and literature review

Previous studies have verified the socio-economic impact of sporting events (e.g., Crompton et al., 2001; Balduck et al., 2011; Kim et al., 2015), with particular focus on mega-sporting events (e.g., Chen & Tian, 2015; Gibson et al., 2014). However, the focus is starting to shift from impact to leveraging of sporting events (Chalip, 2014) and from mega- to non-mega sporting events (Kelly & Fairley, 2018; Taks, 2013). For example, Fairley and Kelly (2017) and Schulenkorf and Schlenker (2017) explored leveraging strategies of sporting events using a qualitative approach. Taks et al. (2018) investigated event impact on sport participation rate using an event leveraging framework (ELF). Kelly and Fairley (2018) conducted in-depth interviews with eight event managers to explore tourism leveraging strategies for small scale events. Event leverage is a strategic and proactive approach for formulating, maximizing, and distributing the potential benefits from an event and it seeks to obtain not only immediate but also long-term objectives (Chalip, 2004, 2014). Sustainability, which comprises long-term perspectives, represents economic, social, and environmental success. All components must be considered for sustainable corporate activities (Elkington, 1997), and this concept could be applied to non-mega sporting events by providing durable benefits to its host communities (Taks, 2013). However, few previous studies have identified how to leverage and create sustainable sporting events, especially in the context of non-mega sporting events.

Research design, methodology, and data analysis

We applied a mixed-method approach using interview investigation and questionnaire survey. The interview survey comprised six semi-structured interviews conducted with key event organizers involved in developing leverage strategies for event and host cities. In-depth interviews are a powerful means to comprehend the viewpoints of respondents (Rubin & Rubin, 2012). To explore leveraging strategies for sustainable non-mega sporting events, periodic events (held on average 25.5 straight years) were targeted as a research subject. The interview results were coded based on the model by Fairley and Kelly (2017), including 1) leverage resource, 2) opportunity, 3) strategic objective, 4) means, 5) considerations, and 6) key stakeholders. The questionnaire

survey was conducted via mail (n = 1104) to investigate which factors are necessary for sustainable non-mega sporting events by targeting local governments that had experience of holding sporting events. Eight items from preliminary survey were measured on a seven-point Likert scale (1- *Strongly disagree* to 7- *Strongly agree*)

Results and Discussion

A common result in every interview in terms of "opportunity" and "strategic objective" in the leveraging process was that holding a sporting event that attracts participants and media attention leads to a maximization of the economic and social impact (e.g., city image development) for the host cities. Furthermore, holding a sporting event is an opportunity to strengthen social capital within the host cities before, during, and after the event. The marketing strategy and infrastructure development were extracted as a "means" to accomplish the "strategic objective." Media-related organizations and local residents, companies, citizens, and organizations were regarded as "key stakeholders" and an aging workforce and lack of (or insufficient) assessment of event impact were taken as "considerations." Questionnaire survey results reveal that "securing excellent management staff possessing know-how on event management" (M = 6.06, SD = 0.96), "marketing activities for participants to experience local culture, natural features, and food" (M = 6.15, SD = 1.03), and "sufficient safety event management" (M = 6.41, SD = 0.85) were rated higher than other items.

Conclusion, contribution, and implications

In summary, this study provides insight into the strategic planning process of event organizers to maximize and distribute benefits (including short- and long-term benefits) by developing a model for leveraging a sustainable non-mega sporting event. Furthermore, considering the lack of research applying mixed-method (qualitative and quantitative) analysis, the research method strengthens the validity of the results.

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SPORT EVENTS AND TOURISM

Session Chair: Dimitra Papadimitriou

Identifying Assets To Leverage Sport Teams For Tourism Benefits

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Aim

This research seeks to understand how sport teams, and their regular season events, can be effectively leveraged for tourism gain. Compared to major and mega events, regular season events incur less societal disruption and financial cost to the host city (Higham & Hinch, 2002; Sparvero & Chalip, 2007). However, little research has examined how regular season events can be leveraged. This research aims to identify the assets that host cities can use to maximise tourism outcomes from regular season events.

Literature Review

Host destinations can gain tourism benefits through strategies that increase visitation, extend visitor stay, and encourage visitor spending (Chalip, 2004). Host cities can enhance their destination image through strategies that capitalise on the increased media exposure and attention that the destination receives in the lead up to and during the event (Jago et al., 2003). This process is known as event leveraging (Chalip, 2004). The majority of research on event leveraging for tourism gain focuses on mega-events such as the Olympic Games (Kelly & Fairley, 2018). Regular season events can be more beneficial to the host city given they take place within the host's existing infrastructure and cause minimal disruption to the host community (Higham & Hinch, 2002). A central component in regular season sport events are the teams competing (Sparvero & Chalip, 2007). While previous research has suggested that there is no economic benefits from hosting a professional sport team (Baade et al., 2013), this research focuses on the concept of leveraging, and therefore creates and tests strategic planning for benefits. This study therefore extends the current literature by focusing on strategic planning, rather than assuming outcomes from hosting sport teams will occur naturally.

While research on event leveraging has specifically examined how the event itself can be used as "seed capital" to leverage benefits for the host destination, the central component in regular season sport events is the teams that are competing (Higham & Hinch, 2002). In other words, the sport team is the leverageable resource central to regular season sport events that attracts outside visitors and media attention (Sparvero & Chalip, 2007). Identification with a sport team may be motivation for consuming team-related media and events, including traveling to watch the team play (Heere, 2016).

To understand how to leverage a sport team, we need to first identity the leverageable assets. This study therefore seeks to identify the assets that can be used to leverage sport teams for tourism gain. Identifying relevant assets will help a host city's sport and tourism stakeholders develop leveraging strategies to achieve the destination's desired

tourism objectives and begin to fill the gap in knowledge of how to leverage sport teams to benefit their host cities.

Methodology

The study used 20 semi-structured interviews with sport and tourism stakeholders in a regional city that hosts professional men's league teams in two different sports. Key stakeholders were identified through analysis of government and industry documents and publications, snowballing, and through initial discussions with the city's sport and tourism representatives. The semi-structured interviews ranged from 30 to 60 minutes. The interviews were transcribed verbatim. The data were coded using an inductive process of open, axial, and selective coding (Corbin & Strauss, 2008).

Findings, Discussion

The regional city in which this research was conducted had limited resources for tourism promotion. The team, being a central unifier of the region, was viewed as a potential opportunity on which various stakeholders could collaborate. Further, unlike singular one-off events where leveraging opportunities are limited based on the temporal nature of the event, the regularity of sport team events provides a prolonged opportunity for host cities to provide consistent messages to fans of both the home and visiting team. The regularity of sport team events also provides opportunities for ongoing stakeholder collaboration, which can help build relationships and leveraging knowledge.

Fan identification with the team and the sport is a key resource that can be used to leverage the team for tourism gain. Specifically, identification with the team is believed to increase consumption of the team's media. Team and league media include social media (Facebook, Twitter, Instagram), and the membership and ticket sales database through email direct marketing. Tourism product and images of the host destination can be integrated into the team's media channels, providing opportunities for cross-promotion. While event broadcasts and news media have a wider reach, they cannot be fully controlled by the sport team. However, through collaborations and cross-promotions with tourism stakeholders, these channels provide potential opportunities to showcase the destination.

In addition to the team media, each of the sport team players' media is another asset that can be leveraged for tourism gain. Those identifying with the players may engage with the player's media, giving them the opportunity to act as influencers and promote the destination. In other words, the players may also act as ambassadors for the host destination's communications.

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Youth Sport-Event Tourism: Logistics, Resources, and "Tourn-acations"

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Aim and Research Questions

In the US and in much of the world, organized youth sport has become a major part of family life (Wheeler & Green, 2014). As children progress in their sport, family involvement increases with added financial investment and frequent travel (Knight & Holt, 2013). Trussell (2009) found that the overall rhythm of family life becomes upset including taking family holidays. Although Minneart (2017) in a survey of US family travel found that only 2% of parents reported their children's activities prevented them from taking family vacations. However, we know little about this 2% of families, particularly those whose children travel to participate in sport. The purpose of the study was to explore the (family-related) tourism associated with elite-level youth sport-events: i) what are the processes involved in youth sport-travel planning and execution? ii) Do families engage in "tourn-acations"? Under what conditions?

Theoretical Background and Literature Review

Wiersma and Fifer (2008) suggested the impact of youth-sport participation on family life has received little attention. Extant research has shown that family resources and time are devoted to children's sport participation, which may detract from other activities (Mirehie et al, 2019). Yet much of the existing research on youth-sport tourism has focused on tourism development in the form of economic benefits for host communities (e.g. Daniels & Norman, 2003) or the likelihood that families will revisit a host community for a vacation (Kaplanidou & Gibson, 2012). Recently however, Buning and Coble (2018 a & b) shed some light on the decision-making of families who travel for youth sport and potential flow-on tourism for communities (Taks et al , 2009). They found that flow-on tourism tends to occur only in established tourism destinations, a finding consistent with the wider sport tourism literature (O'Brien, 2007).

Research Design, Methodology and Data Analysis

A multi-phase approach (survey; discussion; in-depth interviews) was used to explore parent's perspectives on their children's participation in elite level youth sport. For this paper, in-depth interviews with 17 parents (5 fathers and 12 mothers), from a diverse range of sports including soccer, swimming, tennis, volleyball, gymnastics, and lacrosse are the focus. Children ranged in age from 8 to 18 years old. Constructivist grounded theory methods were employed and data were analyzed using open and focused coding (Charmaz, 2006).

Results/Findings and Discussion

Parents talked extensively about the logistics of youth sport tournament trips, the financial and temporal resources spent on the trips, and strategies used to carve out some quality family time during the youth sport travel season. Four themes were

apparent in parents' narratives: 1) *Collaboration/delegation of tasks* – within a family whereby one parent took care of the travel planning, but both worked together to make the tournament trips possible; 2) *Personal car used, but team's hotel* – most of the parents use their personal vehicle to drive to the tournament, but stayed in the team's hotel; 3) *Tourist activities* – parents added fun activities to the tournament trip such as shopping, going to parks or beaches. The types of activities they engaged in depended on the destination and what it had to offer; and 4) *"Tourn-acation* (i.e. Tournament vacation)" (Pathik, 2017) – with the temporal and financial investment in sport-related travel, parents strategically added vacation time to tournament trips if it was hosted in an attractive destination. Attractiveness of the destination seemed to be determined by factors such as a) novelty "If it's in a place we go to all the time, it's usually not worth the other two participant's time," b) distance "A lot of times, if we're going far away, we go as a family. We will usually try to turn it into somewhat of a vacation," c) time "so the ones in the summer, where it's not going to interfere with school, we do try to add some vacation time on." The overwhelming sentiment among these parents irrespective of child's age centered on the intensity of the time and financial investment involved in elite level youth sport participation, especially during season, thereby supporting much of the related literature (e.g., Knight & Holt, Mirehie et al., 2019). However, parents were still conscious of the need to find quality time for their family (Trussell, 2009) and importantly for sport tourism and tourism more generally, in locations perceived as attractive (e.g., beaches) or with other known attractions (e.g., theme parks) the potential for flow-on tourism (Taks et al., 2009) or "tourn-acations" (Pathik, 2017) is enhanced.

Conclusion, Contribution and Implication
Sport-events hosted in established tourism destinations are more likely to enhance the potential for flow-on tourism among youth sport families (Buning & Coble, 2018 a & b). This has implications for the many communities investing in youth sport facilities. The potential to entice these families to stay longer or return for a vacation is not a certainty (Kaplanidou & Gibson, 2012).

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Sport And Adventure Worlds Created By Mountain Railway Companies – A New Business Model In Summer Tourism?

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AIM, RESEARCH QUESTION

Based on the fact that climate change and other issues such as seasonality have become challenges for alpine tourism destinations, mountain railway companies (MRC) are seeking innovations in order to increase their financial success during the summer months, but also to remain competitive in the tourism market. Recently, it has become popular in alpine tourist destinations to develop sport and adventure worlds (SAW) attracting summer (sports) tourists, but also locals visiting these innovative SAWs. Thus, the aim of the study is to understand what type (e.g., mountain bike parks, theme parks, water parks, nature play grounds) of SAW the MRCs have developed, to categorize the forms of SAWs, to understand the motives of MRCs in making these investments and to discuss their potential impacts on (sports) tourism.

THEORETICAL BACKGROUND, LITERATURE REVIEW

A destination's degree of reliance on tourism drives its ambition for continuous touristic advancements (Claveria & Poluzzi, 2017), justifying innovations, which have the overall purpose to (re-)position tourist regions for long-term and economic reasons (Chen & Lee, 2017). However, the destination concept needs to be dynamic and underpinned by a borderless approach, supporting the tourists' cross-sectoral experiences in the definition of a tourist destination. From a theoretical standpoint literature uses for instance a three-dimensional Mountain Destination Innovation Model (MDIM) claiming that tourism development depends not only on a destination's innovation levels, but also is depending to different conditions such as socio-cultural or natural changes (Kuscer, Mihalic & Pechlaner, 2017). Such approaches are particularly needed as mountain destinations have to keep pace with the ongoing climate change, i.e. they should open all year. For this purpose, a destination's tourist attraction is often communicated as a theatrical setting, offering theme parks or SAWs. The current literature lacks an analysis of these SAWs even though they may be considered as innovations, which, arguably, could further be key to competitiveness and rejuvenation (Paget, Dimanche & Mounet, 2010). Recently, Schnitzer et al. (2018) analyzed a leisure card in Tyrol, offering access to several leisure attractions including SAWs. Their findings indicate that they (SAWs) play an important role in influencing the appeal of MRCs during the summer months and, thereby, creating value as result of new processes and products (James, 1997).

METHODOLOGY, RESEARCH DESIGN, DATA ANALYSIS

To answer the research questions and to shed light on this barely examined topic, the study in hand used three steps. Firstly, a document analysis was carried out, in which all 68 MRCs in Tyrol, Austria were analyzed. The idea was to understand the type and nature of these SAWs. The adventure worlds under review were then grouped together

according to the type of adventure world and transferred into appropriate statistics. In a second step, expert interviews (*n*=4) and a focus group (*n*=5) were conducted in order to understand the development, motives, future trends and potential impact of these SAWs on consumers. Finally, a quantitative survey (data will be collected from May, 1st – June, 30th, 2019) will analyze whether or not these SAWs have an impact on the locals' support for tourism.

RESULTS, DISCUSSION

Results reveal that before the year 2000 only four SAWs existed and that since then, the number of new SAWs has been rising steadily. Currently 70% of all MRCs in Tyrol offer at least one or more SAWs in their resort. A total of 337 SAWs could be identified. The majority (39%) of theses SAWs are theme parks. The interview with experts as well as with participants in the focus group suggest that the SAWs have led to numerous positive effects in the individual areas. Mainly the experts see benefits such as strengthening summer tourism and stimulating regional economies. As far as motives are concerned, the interviewed experts cited increasing the number of user days recorded by the MRCs, attracting more tourists, stimulating summer tourism and creating competitive advantages over other tourist destinations. Furthermore, the MRCs see the SAWs as an additional offer and also expect local communities to profit from these investments. Results with regard to the quantitative analysis revealing potential impacts on residents' support for tourism are expected by the end of July 2019.

CONCLUSION, CONTRIBUTION, IMPLICATION

To the best of our knowledge, this study is the first-ever empirical analysis of SAWs created by MRCs in a highly developed tourist destination. First results reveal an increase in investments and the success of these SAWs for summer and active sports tourism. Regarding the residents' perception of these SAWs, results are available only for this summer; however, the expectation is that a better understanding will be gained regarding tourism support and potential ways of tackling over-tourism. The study should provide a better understanding of the impacts, opportunities and problems such SAWs may create for the MRCs, the tourist destinations, tourists and last but not least, the local community.

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Yacht Cruisers Profile And Nautical Tourism Development

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Aim and Research Questions

To develop a profile of the yacht cruisers who use the Portuguese coasts, namely their motivations, worldviews, experiences, needs and their interactions with nature and with the local people of the places they visit.

Theoretical Background and Literature Review

González et al. (2015) highlight that knowledge about the characteristics of the people, who take part in the nautical tourism industry is crucial to promote the development of the sector. Sailing cruising is performed independently by people who "sail and live aboard their own yachts" (Jennings, 2003, p.129). Difficulty in calculating a precise number of people performing yacht cruising is mentioned in literature, however the number of registered recreational boats up to twenty-four metres in some Member State countries was 9.5 million in the 2013 year (ECSIP Consortium, 2015). Yacht cruising can be analyzed under the Serious Leisure Perspective (Stebbins, 1992). The sociodemographic characteristics of cruisers in the Pacific were described as to have a mature age, be well educated, from professional or semi-professional background, financially secure, more travelling couples than families and more solo sailing men than women (Jennings, 2003) all those are similar also in later studies (Lusby et al., 2012). Yacht cruisers don't constitute a community in the strict sociological sense of the word. However, studies demonstrated how the new technologies of communication (e.g. VHF, social media, etc.) somehow contribute to strengthen a new sense of community (in a real as well as in a virtual way). In this line, this community has a differentiate set of shared patterns and behaviour which create a lifestyle. Research about yacht cruisers whose the Portuguese and European coasts is inexistent.

Research Design, Methodology and Data Analysis

A qualitative study was developed in two marinas and in two boatyards, in Algarve region. The data collection was conducted in July and October 2018 through semi-structured interviews, which gives a possibility to access in-depth information about motivation and lifestyle of yacht cruisers (Lusby et al., 2012).A purposive sampling method was used to select interviewees, the selection criterions was based on the literature review, namely the interviewee: had to own a recreational sailing or motorboat; perform sailing for the leisure purposes and for an extended period. The number of individuals of the sampling was twenty-one, which includes six paired interviews.The qualitative content analysis was used supported by NVivo 12.

Results/Findings and Discussion

Sailors were British, German and Dutch. The age of the majority was in a range between sixty and seventy years old. Although several respondents reported they have been

involved into a job related with sailing (e.g.: boat instructor), the larger part did not have profession related to sailing.People sailing and living aboard up to three years, used to practice sailing in their childhood and expressed the intention to live and travel on a boat in the future. Mostly respondents were voyaging in a couple (husband and wife) but some were sailing alone. Related with travel geography: a half of the interviewees travelled only around the European coasts, namely in the Mediterranean, the North Sea and east part of North Atlantic Ocean; the other half travelled further from Atlantic to the Pacific Ocean and around the world. The travel of the first ones went across some the following countries: Portugal, UK, France, Spain, Italy, Greece. Their motivations were ordered by three categories: sailing, traveling and living. The most distinctive characteristics of a cruising way of life were freedom, sense of community and rewarding benefits.They referred to themselves as "environmentally aware", "self-sufficient", "sustainable", "recycle", "care about the environment", "environmentally friendly".Relating to yachters needs when arriving inland they mentioned: water supply, food, laundry, internet, and waste management; services for boat maintenance, namely, mechanic, electrician, carpenter, steel welding, surface painting; shops selling specific material for boats, as dinghies, tools, oils, filters, etc. The study briefly assembles guests and hosts interaction patterns, showing that a certain level of interaction exists, however, language barrier was the major problem of intercommunication. As Koth (2015) highlighted long term sailors interact with locals by taking part in volunteering, cultural and resource transfer.

Conclusion, Contribution and Implication

Yacht cruising, as a distinct niche market, is subjected mainly to senior travellers and their long-term holiday experience. Unlike other tourists, they require a specialized boats infrastructures and materials and no accommodation at all. Their main needs are secure place for stops between trips, boat repair and maintenance, water supply and food. The policy makers interested in attracting yacht cruisers tourist's category should provide separate facilities from other marine traffic, and by doing so, embrace a no seasonal form of sustainable tourism development which can bring some economic and social advantages to host communities.

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SPORT EVENTS AND TOURISM

Session Chair: Irina Valantine

Comparing the Influence of Cultural Experience on City Image Before and After Participation in the Kobe Marathon in Japan

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Aim

There are abundant city image studies in the context of sporting events (e.g., Lee, 2014; Oshimi & Harada, 2019). However, few studies have focused on city image changes before and after participation in sporting events. In addition, cultural perspectives in city image research are lacking, especially the aspect of inbound sport tourists. Therefore, this study (1) examines the changes of city image held by inbound sport tourists, and (2) compares the influence of cultural experience on city image, before and after participation in a sporting event.

Literature Review and Research Questions

City image is a similar concept to destination image (Oshimi & Harada, 2019) and is used for the development of city branding, which requires two elements; tourists and residents (Kavaratzis, 2004). Sporting events are utilized by city and tourism marketers as an effective image building, enhancing, and changing tool (Chalip & Costa, 2005). This study focuses on the city image held by inbound sport tourists because the Japan Sport Agency has been working to expand the inbound sport tourism market. Therefore, identifying inbound sport tourists' city image is an important line of inquiry for the sustainable development of sporting events and cities. Many inbound sport tourists have a deep interest in Japan due to its natural environment, history, and unique culture (Pratt & Chan, 2016). The city image they hold may change before and after a participation of sporting events and is expected to vary depending on their cultural experience. Cultural experience is an important motive for leisure travel (McGehee et al., 1996), which refers to tourists' expectation to learn about the destination and its culture. However, the relationship between cultural experience and city image is still incompletely understood in the context of sporting events. Thus, this study set the following two research questions: RQ 1: Does sport event participation improve inbound sport tourists' host city image? RQ 2: Does cultural experience interact with the above relationship between sport event participation and inbound sport tourists' host city image?

Research Design, Methodology and Data Analysis

The pre-survey was deployed 11 days prior to the Kobe marathon 2018. Of the 1,384 inbound sport tourists asked to participate in the pre-survey, 496 completed the questionnaire. The post-survey was deployed the day after the Kobe marathon 2018 and was available online for 15 days. Of the 496 inbound sport tourists who completed the pre-survey, 264 participated in the post-survey. In the pre-survey, cultural experience was measured by using Funk and Bruun's (2007) three items. The measurement of city image, which Oshimi and Harada (2019) developed, was used for the pre- and post-survey. The measurement was composed of 21 items with six underlying factors: "City/Convenience", "Sports", "City Atmosphere", "Sightseeing/Leisure", "Nature", and "Business". A 5-point Likert scale was used in this study.

The data analyses consisted of three steps. First, confirmatory factor analysis (CFA) was performed to investigate the construct of cultural experience and city image as a measurement model, using the data obtained from the pre-survey. Second, paired t-tests were conducted to compare the six factors of city image between pre- and post-survey. Finally, two-way repeated measure ANOVA was performed to compare the effect of cultural experience on city image between pre- and post-survey. The median of cultural experience (4.0) was used to create two groups; moderate cultural experience group (below 4.0) and high cultural experience group (above 4.0).

Results and Discussion

The results of CFA indicated an acceptable fit with the data, with χ^2/ df = 2.78, CFI = .92, and RMSEA = .084. The CR was above the recommended threshold of .70 and factor loading was greater than .55 and was significant ($p < .05$). AVE exceeded the .50 cutoff (Fornell & Larker, 1981). Therefore, the measurement model was acceptable in the current study.

The results of the paired t-tests revealed that the following the six factors of city image significantly improved by participating in the sporting event: City/Convenience ($t = -3.18$, $p < .01$), Sports ($t = -3.45$ $p < .001$), City Atmosphere ($t = -3.38$, $p < .001$), Sightseeing/Leisure ($t = -3.48$, $p < .001$), Nature ($t = -4.32$, $p < .001$), and Business ($t = -5.65$, $p < .001$). Rephrased, inbound sport tourists' Kobe image was improved after participation in the Kobe marathon.

The results of two-way repeated measure ANOVA illustrated that a main effect of cultural experience on city/convenience and interaction effect (Time*City/Convenience; F (1,254) = 5.87, $p < .05$) were statistically significant. The moderate cultural experience group had a significant change from pre-survey ($M = 3.76$) to post-survey ($M = 3.99$) in city/convenience. Conversely, no significant interaction effects regarding other factors of city image were identified, although the main effect was statistically significant. These results indicated that the moderate cultural experience group developed a positive city image of Kobe through participation in the Kobe marathon.

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Long-distance Hiking As New Tourism And Fitness Trend – Implications For Destinations And Sport Companies

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Aim and Research Questions

The aim of this study is to provide deeper insights into the motives, expectations, and attitudes of long-distance hikers and to examine the correlation between these three constructs. Although long-distance hiking with sportive motives seems to be increasingly popular, research and practice have not yet looked into the hereafter described aspects. Therefore, we state the following research questions: First, what are typical characteristics of sportive long-distance hikers? Second, what is their motivation for, expectation of, and attitude on long-distance hiking?

Theoretical Background and Literature Review

For hundreds of years many people have embarked on long-distance hikes for different reasons; the natures of hikers vary. Lately, the development of hut-based and designated trails, light-weight camping equipment, and the growth of support services have encouraged the participation in multiday walking with merely sportive motives. Likewise, long-distance hiking as part of adventure and sport tourism is enjoying growing popularity (den Breejen, 2007). Long-distance hiking communities in social media are growing rapidly, and long-distance hiking is one of the fastest growing recreational activities in Europe and the US (Hardiman & Burgin, 2015).

The development of tourism is generally affected by demographic changes, economic networks, and climatic changes demanding specialisation as well as the exact positioning of tourism offers in order to target certain groups of tourists and certain types of tourism, respectively (Freericks & Brinkmann, 2015). Motivation, expectation, and attitude are critical in travel decision making processes (Hsu, Liping, & Li, 2010). Gnoth (1997) linked these constructs in a tourism context and proposed a conceptual model. Investigating the interrelationships between tourists' expectation, motivation, and attitude, Hsu et al. (2010) confirmed Gnoth's findings and suggested the expectation, motivation, and attitude model (EMA model).

This research adds to the body of knowledge by providing a contextual contribution to tourists' motivation, expectation and attitude in a long-distance hiking context. Consequently, there might be a difference between sport tourism and other forms of tourism.

Research Design, Methodology, and Data Analysis

To answer the named research questions and capture all relevant aspects, a mixed-methods approach consisting of qualitative semi-structured interviews (pre-study I) and quantitative surveys (pre-study II, III and main study) was applied.

Within pre-study I, semi-structured interviews (n = 4; Oct. 2017; face-to-face interviews) provided first insights into hikers' definition of long-distance hiking, their characteristics,

and their expectations towards the destinations. Based on these results, quantitative pre-study II (n = 139; Feb – Apr 2018; online survey) and quantitative pre-study III (n = 191; June 2018; online survey) were conducted to deepen the understanding of hikers' motives, their previous experiences, and determinants of destinations' attractiveness.

Based on the results of the pre-studies, the ongoing quantitative main study (aim: n = 300; online survey) replicates the EMA model (Hsu et al., 2010; based on Gnoth, 1997) in a long-distance hiking context. Additionally, the main-study investigates deeper in the construct of sport motivation as introduced by Recours, Souville, and Griffet (2004), taking into consideration that sport is both commercially special and culturally unique.

Results/Findings and Discussion

The qualitative and quantitative pre-study-results showed that a typical long-distance hiking tourist can be described as a sportive person who loves nature and the feeling of being free and independent. In addition to these highly sportive people, there is a second group of hikers, who value experiencing a foreign culture and meeting locals. Long-distance hikers appreciate food shopping possibilities at the starting point of the tour and huts for overnight stays during the trip. In the sense of natural experience, they often do not like highly developed tracks, which hinder an extraordinary experience of nature. Accordingly, sportive hikers prefer rough and even demanding tracks, but fixed markers in order not to lose the way.

The pre-study results have already shown first insights; the results of the ongoing main study are not available yet. The main results intended to provide deeper insights into long-distance hikers' motives, expectations, and attitudes and the interrelation between these constructs by surveying long-distance hikers. Furthermore, this study aims at examining the construct motivation more comprehensively than the EMA model and thus uses a scale measuring four kinds of sport motivation (Recours et al., 2004).

Conclusion, Contribution, and Implication

A clear typology of long-distance hikers could be derived from the results; this is important as destinations should clearly know the needs of their customers in order to meet their demands. Theoretically, this study contributes to the scientific knowledge of sportive long-distance hikers' motivation, expectation, and attitude and the correlation between these constructs. In practical terms, destinations need to adapt their tourism products to long-distance hikers' expectations and needs. More generally, destination managers should pay more attention to long-distance hiking as one possibility to increase attractiveness, and thus, competitiveness.

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The Effect of Event Satisfaction of Sports Event Participants on Place Attachment -A Study of Local Sports Events in Japan-

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Aim and Research Questions

This study aimed to clarify the influence of event satisfaction of local sports event participants on place attachment.

Theoretical Background and Literature Review

Participation in sporting events creates opportunities for contact among people living in the same area, and may result in a change in attitudes towards the local community by means of confirming awareness of various local resources (Tomiyama, 2018). In recent years, the dilution of human relationships has been regarded as a problem in local communities, but the social effects of holding sporting events have been noted as one way of deepening of bonds in the local community and increasing the attachment of individuals to the host area (Brown & Massey, 2001). In this way, attempts to revitalize an area by utilizing the exchange effects of sports have attracted attention (Japan Sports Agency, 2016). The formation of social networks is important for promoting interaction among residents in a region, and the interest in improving social capital through sports participation is considerable. As the commitment to local sports clubs has been solidified through social capital to ultimately increase the attachment to the community (Tomiyama, 2016), it is possible that local sports activities will enhance attachment to the region. Place attachment is considered to be stratified from something as strong as patriotism toward a birthplace, such as topophilia, to something that is relatively variable depending on one's various experiences in an area. This study focuses on areas that are relatively variable. It is known that when place attachment increases, the intention to continue residence in the region and actively participate in local activities also increases (Ishimori, 2004). George and George (2004) have already shown that satisfying experiences strengthen place attachment and affect revisit intentions, improves opportunities for participation, and participation in sports facilities involving local nature and regional resources. It is thought that exchanges between the people affect place attachment. In this research, based on these previous studies, we hypothesized that satisfaction with participation in local sports events is associated with place attachment.

Research Design, Methodology and Data Analysis

The sports event targeted by this study are grassroots sports event in an environment where local residents can easily participate. A questionnaire survey was conducted targeting participants of the Wakayama Relay Marathon held on December 1, 2018. We distributed survey forms directly at the venue and collected it. Although the number of valid responses was 203, and the valid response rate was 84.2%, the analysis included 192 residents of Wakayama prefecture of the host area. The analysis method verified the hypothesis using SEM, with event satisfaction as the independent variable and place attachment as the dependent variable.

Results/Findings and Discussion

The respondents' demographic characteristics were 59.4% men and 40.6% women, and 36.5% were in their 20s. The residence was 100% in Wakayama Prefecture, the venue. Place attachment items were subjected to exploratory factor analysis, and the results of confirmatory factor analysis of four factors (CFI= .915 TLI= .900) and SEM (X2/df= 2.594 CFI= .914 TLI= .898) were obtained. Event satisfaction affected four place attachment factors (regional dependence, regional sports, regional pride, and sustainable desire). Therefore, it becomes clear that satisfaction with an event affects place attachment, and the hypothesis that satisfaction with participation in local sports events is associated with place attachment is confirmed. By participating in a local sports event, it is possible that an environment where an individual can play sports while being part of the local culture and being able to take part in activities with others, such as a family or friends, is a factor that enhances place attachment. Satisfaction with sports events has been shown to affect several aspects of the nature of place attachment.

Conclusion, Contribution, and Implication

We found that satisfaction with local sporting events influences place attachment. For local residents, it is a chance to enhance place attachment by participating in sporting events with friends, and we can expect the regional activation through the same mechanisms via local sports resources. In future research, it is necessary to clarify what factors enhance attachment.

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SPORT EVENTS AND TOURISM

Session Chair: Aila Ahonen

Participation In Running Events And Promotion Of Health-Enhancing Physical Activity: A Cross-Cultural Study In Greece, Belgium, Holland And Lithuania

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Aim and Research Questions

The present study aimed to study the role of running events (city marathons) on the promotion of health-enhancing physical activity. The research objectives of the paper have been set as follows: a) To study the demographic and psychographic (life-style) profile of participants in five running events, which took place in Greece, Belgium, Holland and Lithuania. b) To explore what motivates individuals to participate in a city marathon in a cross-cultural setting, and test the influence of participation in a running participants' psychological well-being; c) To test the influence of participation in a city marathon on participants' intention to adopt a more active life-style. The above research questions will be discussed in the contexts of the different cultures among the four countries participated in the project.

Theoretical Background and Literature Review

Running events are one of the fastest growing markets within the sport industry. It is estimated by Scheerder and Breedveld (2015) that in Europe there are over 50 million runners today. These European runners are estimated to spend 9.6 billion euro annually on expenses related to the activity of running. According to Van Bottenberg, Scheerder & Hover (2010), with respect to the trend in road running events, 32 Member Federations (68%) reported that the number is increasing in their countries, while 14 Member Federations (30%) described the trend in running events as stable, and only one (2%) assessed the trend as slightly decreasing. In the United Kingdom for example, the number of adults who participated in athletics, running and jogging at least once a month increased by 460,000 between 2005/2006 and 2007/2008, from 5.0 to 6.1% of the adult population. Similar figures were reported for Flanders, the Northern part of Belgium. Research has shown (Lane et al., 2008) that participating in a running event works as a stimulus for sport participation. It was reported that 90% of participants in running events did some training before the event, and 60% kept on training for three months after the event. Furthermore, 70% reported that running events helped participants to become more active, indicating an interest for participating in more

events. Research has also shown that participants in such events form "social groups" (e.g., become members of running clubs), and this socialization aspect is a strong incentive to participate in future events and continue training (Alexandris et al., 2017). Subsequently, the EU member citizens (non- sport participants and sport participants) should be informed about the benefits of participating in such running events and should be motivated to do so. Despite this huge development of the running move and the running events, there is limited research today on the influence of such events on the promotion of an active life style. Furthermore, there is no research conducted in a cross-cultural level, aiming to compare possible differences and similarities among countries and populations.

Research Design, Methodology and Data Analysis

The study is based on six hundred questionnaires, which were collected in the four countries (one hundred and fifty questionnaires in each country). The running events were the following: The 2019 Alexander the Great international marathon (5km, 10km, 43km) in Thessaloniki, Greece, The AG Antwerp 10 Miles and Marathon in Belgium, The Marathons Amersfoort and Vestingloop in Holland and the Birstonas half marathon in Lituania. These events were selected based on their size, brand name and accessibility in the respected countries. They are considered as typical city running events. The questionnaire used included sections related to socio-demographic questions, behavioral questions related to running behavior, motives for participation, emotions related to event participation and behavioral intentions related to running behavior questions.

Results

The study is expected to provide results which will show the socio-demographic and psychographic profile of runners, the factors that motivate them to participate, the relationship between running participation and psychological well-being, and the influence on the adoption of a more active life-style in the four countries. Both descriptive and inferential statistics will be run and presented.

Implications

These results will be discussed both from managerial (event management strategy) and theoretical perspectives, related to runners' decision-making process for event participation and adoption of an active life-style. They will also be discussed in terms of the contexts of the difference cultures and countries.

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Understanding of Conceptualisation of Tokyo 2020 Olympic Education through Realist Evaluation

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Research Aim

Considering the IOC's explicit contribution to the promotion of Olympic education highlighted in the Olympic Charter (IOC, 2017) and the Olympic Agenda 2020 (IOC, 2014), it is evident that the development of Olympic education has become a key goal for the IOC and for host cities and nations. However, there has been a lack of understanding of how 'universal' Olympic values and concepts of Olympic education are perceived and communicated in 'culturally diverse' contexts. In the context of the planning of Olympic education policy in practice for the Tokyo 2020 Olympic Games, there has been a number of Olympic education initiatives developed by different levels of stakeholders being actively involved in the promotion of Olympism and the Olympic Movement throughout Japan (TOCOG, 2015). The aim of this study is to identify how Olympic education has been operationalised in the context of Tokyo 2020 through a realist evaluation approach.

Literature Review

For a couple of decades, the field of Olympic education has been discussed both in academia and the IOC policy agenda as the Olympic Games have long failed to represent ideals of fair play, equal opportunity, and international harmony but being replaced by corruption, commercialism, drug use and gender discrimination instead. The IOC has strengthened the roles of the Olympic bodies for the promotion of Olympic values (e.g. excellence, friendship, respect) and Olympism through the implementation of Olympic education as specified in such materials as Olympic Values Education Programme (OVEP). These attempts supported by the IOC assist in mobilising responsible bodies and individuals to spread those values through programmes. While Olympism and Olympic education are proposed as relating to 'universal' values and systems, its application is invariably culturally specific because of different understandings of Olympic values and Olympism based on different cultures and educational systems. Thus, the following questions should be considered: "what kind of Olympic education programmes have been developed in a given context?" and "under what circumstances are goals achieved for which target groups with what kinds of outcome being sought and achieve?".

Methodology

This study adopted realist evaluation approach to undertaking a case study as a research design. Date collected from document analysis and semi-structured interviews with key stakeholders for Tokyo 2020 were analysed through analytic logic models and CMO (Context-Mechanism-Outcome pattern) configurations. Realist evaluation of Tokyo 2020 Olympic education can be expected to provide both universal claims about what

kind of programme works and the mechanisms generated in specific places/contexts relating to specific stakeholders.

Findings
The Japanese context can be explained as follows. The various stakeholders and actors responsible for the governance of the Tokyo 2020 Olympic system are given the 'legitimacy' to promote the Olympic values and Olympism through Olympic education. As the host nation, stakeholders and actors should exercise strong 'political will' to achieve common goals based on a shared understanding of the nature of Olympic education. Japanese Olympic education has its own 'historical roots and traditions' in relation to sport and the Olympic Movement, and previous experiences of Tokyo 1964 and Nagano 1998 Olympic education in practice. The Japanese 'national education systems and cultural spirit' have influenced the ways in which various stakeholders have developed programmes and initiatives.

All the mechanisms identified from the cases are derived from the 'real' underlying causal process operating under the Japanese context as a whole. The Tokyo Organising Committee created an official Olympic and Paralympic education, called *Yoi Don!* ('Get Set' in English) in 2017. This programme was developed as an umbrella system rather than an education programme since this programme does not provide educational contents or teaching guidelines. Instead, for the delivery, Tokyo Metropolitan Government has developed its Olympic education to be delivered in the school curriculum in all the public schools in Tokyo while Japan Sport Agency has spread the idea of Olympism, Paralympic and sporting values beyond Tokyo. Japanese Olympic Committee, a governing body controlled by the IOC, implemented its own Olympic education which is specifically conformed not only to the national policies but also the fundamental principles of Olympism. Outcomes are more related to the intended and unintended consequences generated at multiple levels of Japanese Olympic system by the development and implementation of Olympic education programmes and initiatives for Tokyo 2020.

Conclusion and Contribution
Realist evaluation has helped to identify what real associations between Japanese contexts and mechanisms were understood to have generated certain outcomes by comparing and integrating the findings. Japan represents a particularly interesting (non-western) context for the study of the Olympic education phenomenon given that Tokyo 2020 Olympic education has been developed based on aspects of both universality and cultural specificity. Thus, host cities and nations of the following Olympic Games can learn lessons from the case of Tokyo 2020 in terms of the ways of developing and delivering Olympic education as an exemplar.

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Mega Sport Event Volunteering in Russia

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Volunteering is currently high on the country's agenda in Russia where 2018 was officially declared by the President Vladimir Putin as the 'Year of Volunteer' to boost the culture and spirit of volunteerism. In fact, Russia historically has a weak volunteering culture that claimed to be non-existent prior to the collapse of the Soviet Union. Volunteer work during the Communist regime was 'ordered' and organised by the state authorities and was, therefore, not voluntary. The Moscow 1980 Summer Olympics is claimed to have no records of volunteers, as people were 'conscripted' into their roles (Itasaka, 2013). The Russian word for volunteer 'dobrovolets' reflects this rhetoric as only recently an English word 'volontyor' (volunteer) with its underlying meaning of doing un-paid work out of free will became accepted (but not necessarily widely practiced) in the society.

From the perspective of the host country, mega sport event volunteering can be used to either create or further strengthen volunteering infrastructure in the host destination to support and encourage local volunteering. Yet, there is still a research gap in understanding whether and how sport event volunteering, particularly in the Olympic context, extends to other sport events and local volunteering outside sport events on a regular basis (Nedvetskaya & Girginov, 2018). In Russia, gathering population around a common goal – helping to stage a high profile sport event – became critical in laying foundations for developing a new volunteering infrastructure and the legacy creation. Therefore, Sochi 2014 Winter Olympics serves as the primary focus for this study. It is one of the least researched and, arguably, controversial cases as the country is known for spending $55 billion in public and private money on hosting what became the most expensive Games in the history of the Olympic Movement, yet with little knowledge about legacy (Goldblatt, 2016). While other studies tried to identify how the Olympics engaged with already existing volunteering infrastructure (e.g. Lockstone-Binney et al., 2016), this research adds important insights into how and to what extent the sport event can influence the creation of a new volunteer framework that never existed before and capitalise on it. Therefore, this study aims to contribute to the limited knowledge on how a volunteering culture is evolving in Russia and whether and how the Olympics in the modern history of Russia contributed to this process.

The research questions are:
(a) How has the Sochi 2014 volunteer programme triggered the creation of a new volunteering infrastructure in Sochi and across other regions in Russia, and (b) To what extent has this infrastructure been sustained and further developed beyond Sochi 2014 through engagement in 2018 FIFA World Cup and/or the wider community.
The research project has been designed for a phased implementation using a multi-method approach. It was split in two stages: document analysis, which involved identification, retrieval, and critical review of the reports and other documents related to

Sochi 2014 and FIFA 2018 World Cup volunteer programmes; and fieldwork, which involved primary data collection via surveying and interviewing volunteers and volunteer managers as well as directors of volunteer centres in three cities: Sochi, Moscow and Saint Petersburg. This approach allowed an investigation from a multi stakeholder perspective on three levels: the recipients of the volunteer programme, those who recruited, trained and managed volunteers, and also those who set up, developed and facilitated the sustainability of the volunteering infrastructure beyond the mega event. Being 2018 FIFA WC volunteer herself, the author conducted participant observations through the application process, training and event-time volunteering experiences.

The preliminary results of the study revealed that volunteering in Russia is still very young both in time and age. A newly born volunteer spirit has been embraced with national pride and enthusiasm, which was confirmed by over-subscription for both Sochi 2014 and 2018 FIFA World Cup, with the latter being the largest volunteer programme in the Russian history so far. Volunteers in Russia are mostly young 18-24 years old females engaged in sport event volunteering, which is rapidly growing due to active participation of volunteers in helping to deliver the Olympic Games, FIFA World Cup and other smaller scale sport events in the country. The details on how and to what extent this new volunteering spirit and infrastructure were developed and sustained will be discussed in the paper and presented at the conference.

The research findings will add new knowledge to evolution of a volunteering culture in one of the least researched contexts (Russia) and provide a vital contribution to limited evaluations of a post-event volunteering legacy over time and from a multi-stakeholder perspective (i.e. Baum & Lockstone, 2007; Ferrand & Skirstad, 2015). It is hoped that as a result, the recommendations to be made to future host cities and governing bodies in developing a sustainable volunteering legacy will be found useful.

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The Effects of the Mega Event Services to Elite Athlete Performance

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Aim and Research Questions

This research adopted the lens of Transformative Service Research (TSR) to examine the effects of the service environment of the 2018 Commonwealth Games (CG) on athlete satisfaction and performance. Sport management research has long noted the importance of understanding athlete satisfaction (Chelladurai & Reimer, 1997) and determined that important role of event services (MacIntosh & Parent, 2017) yet, little is known about any influence on athlete performances. This presentation deals with understanding the importance of the service environment for the athlete including for example, their accommodation, athlete village, medial service, transportation, nutrition, social and cultural aspects and other controllable aspects of the Games.

Theoretical Background and Literature Review

Dickson, Darcy, Johns, and Pentifallo (2016) argued that "while sport, and sport events, are part of the services industry, there is little research investigating sport events from a service design and delivery perspective" (p. 533). Specific to sport events, evidence shows a growing concern for the service environment an athlete experiences including their living quarters, sport venues, cultural events and ceremonies since there is an influence on satisfaction and possibly competition performance (MacIntosh & Parent, 2017).

In light of the need to examine the relationship between the event service environment and athlete performance, TSR presents an informative research framework since it postulates that the intersection between services and users can influence user wellbeing and, it focuses research efforts on the outcome of wellbeing through service specifically (e.g., Anderson et al., 2013; Ostrom et al., 2015). In the case of the athlete, the intersection between the service environment and their experiences within that can provide evidence of athlete concerns, which may hinder or assist their preparation/satisfaction and affect their performance. However, there is a lack of empirical investigation regarding the athlete, the service environment and the impact (if any) it has on performance.

While TSR was conceived within a service marketing domain perspective, it has relevancy within sport event management (Dickson et al., 2016) because the athlete is both a prime producer and benefactor of organized activities (Chelladurai & Reimer, 1997; MacIntosh & Parent, 2017). Ostrom el al (2015) call for more studies using TSR on the basis that its use advance understanding and make contributions to arriving at wellbeing and related outcomes of importance.

Research Design, Methodology, and Data Analysis

This study consisted of survey research with competing athletes of the 2018 CG's in Gold Coast, Australia. The survey was developed based on previous athlete experience

research and service environment questions. In addition, extensive consultation with the leader of the Athlete Advisory Council of the Commonwealth Games Federation and the local organizing committee enabled accurate item generation regarding the controllable service environment features athletes would experience.

In total, the survey consisted of 43 items intended to examine the service environment (e.g., accommodation, food, sport venues, travel, medical etc.). To conduct the assessment, items were scored using a Likert-type scale (1 = very poor, 2 = poor, 3 = satisfactory, 4 = good, 5 = excellent, 6 = not applicable). Data collection took place following the first full day of competition up until the last day of the games. Data from the survey were manually computed into the SPSS program and analyzed using IBM SPSS 22 and AMOS 22 statistics software to examine item description, psychometric properties of the factor structure and finally structural equation modeling (SEM) to help determine the influence of the service environment on athlete satisfaction and performance.

Results/Findings and Discussion

760 surveys were completed by athletes during the Games. The results of the confirmatory factor analyses and SEM show good factor structure and fit for the data, with support for convergent and discriminant validity (all AVE scores above .50 and, greater than the squared inter-correlations). Cronbach's alpha coefficients of each factor ranged from .74 to .90, which provided support that the internal consistency of the scales was adequate (Field, 2009).

The main findings demonstrated: (a) direct effects between service environment factors and athlete satisfaction, and (b) indirect effects of the service environment on performance, through satisfaction. Thus, satisfaction acted as a mediator between the service environment and athlete performance. Four event service environment factors that were directly associated with the satisfaction of the sport event and that influenced performance through satisfaction were: medical service, security, social aspects, and ceremonies.

This is the first study to bring together the influence of the service environment on athlete satisfaction and performance. These findings point sport event organizers to addressing athlete needs and wants in a way that will contribute to key attitude and behavioral outcomes.

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SPORT GOVERNANCE AND POLICY

Session Chair: Johan Norberg (Review Track Chair)

Trust in NGBs' Boards – An Analysis with Regard to Board Structure and Governance Arrangements

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Aim and Research Questions

The purpose of this paper is, firstly, to examine the role that trust plays in NGBs' board-related work and decision-making. Secondly, the analysis aims to uncover critical factors for establishing trust-based relationships between board members.

Theoretical Background and Literature Review

To achieve their objectives, NGBs rely on the boards' capacity to oversee and steer the organisation effectively. Working together, board members must depend on others in various ways to accomplish their personal and the organisational goals. This is associated with certain risks, for example, that cohesion and cooperation do not develop and that consequently this adversely affects the team's ability to work effectively. In this respect, trust as a means to absorb uncertainty and minimize risk is an important factor to foster cooperation (O'Boyle & Shilbury, 2016).

Today, a relatively extensive body of research concerning NGB board issues is on hand. However, O'Boyle and Shilbury (2016) highlight that, surprisingly, there is a notable absence of work focusing on issues such as trust especially as it is viewed as an important success factor for the functioning of sport organisations and management bodies (e.g. Hoye & Cuskelly, 2003). Trust creates the prerequisite for good cooperation and alleviates conflicts, e.g. in stressful situations. Previous studies show that increases in trust are for example associated with improvements in communication and information sharing, superior levels of teamwork and greater commitment to the organisation (e.g. Mayer, Davis, & Schoorman, 1995). Trust can be understood as the willingness to be vulnerable to the actions of another party (in a given situation), based on the expectation that the other party will – regardless of the trustor's ability to monitor or control – perform a particular action important to the trustor (McKnight, Cummings, & Chervany, 1998). At the team (i.e. board) level, moreover, performance benefits from trust are contingent on characteristics of the team, for example task interdependence or temporal stability (De Jong, Dirks, & Gillespie, 2016).

Research Design, Methodology and Data Analysis

The study setting is based on an online survey of NGBs' board members, including a total of 65 NGBs from Germany (including Olympic and non-Olympic sports, with the exception of the German Cycling Federation). The online survey took place in March

2019. A total of 597 board members were personally invited by e-mail to participate, 242 completed the questionnaire (response rate 41%). In terms of gender distribution (16% women), the sample is representative of the gender distribution of NGB board members, compared with the personal data of the board members provided on the NGBs' websites.

In addition to the board's structural features and individual board membership characteristics, the managers were asked to respond to a 21-item trust scale (Costa & Anderson, 2011) focusing on trust in relation to the functioning of their NGB's board (on a scale 1 – "completely disagree" to 5 – "completely agree"). Firstly, Costa and Anderson's (2011) four-factor model of trust (perceived trustworthiness, trust propensity, cooperative and monitoring behaviour) was subjected to confirmatory factor analysis (CFA). Secondly, these factors were used as dependent variables, testing the statistical association between the level of intra-board trust, the board's structural features and the manager's board membership characteristics, by controlling for socio-demographic factors.

Results/Findings and Discussion

The results and model fit with the statistics of the CFA thereby validating use of Anderson and Costa's (2011) 4-factor model of trust for this study. The preliminary results of the regression models indicate relationships between the multifaceted phenomenon of trust, structural aspects of the board as well as individual characteristics of the board members. The results suggest that board members general intention to trust and individual team commitment are associated with a high level of perceived trustworthiness, propensity to trust and cooperative behaviours within the board. The perception of strong intra-board trust, thereby, seems to be more evident especially within smaller boards, and within boards where most of the members are expected to working together in the future. Furthermore, there are indications that the more trustworthy the board is, the more successful its work is perceived to be. All results of this study as well as their managerial implications are discussed in the full-length paper.

Conclusion, Contribution and Implication

The study confirms the validity of the 21-item measure of trust developed by Costa and Anderson (2011). While the results indicate important relationships between trust, structural considerations, and the individual characteristics of board members, more importantly, the paper explores the implications in regards to specific corporate governance of NGBs. Here, the dimension of trust is clearly directed by the size of the board, perceptions toward to behaviour of other board members, and the issue of sustained representation which provides the opportunity and expectation for continued work in the future (a point which needs to be balanced with the good governance principle of fixed tenure positions).

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A Conceptual Framework For Understanding Democracy In Sport Federations

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Background and aim of the study

Over the past decade, the area of sport governance has received increased attention from both scholars and practitioners. Recent cases of corruption and mismanagement inside sport governing bodies (e.g., FIFA 2015; Rio 2016 Olympics) have generated distrust from society as well as from the various stakeholders that have been affected by these actions. All of this has resulted in a loss of legitimacy of the sports system. Considering that many voluntary sport organizations are largely funded with public resources, it is not uncommon that in order to receive public funding they must adhere to and follow good governance practices. Some of these practices include maintaining transparency with their operations, having public and open communication with their members, conducting democratic elections, applying checks and balances, and applying fairness procedures when distributing resources (Geeraert, 2013). While enforcing sport organizations to follow good governance practices represents a step in the right direction, the dearth of knowledge of how these governance principles can be effectively operationalized make this process highly complex. Dowling, Leopkey and Smith (2018) argue for the importance of undertaking more empirical studies to provide evidence on how governance and its principles occur in the field. In this study, we used Coppedge et al. (2011)'s model of democracy with the aim to test its applicability in the governance of sport organizations. Consequently, we discuss Coppedge et al.'s model and propose its operationalization for future testing. The conceptual framework contributes to shed light on the elements to be included in a future measurement scale of democracy in the governance of sport organizations.

Review of literature

Governance has been described as a complex concept with multiple forms of understanding (Dowling, Leopkey & Smith, 2018). Governance in sport refers to the ability to govern, direct and monitor the results of sports organizations. Individuals responsible to lead these organizations should act in a way that guarantees the interests of their members. Adoption of good governance practices in sport organizations becomes critically important because these organizations exert great influence in the social environment and because most sport organizations are heavily dependent on public resources. Not only should sport leaders conduct their business within accepted ethical standards but also they should adopt democratic principles in order to guarantee the legitimacy of the organizations they run. Previous studies that have examined the democratic processes inside sport organizations have focused on how democracy establishes and develops. Kihl, Kikulis and Thibalt (2007) and Kihl, Kikulis and Babiak (2010) used Habermas' theory of deliberative democracy to study sport organizations in Canada, while Minikim (2015) used the theory of competitive, participatory and deliberative democracy in sports organizations and analyzed the manipulation of the democratic processes and the impacts on legitimacy. While these

studies have certainly contributed to advance our understanding of the democratic principle inside sport organizations, there is a need for a more encompassing framework on how democracy occurs in sports organizations.

Conceptual framework

Drawing from Coppedge et al. (2011),we discuss a conceptual model to assess democracy inside sport organizations. This model includes the following five dimensions (a) Electoral, (b) Liberal, (c) Majority, (d) Deliberative, and (f) Egalitarian. *Electoral democracy* is achieved through free and fair elective competitions between groups. *Liberal democracy* is achieved through transparency and civil liberty; it exists when freedom is given to people for action. *Majority democracy* occurs when the wishes of the majority are taken into account. *Deliberative democracy* advocates respectful dialogue at all levels before reaching a final decision. *Egalitarian democracy* addresses the idea of equal participation, representation and protection between groups. This conceptual framework and its five dimensions contribute to provide a more thorough description of how the process of democracy occurs.

Contribution and implications

Democracy is a subset area of study within the broad area of sport governance. While recently scholars have given attention to examine the significance of this principle in sport organizations, very few studies have sought to understand how democracy actually develops inside the sport organizations. Moreover, very few studies have empirically measured democracy in sport organizations. In this study, we use a conceptual framework to provide a broad description of the role of democracy in the governance of sport organizations and then we propose an operationalization of the dimensions of this model. In sum, the use of a conceptual framework represents a critical first step towards the operationalizing of the construct of democracy for the later development of a measurement scale.

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"Does Management Corruption In Sport Affect Social Capital?"

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Aim and Question

The idea that social capital can be generated through engagement in sport activities has been a consistent feature of UK public policy of successive governments (Department for Digital, Culture, Media and Sport, 2015). However, the effects of corruption on social capital in sport are far less researched. Therefore, the aim of this research is to discover any potential impact of corruption within sport on social capital through the question: "Does management corruption in sport affect social capital?"

The context of this research is Blackpool Football Club, a football club currently competing in the third tier of the English football league, following their relegation from the Premier League in 2011. Following the club's relegation, fan concern grew regarding the running of the club by the owners. Amid accusations by fans of corrupt practices at the club, including excessive payments to board members, the owners began a sustained campaign of pursuing legal action against protesting fans for their messages on social media. These legal actions led the fans to begin a widescale boycott of matches reducing the average attendances at the ground significantly. Vindication of the fans, arrived in November 2017, when a court ruled that the chairman had effectively asset stripped the club and misled shareholders (Conn, 2018).

Theoretical Background

This research draws upon Putnam's definition of social capital as "social networks and the norms of reciprocity and trustworthiness that arise from them." (Putnam, 2001; 19). Within these sports focused social groups the loss of trust and other negative behaviours can occur, a phenomenon known as the dark side of social capital (Numerato and Baglioni, 2012). The analysis also draws upon Maennig's (2005) conceptualisation of management corruption. Management corruption, one of the two types of corruption according to Maennig, encapsulates non-competition-based decisions made by officials in the corrupt administration and delivery of sport. The existing research into the known effects of corruption in sport has suggested that following acts of corruption, negative associations can form towards governing bodies and the sport they represent, with fans and sponsors abandoning them (Kulczycki and Koenigstorfer, 2016).

Research Design, Methodology and Data Analysis

The research is based on cyber-ethnography (Hine, 2000), and specifically, a cross-sectional case study on the internet-based thoughts and behaviours of fans of Blackpool Football Club. Data were collected from two internet fan forums, popular with fans of the club, at two points during the 2017-18 football season, one at the beginning of the season in August and one in November at the time a decision of asset stripping was made by the courts. In total 2,661 separate threads from the two forums were analysed.

The qualitative data were collated and coded with the aid of NVivo software and analysed using thematic analysis. A double-coding process was conducted to assess its reliability. This led to the formation of four themes, Fandom, Personal Relationships (Negative), Personal Relationships (Positive) and Business of Football.

Results

Initial results suggest that social capital has been corroded amongst some sections of Blackpool's fanbase as levels of trust among fans and their involvement in match based social activities with other fans have decreased. There are wider implications outside of the immediate confines of the football fandom and its associations with the physical location of the stadium. There are several instances of boycotts of businesses associated with the football club having been carried out, impacting on the livelihoods of those that live in the area. Furthermore, a lack of trust in the governance of local institutions and football reaching beyond the league administrators (the EFL), into the governing body of English football (the FA), and even internationally has been noted. However, the data also reveal that new social has been emergent with fans bridging, bonding and linking over their shared issues and forming new relationships in both the online and offline world, e.g. protest meet ups and social media.

Conclusion, contribution and implications

The contribution of the research is to better understand the complex impacts on social capital within the context of sport in response to corruption. The results suggest a decline of social capital among fans who have boycotted games due to management corruption, with far reaching consequences including the loss of personal long-standing relationships. This negative impact needs to be reflected in government policy and how governing bodies treat instances of corruption within football and sport overall. However, new communities also appear that have developed through the mass boycott. It becomes apparent that further study of this under researched area is necessary to assess the overall impact of corruption on fans and their community.

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Four Country Comparison of Fraud in Community Sport Organizations: A media content analysis

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Aim and Research Questions

Globally, the media has reported cases of fraud in community sport organizations (CSOs). The study of fraud in sport organizations however is challenging because the occurrence of occupational fraud in particular is concealed, goes undetected, and quite often in sport goes unreported out of a fear of negative public reaction (Kihl, 2018). As a result, in the field of sport management empirical research is limited, and thus an understudied area that warrants further investigation. The purpose of this research was to conduct a cross country exploratory examination of instances of occupational fraud in CSO's reported in the media. The following research questions guided the study: 1) What types of fraud were reported in the media?, 2) Who committed the fraud in the media accounts?, 3) How was the fraud carried out as reported in the media accounts?, (4) What are the fraud risk indicators in CSO's as reported in the media? and (5) What differences in the nature of fraud exist across countries as depicted in the media?

Theoretical Background and Literature Review

Occupational fraud is defined as, "the use of one's occupation for personal enrichment though the deliberate misuse or misapplication of the employing organization's resources or assets" (Greenlee, Fischer, Gordon & Keating, 2007, p. 678). In the nonprofit sector, occupation may be synonymous with position/role, where governing boards are responsible for implementing financial controls. Similar to other non-profits, CSOs worldwide are vulnerable to occupational fraud, which has great financial and reputation impact CSOs are managed mainly by volunteers that operate within an atmosphere of trust, have less business and financial expertise, and lack internal controls and resources that can prevent and detect fraud (Greenlee et al., 2007). We draw from Wolfe and Hermanson's (2004) fraud diamond framework to explain fraud where in conjunction, an individual having an incentive (pressure) to commit fraud, weak oversight that provides opportunity to commit fraud, the individual rationalizes committing fraud (attitude), and possess the capability (personal traits and abilities) to carry out fraud.

Previous corruption in sport research in nonprofit sport organizations has focused on examining causes of matching fixing types of fraud in CSO's (e.g., Nowy & Breuer, 2017). To date, anecdotal cases of CSO fraud have been reported in the sports clubs of netball and football in Australia, ice hockey in Canada, handball and football in Germany, and soccer and baseball in the United States. Limited research exists regarding the actual incidence of fraud in CSOs and making cross country comparisons about the nature of occupational fraud. The contribution of this research is to first, enhance our understanding of the global nature of fraud within the CSO context, and second to help identify how CSO's might be susceptible to fraud. The susceptibility of CSOs to

organizational fraud warrants research on a global scale so as to prevent and manage such activities.

Research Design, Methodology and Data Analysis

To allow for international comparison of CSOs in Australia, Canada, Germany and the US we carried out a content analysis of secondary data on CSO fraud. First, News Databases were searched using key terms during the period January 1, 2008 to August 31, 2018 to identify news stories published about fraud or corruption in community sport. A period of 10 years was chosen in order to gain a range and scope of fraud cases. A total of 67 cases were identified including Australia (7), Canada (7), Germany (31), and US (22), and across 20 Sports different sports. Using the fraud diamond framework, data were content analyzed and compared to identify patterns and themes.

Results/Findings and Discussion

The findings showed that across all countries, occupational fraud was committed mostly by unpaid board members who generally used the mechanisms of engaging in forged check writing and siphoning funds. CSOs lacked various financial controls (e.g., poor record keeping and financial transparency) that provided opportunity for fraud. Individuals who carried out fraud were incentivized by addition and personal financial challenges. In general, rationalizations to commit fraud related having good intentions and using the money as a loan. Last, capabilities to perpetrating fraud included knowledge of financial systems and psychological manipulation. Incentives to carry out frequent behaviors were mostly addition and personal financial struggles. CSO's stakeholders place too much trust in people in positions of power (Archambeault & Webber, 2018; Greenlee et al., 2007) and as a result make themselves vulnerable to fraud.

Conclusion, Contribution and Implication

The results will address an important gap in research by offering new global insights into the patterns of fraudulent activities of CSOs. The presentation will identify opportunities for improved practice in order to prevent fraud and ensure the viability and integrity of this important sector. Including applying the fraud diamond to community sport to assist board members in implementing necessary practices to prevent occupational fraud.

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"Grey-Area" Doping: Can Perceptions Of Key Organizational Values Explain Attitudes Towards The Use Of Legal Substances On Prescription?

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Aim and research question

A number of studies within sports have addressed values and attitudes towards banned substances (e.g. Backhouse et al., 2007) and how attitudes towards doping predicts self-reported use of doping (Ntoumanis et al., 2014). Some studies of supplements use touches upon attitudes towards legal performance-enhancing practices (e.g. Backhouse, Whitaker, & Petróczi, 2013). Few studies explicitly measures the relationship between key values and norms within a national sports movement and attitudes towards the use of legal substances on prescription. The purpose of this study is to analyze whether there is a relationship between perceptions of key values within the sports movement and attitudes towards use of legal substances on prescription. The research question is: To what extent can perceptions of core values within the Norwegian sport movement explain attitudes towards whether elite athletes´ can use legal substances on prescription to: a) Optimize their performance at major competitions? b) Train as best as possible?

Theoretical background

The study draw upon institutional theory (Scott, 2014). It addresses that decisions, actions or interaction are embedded in values, norms and identity of the organization. In the words of Scott (2014, p.57): *"institutions exhibit stabilizing and meaning-making properties because of the processes set in motion by regulative, normative and cultural-cognitive elements. These elements are central building blocks of institutional structures, providing elastic fibers that guide behavior"*. In the present study, institutional structures refers to anti-doping rules and regulations (regulative), key values and norms within the Norwegian sports movement (normative), and how different actors (social roles) perceive whether using legal substances that has to be proscribed by a doctor is OK or not (cultural-cognitive). Hence, the present study directs attention to how institutional structures influence attitudes toward "grey area" doping. Thus, the theory contribute to identify consistency and/or discrepancy between the "institution of the sports movement" and institutions as expressed by organizational actors holding different values.

Research Design, Methodology and Data Analysis

It is a quantitative study adopting a cross-sectional design. An electronic questionnaire, consisting of 80 questions (scenarios and assertions related to values and attitudes), covered the following key themes 1) main objective of Norwegian sports at different levels, 2) talent development, 3) fair play, 4) injuries and health, and 5) doping. Data were collected between May 2017 and April 2018. The sample are board members (N=486), employees (N=275), board member and employed (N=109), and elite athletes

(N=83). The response rate was 30.9 %. ANOVA and t-tests were conducted to analyze causal relationships between different independent variables (demographical variables and assertions/scenarios captured in theme 1-4) and two different dependent variables captured in theme 5. The two dependent variables are; it is OK that healthy Norwegian elite athletes use substances on prescription in order to: 1) optimize their performance in major competitions, and 2) train as best as possible. Statistical significant relationships (p = 0.05) were followed up by post-hoc testing and effect-size calculations.

Results/Findings and Discussion

Preliminary analysis indicate, not surprisingly, different attitudes toward the use of legal substances proscribed by a medical doctor. However, the respondents´ attitudes to the two questions (a and b) are consistent, $F(4, 927) = 747.15$, $p < 0.001$, $\eta_p^2 = 0.763$, i.e. if you strongly disagree with the assertion related to training you also tend to strongly disagree related to optimizing performance at major competitions. Organizational role and the type of values and attitudes reported on questions captured in theme 1-4 explain the differences in attitudes. In general, elite athletes report, in average, a statistically significant more liberal attitude than employees and board members. The strongest relationship measured was between theme 3 (influence referee decisions and willingness to commit professional fouls) and 5. In addition, answers to the questions in theme 1 and 4, indicate that respondents that report typical health values are more conservative to the use of legal substances on prescription. On the other end, respondents who report typical performance values seem to have a more liberal attitude.

Conclusion, Contribution and Implication

A preliminary conclusion is that, within the Norwegian sports movement, there is no unified attitude towards the use of legal substances on prescription. Different attitudes between people holding different organizational roles, where personal preferences seem more important than organizational, may lead to a lack of clarity with respect to what the overall institution are and means (e.g. Skille & Stenling, 2017). Hence, different perceptions of the institution may lead to decisions and/or actions that may threatens the sports movement legitimacy (unintended). This yield two important implications: 1) both political and administrative leaders have to address and anchor key values in ways that strengthen institutional structures (e.g. Selznick, 1957), and 2) the anti-doping campaign can benefit from emphasizing how principal values embedded within the sport movement influences specific and situational attitudes.

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SPORT GOVERNANCE AND POLICY

Session Chair: Marjike Taks

Organizational Changes in a National Sport Governing Body: A Ground-level Impact Investigation.

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Aim
National sport governing bodies (SGB) establish contemporary management structures to accomplish specific organisational goals (Winand, Benoît Rihoux, & Thierry, 2011). In this regard, SGB's purpose to inter alia obtain international sport results and consequently need to implement efficient structures for the delivery of specialized support services to elite coaches (Böhlke, 2006). The purpose of this study was to investigate the effect on support services utilization at ground-level after organizational changes implemented by a SGB. This study focused on performance analysis services rendered by professional analysts to elite coaches as part of Cricket South Africa's (CSA) changed organizational structure. Considerations concerning the operational design and usage of elite coaches' support services, constitutes a significant gap in the literature and warrants a study of this nature (Winand, Benoît Rihoux, & Thierry, 2011).

Theoretical Background and Literature Review
SGB's often implement organizational changes to adapt strategies and implement structures, facilitating governance and fostering elite performance (Winand, Benoît Rihoux, & Thierry, 2011). Cricket South Africa (CSA), as the SGB effected organizational changes to accomplish their transformational and performance goals, which produced changes in the provision of specialized support services to elite coaches (Cricket South Africa, 2013). In this regard, CSA implemented a centralized management approach to provide specific performance analysis services to elite coaches within professional competitive levels in South Africa (Cricket South Africa, 2013). Even though centralized professional services potentially enhance sport performance, an investigation into the ground-level utilization of these services has to be performed as part of the organizational change process (Garvin, 2000). In this regard, organizational change models indicate the necessity to measure the progress made and General Electrics'(GE's) Seven-step change acceleration process model by Garvin (2000) was used for the evaluation as part of the Monitoring progress step.

Research Design and Data Analysis
This research followed a qualitative design to investigate the ground-level impact of the organizational changes implemented by CSA. Data collection was performed through semi-structured interviews with elite cricket coaches and their support staff regarding their data management. Inductive codes were created regarding coaches' utilization of

the centralized performance analysis services. The interview data analysis was performed using the constant comparative method with ATLAS.TI™ computer software program. In addition, to enhance the trustworthiness of the analysis, a codebook was created according to the guidelines of DeCuir-Gunby, Marshall, and McCulloch (2011). The codebook facilitated the inter- and intra-rater coding procedure, which was substantiated by strong Cohen's Kappa values of 0.80 and 0.78 for intra and inter-rater reliability. GE's change model by Garvin (2000) was used to evaluate the created codes and make recommendations.

Results and Discussion

A total of 17 elite-level cricket coaches and analysts from five different competitive levels in South Africa participated in the research, however the responses of 13 coaches and analysts from the top three competitive levels were used for this particular study. The findings indicated that elite coaches (excluding the international level) utilized the centralized performance analysis services during a few and specific competitive events. However, findings also indicated negative attitudes since coaches disclosed not only an ad-hoc, unstructured use of centralized performance analysis services, but devalued and disapproved the quality of information and services. In contrast to the negative attitude portrayed by elite coaches, the specialized services support staff held a positive perspective on the impact of the centrally managed performance analysis system. In their view, the centralized services structure and management operated well, contradicting statements by coaches. According to GE's change model (Garvin, 2000), the progress of change should be monitored by creating and installing metrics, assessing success and charting milestones and benchmarks (step 6). In this regard, CSA as SGB could further investigate the ground-level organizational change process progress by measuring the actual utilization of the centrally managed performance analysis system.

Conclusion and Implication

The ground-level impact focus study indicated the elite coaches' actual practices or lack thereof, regarding the utilization of the SGBs' centralized performance analysis services after an organizational structure change. Using GE's change model (Garvin, 2000), the recommendations made to the SGB refer to step six and seven of the model, whereby the SGB could effectively implement a progress monitoring system that measures specific metrics on the utilization of the support services. Likewise, according to GE's change model, the SGB could also change the systems and structures through staffing, training, communication and improving reporting relationships (Garvin, 2000), to increase the effective utilization of the support system. These recommendations were made since the findings suggested that the current ground-level practices of coaches to be counter-productive, and that further steps are needed in the change process for coaches to utilize the centralized services more effectively (Böhlke, 2006; Nagel, Schlesinger, Bayle, & Giauque, 2015).

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Construction of a Computerized Model for Information Management of Elite Sports in Brazil

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Aims

This study aims to construct and presenting an information management model for Brazilian elite sports, employing information technology.

Theoretical Background

Research has been taking place in various parts of the world to comprehend the organization and functioning of elite sports and the factors that lead to international success. (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). At the same time, there is an increasing amount of data related to sports that is now electronically available, has meant that there has been an increasing interest in developing intelligent models and prediction systems for elite sports (Link, 2018). Thus, the use of Business Intelligence tools linked a database to consolidate, analyze and access large amounts of data can help sports organizations to optimize processes and strategic decisions related to each factor of sports success(Bunker & Thabtah, 2019).However, there are no computerized information management models that provide government and sports organizations with precise information about the Brazilian elite sport (Ferreira, Vitor, Haiachi, & Reppold Filho, 2018).

Research Design, Methodology, and Data Analysis

Using mixed methods (Grix, Lindsey, Bosscher, & Bloyce, 2018), the study took into consideration all Olympic and Paralympic sports and was carried out in three consecutive stages. **In the first stage**, exploratory qualitative research was conducted to identify and delimit the dimensions of Brazilian elite sports. We performed a literature review to determine and learn the elements and dimensions that interfere in elite sport selected the dimensions that must be considered for sports information management. **In the second stage,** exploratory research, we identify the primary sources of data for Brazilian elite sports and we intended to obtain better methods for collecting and cataloguing elite sports information to compose the database. Based on the pillars and success factors described by De Bosscher et al. (2015), collected data covered the period between 2008 and 2016 and were obtained in the Ministry of Sport, Brazilian Olympic and Paralympic committees and in all national sports management organizations by means of an electronic questionnaire answered by managers, using standardized digital forms. In every dimension researched, the collected data were catalogued in a standardized fashion in a database and the construction of the information management model was completed during **stage three of the study**, the same period during which were developed categorization methods and the relating of information, using IT tools, under two premises: the model should allow for an

integrated analysis of information and dimensions, using an entity-relationship model (ER); and the model should allow for permanent updating of the stored and managed information.

Results and Discussion

The Brazilian elite sports data, collected from sports organizations and public entities, were catalogued and categorized within a MySQL database, building an ER model, and validated by sports and information technology experts. The model encompasses eight dimensions: funding, facilities, legislation, equipment, organizations and governance, competition and results, athletes and sport professionals, and science and technology; represented in a set of dashboards connected to the database, through which information about sportscan be managed and analyzed independently or in relation to each other. The computerized information management model developed in this study that concerns all quantitative information about the international sporting success factors (De Bosscher, Shibli, Westerbeek, & Van Bottenburg (2015)and it can be used by managers and politicians to continuously view and analyze quantitative information on the elite sport.The model was created defining a process in which the charts are connected to each other by a relationship that expresses the dependencies and demands between them. The charts have various properties that characterize them and can be shared between two or more charts, without redundancy. The model is composed of nine sets of charts, with eight of them representing the dimensions of elite sports, along with a set of auxiliary charts. To articulate the elite sports information we developed 185 different relations between the eight dimensions. The relations between charts allow for detailed management and analysis of sporting entities and about the efficiency of the investments. Complementingprevious research (Mazzei, Meira, Bastos, Böhme, & Bosscher, 2015), this study creates a modern repository for Brazilian elite sports information.

Conclusion, Contribution, and Implication

The study showed that using information technology tools and the principles of Business Intelligencewe can provide strategic information that supports decision-making in the field of sports. The review of the factors of sports success made the most important information for sports management included in the model. The model also allows information exchange between sports organizations and government, production of indicators, integrated analysis, and prediction from the dimensions.

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Identifying Constraints and Motivations in Athletes' Dual Careers – A Mixed Methods Approach

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Aim and Research Questions

Elite athletes invest the majority of their resources into their sporting career to achieve sporting excellence. However, only a fraction of these athletes is able to earn enough money during their sporting career to sustain a living after sports. Thus, many athletes are involved in a professional career (i.e., university studies, apprenticeship, job) beside their active sporting career to prepare for the time after sports. This is called a dual career.

While pursuing a dual career can have positive effects on the psychological state of athletes, it also presents many challenges as athletes have to balance the demands of two careers. These high demands can lead athletes to end their sporting career prematurely to focus on their professional career. To prevent this, it is important to know which challenges athletes are facing during their dual career and what motivates them to enter a new step in their career. Thus, the aim of this research is to answer the following research questions:

RQ1: Which constraints and motivations do athletes face in pursuing a dual career?
RQ2: How do these constraints and motivations fluctuate over the course of an athlete's career?

Theoretical Background and Literature Review

The research is grounded in the leisure constraints framework (Crawford & Godbey, 1987; Crawford, Jackson & Godbey, 1991). The theory posits that individuals face constraints in the decision for leisure participation. Constraints are conceptualised as intrapersonal, interpersonal, and structural constraints. These constraints are confronted with motivation to participate and can be overcome by negotiation strategies such as time management, skill acquisition, interpersonal coordination, etc. In the context of dual careers, it is assumed that athletes face constraints which can be overcome when the motivation to participate in their sporting and professional career is high enough and when there are adequate support measures which serve as negotiation strategies. Additionally, based on the developmental and holistic athletic career model by Wylleman, and Lavalee (2004), it is assumed that constraints and motivations change over the career stages of athletes.

The topic of dual careers of elite athletes has been well-researched. The majority of studies have investigated athletes' situations in their respective environments, that is at school, university, and in the professional world. The two constraints which were most cited and stated over all career phases were the extensive time demands that athletes face and the lack of financial resources (e.g., Breuer, Wicker, Dallmeyer & Ilgner, 2018; Debois, Ledon, & Wylleman, 2015). The present study builds on the existing body of knowledge by identifying constraints and motivations simultaneously and interrogating a diverse sample of current and former elite athletes.

Research Design, Methodology and Data analysis

To answer the research questions, a mixed methods design is employed (QUAL->quan). The first study consists of semi-structured interviews with n=11 current and former German elite athletes. Based on the results of the qualitative study, an online survey of n=200 German elite athletes is conducted. Data are analysed using descriptive analysis, principal component analysis, and logistic regression analysis. The sample in the survey consists of students (43.5 %), pupils (31.0 %), apprentices (10.0 %), full-time athletes (9.5 %), and employees (6.0 %). The average age in the sample is 21 years, ranging from 13 years to 35 years.

Results/Findings and Discussion

The combined results of both studies show that athletes feel constrained by high time demands, feelings of pressure, difficulties in the administrative organisation, lack of understanding by others, and financial struggles. The strongest motives are sport-related goals. However, the qualitative study reveals that motives fluctuate over time. The results of the quantitative analysis show that support by educational and vocational institutions significantly increases the likelihood of being satisfied with a dual career (b=.421, p≤.05), while being constrained by feelings of pressure (b=-.524; p≤.05), challenges in organising the dual career (b=-.435; p≤.05) and a lack of support (b=-.414; p≤=.05) decreases the likelihood of perceiving sporting and professional career as compatible.

These findings confirm previous studies on athletes' dual careers. While dual careers present athletes with many challenges – especially in managing time demands of two careers - they also provide athletes with benefits as they feel better prepared for their time after sports. Overall, athletes indicate to be rather satisfied with the organisation of their dual careers. However, satisfaction could be further enhanced by providing support in the educational and vocational context.

Conclusion, Contribution and Implication

This study extends the existing body of research on dual careers as it provides a holistic view on athletes' situations along their career path, provides insights into the impact of constraints and motivations on athletes' dual careers and by backing qualitative insights with quantitative data. Moreover, the findings have practical implications as athletes express a need for psychological support, increased cooperative networks, and long-term financial support to feel better supported in pursuing a dual career.

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Shaping the Ideal NSO? Governmentality and the Adoption and Implementation of the Long-Term Athlete Development Framework by National Sport Organisations in the United Kingdom and Canada.

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Aims and Objectives

The Long-Term Athlete Development (LTAD) framework (Balyi et al., 2005; 2014) is a multi-stage competition, training, and recovery athlete development pathway. Since its conception, the framework has received notable practitioner interest and has been adopted by a number sport organisations, including quasi/non-governmental sporting agencies (e.g. Sport Canada and UK Coaching) and National Sport Organisations (NSOs). As a result, many sport organisations are increasingly required to adopt and implement the LTAD framework to receive funding. However, as Seidman (1994) argued, any practice that has a fixed meaning, such as the uncritical adoption of the LTAD framework, needs to be understood more as an act of power than an acknowledgement of the truth. The LTAD framework, therefore, remains under researched, with only a handful of scholars questioning the framework or its underlying development principles (e.g., Black & Holt, 2007; Ford et al., 2010). A consequence of a lack of academic scrutiny, we suggest, is that the LTAD framework is uncritically adopted by sport practitioners and academics with little, if any, critical analysis in its effectiveness or consequences.

The purpose of this study, therefore, is to examine the continued adoption and implementation of the LTAD framework (Balyi et al., 2005; 2014) by NSO's in the United Kingdom and Canada. More specifically, the analysis focuses on the uncritical acceptance and adoption of the LTAD framework by UK Sport and Sport Canada and considers the consequences of this ongoing adoption on NSO policies and practices.

Theoretical Background

Our analysis is informed by the post-structural scholar Michel Foucault whose theoretical framework draws upon relations of power, specifically Neo-Foucauldian notions of governmentality. The notion of governmentality originated from Foucault's work in the 1970s – particularly his lecture on *Security, Territory and Population* (1978) at Collège de France. The concept has since evolved into an entire field of study with a number of authors elaborating and expanding on Foucault's original concepts (e.g. Dean, 2010). The governmentality perspective emphasizes the role of state in structuring and utilizing power relations to regulate whole populations. Foucault termed this regulation the 'art of government' because it involved a deliberate attempt to direct human conduct. The state could regulate, control and shape people to achieve specific ends. A governmentality perspective, therefore, sensitizes the reader to the organised practices (i.e. rationalities and techniques) and mechanism through which governments try to steer or control society.

Research Design, Methodology and Data Analysis

The analysis is informed by a series of semi-structured, in-depth interviews with senior governmental officials (n=4), Sport for Life members (n=17), and senior staff within five NSO's (n=5) supplemented by organisational (e.g. LTAD plans, supplementary materials, strategic reports) and policy documentation (e.g., Canadian Sport Policy and Collaborative Action Plans) relating to the creation, development, and subsequent adoption and implementation of LTAD in Canada and the UK. Interviews focused upon the creation and development of the framework, the nature of the relationship between Balyi and colleagues and government agencies, how and why the LTAD framework was adopted by government and NSOs, and how the LTAD framework has enabled and constrained sport organisations. Interview data were analysed using an abductive approach whereby initial key themes were initially identified through an inductive process. This inductive process was then informed by the deductive insights generated from the theoretical approach outline above.

Results/Findings and Discussion

The findings of our analysis are preliminary but indicate a number of similarities in that governing agencies from both countries are utilising the LTAD framework as a strategic planning framework (i.e. rationality) in which to define the roles and responsibilities of sport organisations. In particular, its adoption and implementation has been driven primarily 'top-down' and has been utilised as a disciplinary practice in which to ensure greater compliance to work towards achieving governmental sporting objectives. The two countries have, however, taken notably different trajectories in terms of how they have been adopted and utilized by governmental agencies and sport organisations. In Canada, the adoption of the LTAD framework has evolved into a broad-brush attempt to modernise (i.e. rationalize) NSO's towards the achievement of both high performance and wider objectives. Whereas in the UK, the LTAD framework has remained a sport-specific framework that continues to underpin the development of high performance athletes in select sports.

Conclusion, Contribution and Implication

Our analysis reveals the double-edged implications of sport organisations adopting and implementing the LTAD framework. On the one hand it is evident that LTAD has enabled sport organisations to be more reflexive of their own policies and practices surrounding athlete development and has enhanced their understanding of how they develop athletes. Whilst on the other, our analysis draws attention to how governing agencies and sport organisations regulate, control and shape coaches and athletes through the LTAD framework. In addition, we explore the deeper consequences of adopting the LTAD framework as "truth".

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Implementing Policy Outside Of The Elite Sport System: The Challenges and Opportunities For An Unfunded British Olympic National Governing Body

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Aim and Research Questions

In the context of the unchanging policy of substantial funding and prioritisation of medal success in British elite (Olympic and Paralympic) sport, the aim of this research is to explore the experiences of an unfunded British Olympic National Governing Body of Sport (NGB). The neoliberal context that dominates many elite sport systems, including the UK, involves public funding of sports organisations and a top-down process of policy implementation and accountability that rewards medal success with ongoing or potentially increasing funding. By contrast, the unfunded NGB discussed in this research struggles to develop its elite system adequately to achieve international success, a result of which is it cannot plead its case for funding, and so the cycle continues. Despite these circumstances, for number of years the sport has consistently had athletes representing the UK in international competitions including the Olympic Games. The broad aim of this research was to explore how an unfunded NGB negotiates the policy landscape and develops its elite athletes.

Theoretical Background and Literature Review

As O'Gorman (2011) noted, there is little research focusing on sport policy implementation in general and research about elite sport policy examines funding systems and nations' success, with a notable gap in exploring the experiences of unfunded organisations. Such organisations are disconnected from the dominant elite sport system, yet they share the overarching policy aims but fundamentally have to operate differently to their funded counterparts. This disconnection from the dominant system meant that a 'bottom-up' focused theoretical approach for examining policy implementation was necessary. The analysis of the data was informed by Lipsky's (1980) notion of 'street level bureaucracy' because it provides a relevant theoretical framework due to its focus on the every-day work of those implementing policy but doing so at a distance from policymakers. Further, Lipsky's work highlights the pressures those responsible for policy implementation face and how they adapt to cope with challenging circumstances.

Research Design, Methodology and Data Analysis

The research took a qualitative case study approach (Yin, 2003) and the data was collected through in-depth semi-structured interviews with eight people involved with the NGB – six of these were administrators, coaches and leaders, and two were international athletes. The interviews lasted between 45 and 120 minutes and were all conducted by phone. The interviews were transcribed, and the data analysed using thematic analysis.

Findings and discussion

When applying Lipsky's (1980) theory, the local, or 'street level', scenario in this case was the sport itself, which the members of the NGB know extremely well with some of the research participants having over 30 years of involvement with the sport. The challenges that street level bureaucrats experience, including lack of resources and uncertainty that impacts upon planning, and their characteristics, such as their commitment to their work, that Lipsky (1980) articulated resonated with the comments from the interviewees. Fundamentally the NGB shares many policy objectives and values with the dominant policy system and despite not receiving government funding, the organisation is implementing policy. Despite having scant resource, the NGB and its largely voluntary staff operate with professional values and works to develop and support elite athletes in a similar manner to those NGBs that are funded by providing coaching and logistical support for training and competition and working with domestic and international partners to ensure those athletes can participate in international competition, including the Olympic Games. The NGB has a tenuous relationship with UK Sport but to date its efforts to convince UK Sport of its potential for success should it receive public funding have failed.

The lack of public funding was found to be a constraint for the NGB and its athletes, but the disconnection from UK Sport offers freedom for the organisation in how it operates. Some of the interviewees expressed the NGB's position as being a strength as the organisation can define success for itself, work in the best interests of the sport and the athletes and avoid a lot of the pressures placed upon funded NGBs, including administrative and governance pressures, or 'wicked problems' (Sam, 2009).

Conclusion, Contribution and Implication

A key conclusion drawn from this research is that despite existing within a policy landscape that will not provide it with funding, the NGB is implementing a version of elite sport policy and although this presents a challenge for the very survival of the NGB (and therefore the sport in the UK), the organisation's disconnection from the dominant system means the NGB has greater autonomy, which has value. This case study presents an unexplored view of elite sport policy systems and adds to the understanding of the nuances of how elite sport policy is implemented. Additionally, the analysis of this case presents an opportunity to apply a bottom-up implementation framework due to the NGB's unusual position within the British elite sport system.

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State Sponsorship of Elite Sports: a comparative study between Brazil and Portugal

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Aims

This study aims to describe and compare the investment of state companies in elite sports in Brazil and Portugal.

Theoretical Background

It is a consensus that sports organizations need external investments to develop their activities efficiently (Ferrand, Camps & Torrigiani, 2007). Among the financial resources received, the sponsorship has received great attention. These sponsorships are carried out by private companies, which visualize in sports a platform to develop their communication and marketing strategies, as well as state companies, which, in addition to being in accordance with governmental policy, seek to achieve their market objectives (Cardia, 2014). However, the state companies that sponsor sports are the target of many criticisms from society. These include the real need for investment, the funding amount invested, sponsored organizations governance and return on investment (Lois, 2013). Thus, it is essential to understand the characteristics of this investment.

Research Design and Data Analysis

We included in this study all the state companies funding in elite sports in Brazil and Portugal between 2008 and 2016, applied in national sports federations. Quantitative descriptive research and qualitative research were carried out, using documentary research in printed and electronic documents and filling standard electronic forms, storing the data in a computerized system. The information was collected in the National Secretariat of High-Performance Sport of the Ministry of Sports in Brazil and, similarly, in the "Contemporary Portugal" Database (PORDATA), organized and developed by the Francisco Manuel dos Santos Foundation in Portugal. The data were cataloged and classified in a MySQL database by sport and year, identifying the amount of funds invested in the sport of each country, funding source (sponsoring company), funding destination (sponsored organization) and how the investments were applied, according to a computer model developed by Ferreira & Reppold Filho (2018). For the description and comparison of the investments, the quantitative data of both countries were analyzed through descriptive statistics. A content analysis was carried out to verify the returns obtained by the state companies after sponsorship of elite sports organizations.

Results and Discussion

Between 2008 and 2016, state companies invested in the Brazilian sports federations a total of € 352,634,171.56 (R$ 1,551,590,354.87), with an annual average of € 40,092,774.03 (± 15,671,725.29). In Portugal, the investment was lower in the same period, exactly € 257,548,483.00 (average of € 28,616,498,11 ± 4,595,160.983). Despite the difference in the funding amount, the pattern of investments during the years is similar, that is, decreasing between 2008 and 2012 and growing between 2013 and 2016. In the Brazilian reality, six state companies carrying out the financing: Bank of Brazil (31%), Federal Cashier Bank (30%), Brazilian Post and Telegraph Company (24%), Petrobras (10%), National Development Bank (5%), and Brazilian Airport Infrastructure Company (1%). In Portugal, funding was provided by the Portuguese Institute of Sports and Youth (IPDJ), an entity of indirect public administration, with administrative and financial autonomy. The biggest investment years were 2016 (€ 76,429,930.54) in Brazil (year of the Rio 2016 Olympic Games) and 2009 (€ 35,237,782.00) in Portugal. Regarding the destination of resources, in Brazil, the largest investment was allocated to the Brazilian Volleyball Federation (22%). In Portugal, the Olympic Committee was the recipient of the largest investments, receiving a total of € 42,781,772.00 (17%). Regarding the application of the investments, in both countries it was not possible to identify in the researched sources the type of final application of the resources, that is, what the resources actually sponsored. As for the qualitative analysis, it was observed that Brazilian state companies obtained positive returns such as spontaneous media, image, generation of relationships and business (Silva, 2018). In the case of the IPDJ, because it is an entity that has the function of supporting the definition, execution, and evaluation of the public policy of sports, no significant results have been found as a return to the Institute from the financing carried out, at most the qualification of the national sport.

Conclusion, Contribution, Implication

We conclude that in each country studied there is a funding specific system by state companies to sports federations. While in Brazil several companies inserted in the market of free competition invest in elite sports seeking the return of marketing and communication, in Portugal the state financing is centralized and directly linked to government policy. In the European country, the total annual funding is smaller than those invested in Brazil, however, new studies should consider the geographic area, the number of federations, athletes and sports practitioners for a proportional comparison of the funding amounts. In addition, this study shows that the disclosing method of the state companies' investments in elite sports, in both countries, is not sufficiently transparent to show how these resources are invested and what their economic results were. On the other hand, this analysis collaborates with the reflections on the public sponsorship destined to elite sports.

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SPORT GOVERNANCE AND POLICY

Session Chair: Maarten van Bottenburg

Sport Policies for Young People: The Importance of Examining the 'Margins' of Existing Research

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Aims

This discussion paper will present a case for, and identify significant value in, further research 'at the margins' in respect of sport, young people and policy analysis. It responds to the relative lack of research on sport policy that has focused on issues associated with young people, compared with the differentiated and comparative bodies of knowledge that have developed around community and elite sport policy.

Methods

The paper will draw in part on a comprehensive survey of studies examining policies associated with young people in sport that have been published in leading sport policy, management, sociology and education journals (denoted by inclusion in Clarivate Citation Index or Clarivate Emerging Sources List) since 2000.

Discussion

The substantive component of the paper will suggest different ways in which giving academic focus to 'marginality' both *of* and *in* youth sport policy research can help address theoretical as well as contemporary concerns.

First, youth sport policies are of interest due to their particular position at the 'margins' that intersect with an array of broader policy aspirations, sectors and institutions. Policies commonly position young people's engagement in sport as contributing across diverse agendas such as those concerned with educational attainment, youth unemployment, crime reduction and healthy lifestyles. Policy implementation crosses school and community contexts, and can involve sport organisations alongside those from education, youth work, criminal justice and public health to name but a few. The complexity of policy making and implementation in such 'crowded policy spaces' (Houlihan, 2000) can therefore stand in contrast, for example, to the relatively self-contained elite sport policy processes that have been widely examined in the literature. Further studies of youth sport policies, therefore, bring additional potential to offer broader theoretical insights given that major policy analysis theories have tended to be developed from research on specific and significant policy sectors in which policy processes are relatively self-contained (Giordono, 2019).

Second, the paper will discuss how marginalities amongst young people may be further considered within policy-orientated research on sport. Recognition and analysis of increasing socio-economic inequality has moved to the forefront of national and

international debates. The resultant marginalisation of particular cohorts of young people, especially those subject to deprivation, is particularly relevant to, but has been underexplored in, sport policy research. Existing literature on elite sport development and austerity and sport, to give two examples, has largely neglected to consider how implementation of overarching policies may have particular consequences for already marginalised young people specifically (for an exception, see Collins & Haudenhuyse, 2014). On the other hand, the expansion of the sport-for-development field has presaged increasing interest and sociological research on the use of sport for inclusion of marginalised young people (Darnell et al., 2018). There does remain, however, a significant gap for consideration of how youth sport policies and their implementation may shape and be shaped by the advent of sport-for-development as a relatively new but prominent element within the sport policy sector. Identifying these and other examples, the paper will advocate and identify possibility for an increased focus on marginality amongst young people in sport policy research.

Third, linking to these preceding issues and examples, the paper recognises the need to develop distinctive inter-disciplinary and methodological approaches to address marginality of and in youth sport policy research. Issues of marginality have been examined to a significant extent in other fields such as sociology and youth studies, and so drawing on both existing insights and, vitally, research methodologies to examine marginality in these fields would be valuable for youth sport policy research. That the issues identified in the paper also span different aspects of the policy process additionally suggests the importance of broadening the range of theories used to examine youth sport - in this regard, expanding the use of theories associated with policy implementation may be particularly beneficial. Finally, recognition that the issues of marginality highlighted in the paper span many different countries and contexts gives rise to a call to develop comparative analysis of youth sport policies, to sit alongside and complement existing comparative research that has largely focused on elite sport (Dowling et al., 2018).

Conclusions

The research agenda that the paper seeks to advocate is certainly broad, encompassing current marginalities in academia as well as in particular country and community contexts. As a corollary, the potential in developing this agenda, and particular component parts, is enormous. It is hoped that the paper will spark discussion and interest towards achieving this potential in youth sport policy analysis.

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Organizational Professionalization in Youth Sport: A Case Study of a Mid-Atlantic Youth Soccer Club

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Aim

The objective of this paper is to explore a youth sport club's organizational change through the lens of organizational professionalism. Legg, Snelgrove and Wood (2016) suggest that insufficient research attention has been given to organizational change in youth sport and argue for more studies. This qualitative study explores, explains and discusses the change process in a youth sport organizational structure in the context of increased professionalization of youth sport. The professionalization of youth sport is an intriguing example of the ways in which processes of professionalization and bureaucratization provide new challenges and opportunities for the youth sport club model. Historically, youth sports were organized in local clubs, driven by volunteers, and built on ideals such as contributing to social cohesion in the local community and being inclusive. The question now is whether this voluntary youth sport model is simply disappearing, or providing interesting lessons to be learned from the ways in which youth clubs enter the market, combine voluntarism and professionalism, idealism and commercialism, and "sport for all" and elitism. By addressing this question, the research goal is to add to the body of knowledge within organizational professionalization.

Theoretical Framework/Literature Review

This project is anchored in the literature on organizational professionalization. Organizational professionalization in sport is the process of changes in nonprofit organizations in terms of the increased presence of paid professionals in traditional voluntary sport organizations. Specifically, this paper adopts Dowling, Edwards and Washington's (2014) definition of sport professionalization: *the process by which sport organizations, systems and the occupations of sport transforms from a volunteer driven to an increasingly business-like phenomenon*. (2014; p. 527). However, professionalization entails more than the addition of paid staff. Evetts (2011) introduces terms 'new professionalism' and 'organizational professionalism'. In this context, professionalism is regarded as a positive attribute and something for which to strive. Organizational professionalism is manifested with normative value and is used by organizations and managers for organizational change and control. Skirstad and Chelladurai (2011) used an institutional theory approach to study organizational change in a multisport club. They concluded that several institutional logics could co-exist within an organization, so an organization could operate under multiple normative values or regimes. This is how organizations change and escape the "iron-cage." This study is similar to Skirstad and Chelladurai's because it studies a professionalization process of a voluntary sport club, but the club under investigation here is a single-sport youth club.

Context and Method

This study was designed as a case study of a local urban youth soccer club in the mid-Atlantic region in the United States. The club has approximately 6000 members and offers soccer activities for children between the ages of 4 and 18. The club offers an in-house recreational division and elite soccer teams ("travel teams") that play other clubs in the area. As such, the club's organizational goal comprises both a "sport for all approach" and an elitism mindset. Board documents were collected and analyzed. Semi-structured interviews with eight former and/or current board members were conducted. The past and current executive directors were also interviewed. Board members and executive directors were chosen to help shed light on the transition from a "kitchen table organization" to a "boardroom" organization as well as determine whether the different organizational goals of a "sport for all approach" versus elite/performance goal of the travel division could continue to co-exist and how the new management responded to the bureaucratization of the travel soccer scene. Braun and Clarke's (2006) six-phase thematic (inductive) analysis procedure was used for the analysis.

Results (preliminary)

When this abstract was submitted, the analyses were still incomplete. Preliminary analyses show, however:

- The decisions to change its organizational structure can be explained using the concept of normative forces from institutional theory as well as Evetts' concept of organizational professionalism. The club needed to change its organizational structure in response to more demands from stakeholders and the growth of the organization itself. However, board members also wanted the club to become more "professional" simply for the sake of being more "professional."
- In order to transform a youth sport organization, the Board must be aware of which institutional logistics drive decisions and what it wants to achieve with a more professional staff before embarking on the professionalization process.
- Even without a strong commercial component, different logics appear within the club. Tensions between a sport-for-all approach and the elite travel section kept the club from moving forward. The implications of these tensions will be discussed in the presentation.
- The presentation will discuss its findings in relation to Shilbury and Ferkins' (2011) suggestion that voluntary board members might not be the best equipped to help with strategic thinking as the organization proceeds with professionalization.
- Implications of this study include the need to conduct a follow up study of the club members' experiences with the professionalization process.

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Legitimizing Transformational Change: Shadowing Regional Sport Consultants In The Grassroots Implementation Of Strategy 2025

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Aim of the research

In 2017, the Swedish Sports Confederation set in motion a profound transformation of Swedish voluntary sport by adopting a new strategic plan: Strategy 2025 (RF, 2017). The purpose of the project this abstract reports on is to create knowledge on the workings and intended and unintended consequences of the 'internal sport policy advocacy' performed to usher sport clubs in the direction set out in this strategy: the delivery of more fun, healthy and developing activities. This implied a study of the system-internal legitimizing accounts and strategies used to gain acceptance for the strategy and the change associated with it. In order to capture these accounts and strategies, we focused on the system-wide consultancy structures that many systems have in place to support club development – regionally based sport consultants whose task is to be the interface between clubs' needs and wishes and top-down policies. The project's empirical base is data on such consultants' club-directed legitimizing claims and strategies connected to the internal legitimation of the implementation of Strategy 2025.

Theoretical background and literature review

Nonprofit public policy advocacy is normally understood in terms of civil society organizations' attempts to influence public policy on behalf of a collective interest (Jenkins, 2006). Initial analyses in a project undertaken by the second author (Stenling & Sam, 2019) clearly show how such external advocacy conducted by Regional Sport Federations (RSFs), has created a gap between the claims and promises made in external advocacy and sport clubs' recognition of the value of the strategy. Importantly, the data also shows that it is the ascribed task of RSF sport consultants to conduct what we here term internal advocacy, i.e., to close this gap by legitimizing Strategy 2025 in the eyes of clubs. To theoretically base our project, we use Creed et al.'s (2002) conceptualization of advocacy as the production of legitimization accounts.

Research design, methodology and data analysis

Analyzing the construction and use of both legitimizing claims and strategies, requires data that reveal both cultural content and 'legitimation in action' (Barley, 2017, p. 354). Since our focus is on how a specific function conduct internal sport policy advocacy, we employed a method that allowed us to focus on the work of individuals that fulfil this function: shadowing (Czarniawska, 2007). Shadowing essentially involves following an individual during her/his daily (work) life, and it is therefore a way of studying the situated work of people who move often and from place to place. Since shadowing generates large amounts data, we chose to shadow few individuals but at many points in time. Employing these points of departure, we selected eleven shadowees from two regional sports federations (the regional extension of the Swedish Sports Confederation,

divided by geographical location into 19 regions, responsible for providing administrative support to and representing all sports within a specific region). The actual shadowing was performed when consultants met with sport clubs (n=11) to discuss the implementation of Strategy 2025. The actual shadowing implied sitting in on these meetings and asking follow-up questions afterwards. Transcribed recordings (approximately 27 hours) and field notes were analysed using a mixture of predetermined and emergent codes, all the while using the constant contrasting/comparing tactic (e.g., Charmaz, 2014). The material was thereafter subjected to theoretical coding wherein we sought to establish relationships between codes.

Results/findings and discussion

As per abstract submission deadline, data are being analysed to be presented at the time of the conference. However, initial analyses indicate that much of the sport consultants' work is devoted to make sport clubs understand the strategic importance of the new strategy vis-à-vis external stakeholders and the surrounding society. In doing so, consultants employ system-internal legitimizing accounts and strategies emphasizing how the external resources directed towards sport are dependent on sport clubs acting and appearing legitimate.

Conclusions, contribution and implications

At the conference, these results will be discussed in relation to ongoing modernization trends well documented in the contemporary sport policy literature. We envision possible contributions to consist of the unintended consequences of the consultants' efforts to legitimize Strategy 2025 and, more specifically, of club- and policy-related consequences of consultants' interpretations of the 'gap' between the strategy and clubs' needs and wishes, and their efforts to close this gap.

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Policy Monitoring In Youth SportsAnalysing The Quality Of Youth Sports In The National Governing Bodies (Federations) Of Flanders.

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The aim of this research is to identify how the National Governing Bodies (NGBs or Federations) in Flanders define, develop and can improve the quality in their youth sports clubs. The research defines the characteristics of quality in youth sports clubs.
Since there is a wider range of leisure opportunities, the organised sport sector has to compete with the alternatives youth have these days and athletes become critical 'clients' towards their sports club. The quality of youth sports clubs is essential for fostering sport participation and research showed that a loss of quality leads to drop-out of the athletes (De Knop & Buisman, 1998). Barcaccia et al. (2013) state that research is still a long way off from a precise, clear and shared definition for Quality of Life and that the importance of subjectivity in the definition is a key aspect. There is no universal or all-encompassing definition or model of quality. The 'organizational capacity model' of Hall (2003) shows that the overall capacity, including financial, human resources and structural capacity, of a non-profit organisation is influenced by a variety of external factors: governmental decisions, environmental constraints and facilitators, access to resources and historical factors.

While quality, as defined from the management perspective of sports clubs is essential, other stakeholders may have different views on the quality of youth sports clubs. For example the club managers, coaches or other service providers, the consumers or the users and the experts (Chelladurai & Chang, 2000). In addition to the differences in defining quality among stakeholders, the quality will also depend on the context: the goals that athletes, coaches and parents want to achieve with the sport, the age of the athletes... Sport clubs struggle to achieve the different goals: sporting club performance, cultural values and business values (van Eekeren, 2016). As such, this current research aims to identify how the NGBs in Flanders define, develop and can improve the quality in their youth sports clubs. Most importantly, it will define their different goals, how they try to achieve these goals and what is the most effective and efficient way.

Methodology
This research provides an overview of what the National Sports Association in Flanders (NSA) and the NGB have already been doing to support the development of quality in their sports clubs. Document analysis on policy plans, yearly reports and interviews of 24 NGBs (step 1: mapping) was used to identify the activities to develop quality in sports clubs. The Flemish NGBs completed an online survey (step 2) with open-ended questions to allow bringing up new insights. In addition, seven in-depth interviews took place (step 3) with experts from different institutions (NSA: Sport Vlaanderen; Gymnastics federation; Tennis federation; professors in sport policy and -management; head of the Flemish trainers school).

A thematic content analysis was used to identify the categories of actions to develop quality from the data (Hsieh & Shannon, 2005). The mentioned ideas/insights in the questionnaire and interviews on implementations to develop better quality in youth sports were noted.

Results

The response rate of the questionnaire was 81,4%, which includes 57 NGBs of the 70 recognised and subsidised NGBs in Flanders.

Although many characteristics of quality in youth sports clubs were identified, five major elements emerged that are important to achieve quality of youth sports in sports clubs according to NGBs: active, competent and motivated trainers; ethics in the sports clubs (communicating values, social acceptance and inclusion, faire play, …); differentiation in sports, training elements and difficulties; low barriers to participate; accommodation and material. NGBs are all investing in education to make sure all trainers are qualified.

NGBs and clubs invest in ethical healthy sports clubs: almost all the NGBs have an integrity contact person and invest in making practice-oriented actions and campaigns to promote ethical sports clubs. NGBs and clubs invest in education for trainers and attract new volunteers, but still experience a larger dropout of these people, leading to a shortage of qualified trainers. Only a few of the NGBs invest in 'building a community' around their clubs. Smaller NGBs have difficulties in surviving financially, but do not always have the resources to find more funding.

Conclusion

The identified themes in NGBs are very traditional and provide little information on what quality in youth sports clubs means in total. According to Chelladurai & Chang (2000) quality can not only be evaluated and defined by NGBs or expertise of organisations, but also users, parents and trainers are very important stakeholders. This analysis does not include the views of these stakeholders. Further research is necessary on how youth athletes, parents and coaches perceive quality in youth sports clubs. According to experts from NGBs, a major challenge of sports clubs and NGBs is measuring the impact of implemented actions and subsequently adapt the action to the insights they gather with this evaluation.

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SPORT GOVERNANCE AND POLICY

Session Chair: Berit Skirstad

Sport Related Content Of Election Programs And Coalition Agreements

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Aim and Research Question
Sport is highly dependent on subsidies from the state. And, at least in democratic states, the political parties are central actors in the political decision making processes (Merz & Riegel 2013). With this in mind it is surprising that there is a lack of studies related to the sport related content of election programs and coalition agreements of political parties. This paper will deal with this topic by analyzing the sport related content of the election programs of the political parties in comparison to the sport related content of the coaliton agreements. In doing this the following research question will be answered: Is the sport related content of the election programs a good predictor for the sport related content of the coalition agreement?

Theoretical Background and Literature Review
It is often stated that election programs have little importance for the practical action of politicians. However empirical studies show that election programs are a good predictor for coalition agreements as well as for the practical actions of politicians in general (Merz & Riegel 2013).

There are only a few studies, that deal with the topic of sport related content in election programs (Schmidt 1979, Chaney 2015) and there are only a few books were the topic is included, if only as a chapter or section (e.g. Güldenpfennig 2013). The research from Schmidt (1979) and Güldenpfennig (2013) deals with the sport related content of the election programs but is only descriptive. The research from Chaney (2015) is built upon the theory of 'issue-salience' and uses mixed methods to analyze the sport related content of election programs in the UK in a long-term perspective. None of the existing research compares the content of the election programs with coalition agreements.

Research Design, Methodology and Data Analysis
The sport related content of the election programs of the most relevant political parties for the national election 2017 in Austria is compared with the sport related content of the coalition agreement between the two governing parties: the Austrian Peoples Party (ÖVP) and the Austrian Freedom Party (FPÖ). For this the sport related content of the documents were extracted by using the German equivalents of the search terms "sport", "movement", and "gymnastics". The comparison uses quantitative text mining methods as well as qualitative content analysis. The quantitative text mining is done by vectorising the stammed content and conducting a stepwise clustering following Ward (1963). This

is achieved by using the Python programming language. The qualitative content analysis follows the approach of an structured content analysis from Mayring and Fenzl (2014).

Results and Discussion

The results show that the sport related content of the coalition agreement has maximum closeness to the content of the election program of the conservative Austrian Peoples Party, which is the coalition partner that got most electoral votes in the 2017 election (31.5%). The content of the right-wing populist Austrian Freedom Party (which had 26.0% in the 2017 election) is the second closest to the content of the collation agreement. The sport related content of the election programs of the other political parties are more distant from the content of the coalition agreement and there is another content-related cluster that can be identified: the left-wing Social Democratic Party (SPÖ) and the left-wing Green Party have a lot in common regarding the sport related content of their election programs.

The results show that the sport related content of the coalition agreement is closer to the content of the governing parties than to the other parties. It can be stated that even in the smaller political field of sport there is a high predictability of the content of the election programs on the content of the coalition agreement. This shows that even in the field of sports, politics matter and that the outcome of national elections are relevant for the sports politics of a national state.

Conclusion, Contribution and Implication

The empirical findings show that the sport related content of the coalition agreement of the selected case is highly influenced by the sport related content of the election programs of the governing parties. The above stated research question can clearly be answered with yes. The sport related content of the election programs of political parties are a good predictor for the coalition agreement between the later governing parties. This has several implications. On the one hand if voters are interested in the field of sports and want politics to regulate sport in their sense they can use the election programs as a good guideline as to which political party fits their sport related interests most and integrate this knowledge in their electoral decision making. On the other hand it seems to be an appropriate way for sport governing bodies to influence the sport related content of election programs to reach their goals.

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Understanding Legitimacy Of International Federations From The Perspectives Of Field Frame

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Aim and Research Questions

The purpose of this study is to identify a convincing framework to understand what constitutes legitimacy of international federations (IFs) and how they manage to sustain it. To answer these questions, firstly it is necessary to investigate who they are, what they do, and to whom they are accountable, a mixture of which marks how their legitimacy is formulated accordingly. Since IFs have both publicness and privateness1 in nature and they manage to shift between these two sides of the spectrum, how can we position IFs in our time and evaluate their legitimacy more accurately and systematically?

Theoretical Background and Literature Review

Both empirical and theoretical challenges are recognized in scholarly efforts to fully understand IFs as an industry. Empirically, IFs' organizational advantage accrues from the particular duality that they have because they are juridically third sector organizations (as opposed to those in the public and private sectors), but their organizational culture is quite business-like. Theoretically, literature on the third sector organizations, sports management, and organizational theories in general2 can each shed light on one aspect of the organizational field, implying that an integrated framework is of necessity. Here, the concept of field frame3, an institutionalism approach developed by Lounsbury, Ventresca, and Hirsch (2003), proves appropriate for our concern because it deals with intra-industrial mechanism, especially that in between those with not-for-profits and for-profits agenda.

Research Design, Methodology and Data Analysis

In this paper we seek to address the gap in existing literature and to propose a framework that helps to examine IFs' legitimacy. It is a conceptual reflection on extant literatures while also applying data gathered in fieldwork of Clausen and Bayle (2018), especially how IFs identity themselves and thus manage to construct their legitimacy. These are then analyzed and compared with IFs' official website, more specifically their domain names4, an effective way to investigate how organizations nowadays present themselves to stakeholders and the general public (Schau & Muniz, 2002).

Results/Findings and Discussion

When criticizing the World Bank and IMF as international organizations,) is correct to explain "The problem is that these institutions have come to reflect on the mind-set of those to whom they are accountable." So it be for these IFs. It is true that they do not share directly shareholders profits generated from their business-like behavior and commercialization. This makes them fulfill one of the criteria to be NPOs. Yet one should bear in mind that they also benefit their stakeholders (media and sponsors) in other

indirect ways (e.g. redistribution and recreation of commercial interests, generated mainly from selling broadcast rights and advertisement). However, compared to other private companies in the stock market, financial transparency and accountability are not much an issue for IFs. If we do not want to assert that they abuse "NPO" status to take advantage of the system (e.g., tax exemption), definitely it is high time to rethink the duality or complementarity of their nature, somewhere in between the privateness and the publicness.

Conclusion, Contribution and Implication

In this study we aim to contribute to extant knowledge by presenting the following arguments: a) financial security sustains IFs who thus have means to realize their agenda and claim for legitimacy; b) IFs' organizational performance (i.e. external effectiveness and internal efficiency) is conditioned by their possessed resources and legitimacy, and these two are secured mainly but not exclusively through commercialization and professionalization; c) voluntarism as a legacy continues functioning and IFs are still expected to demonstrate their concerns about social return on investment of sports, demonstrating that public interest is indispensable to legitimize IFs. We therefore propose a framework composed of three dimensions: financial security, global performance, andpublic interest, to better envisage contemporary IFs' operations and legitimacy. Future research is encouraged to explore the rationale behind, and this leads to a more sophisticated understanding of IFs' organizational behavior.

Notes

1 Organizational publicness pertains its ownership, funding, and control (Bozeman, 1987); organizational privateness is crystalized in its commercial logic and market-orientation practices such as efficiency maximization and cost down strategies (Krøtel & Villadsen, 2016).

2 See Giulianotti (2011), O'Boyle & Hassan (2014; 2015), and Phelps & Kent (2010) respectively.

3 For Lounsbury et al. (76-77), field frame is "a component of discourse" which can "provide order and meaning to fields of activity by creating a status ordering for practices that deem some practices as more appropriate than others."

4 Having a quick look at their official websites, we see at least three forms of their domain names: .org, .com, and .sport. Evidently this is directly linked to their respective self-identity, demonstrating that a set of factors should be taken into consideration when evaluating their legitimacy.

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Reforms Of The Gaming Markets And The Public Sport Policies In The Nordic Countries

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Aim of the research

The aim of the study is to analyse how changes in the regulations of the gaming markets in the Nordic countries in 2010-2017 have influenced the sports policy structures and contents in Denmark, Finland, Norway and Sweden.

The public funding for the sports has traditionally been closely linked to the national gaming markets in the Nordic countries. However, the last decades have revolutionized the European gaming markets, mainly through two factors. Firstly, the European Union (EU) and the international free trade agreements have put pressure on the liberalisation of the gaming market, as strictly controlled monopoly systems fought against the principles of free movement and free trade in the EU. Secondly, technological advances have made it possible for gaming to move to digital, online platforms, where national borders and legislation are no longer capable of managing gaming operators and players as effectively as before. Under this pressure the Nordic countries have also discussed the opening up of the monopoly market to competition and Denmark and Sweden have also taken steps in this direction during 2010s.

Theoretical background

The so-called Nordic model of the sport is based on the voluntary sport movements which play a central role in the sport policy making and the operational issues while states have only a supporting role as a financier (Norberg 1997, Ronglan 2015). The funds for the states' sport appropriations are collected mainly from the national gaming companies or license system. Traditionally the sport appropriations are allocated outside the political budget process by the ministry responsible for sport matters. The umbrella organisations receive the main share of these appropriations and re-allocate them to their member organisations. The close relationships between gaming companies, ministry and umbrella organisations have been in the heart of the corporatist arrangements in the Nordic countries. Very little attention has been paid to the question how the conditions of these arrangements are reformulated through gaming market reforms and how different reform solutions may challenge the existence of Nordic sport model. Theoretically and politically, should the domestic arrangements be adapted to supranational requirements or should they be ignored? Should the domestic system be reformed beforehandly or by making small adaptions afterwards or in the face of forced action (see Streeck & Thelen 2005).

Methodology, research design, and data analysis

The paper is based on the research reports published in 2010 (Mäkinen 2011) and 2018 (Stenbacka et al. 2018) Both reports are focusing on the comparison of the financial support and organisational structures in the sports policies of the Nordic countries. The extensive research material ranges from gaming legislation to the rules of the allocation

of the sports subsidies and the level of funding. The data have been collected from official statistics, annual reports of the gaming companies and the websites maintained by the state and municipal authorities.

Results and discussion

The comparison between the four countries shows both divergent and convergent trajectories in the Nordic sport model.

The Finnish State received about double the amount of gaming income compared to Norway and Sweden and more than six times that of Denmark. In Norway, the system is similar to Finland but extends only to state-owned Norsk Tipping, which operates in Norway with a market share of approximately 66%. The Danish gambling market is the most market-driven in the Nordic countries and the state-owned gambling company has the lowest market share, which means that the amount of money that the Danish government receives in the Nordic gaming market is comparatively small. In Norway and Finland, the ministry allocates the state sports appropriations, which are in practice completely dependent on the results of state gaming companies. In Sweden, the corresponding arrangement was cancelled, and the funds allocated by the state for physical exercise go through the normal budget process and the sports budget is not dependent on state-owned Svenska Spel's profit. In Denmark, too, the sports budget goes through the parliamentary budget process, but the sports budget is partly linked to the profits of gaming companies.

Despite of the large reforms in the Nordic gambling markets during 2010s governmental funding for sports is still strongly based on the profits of the gaming companies in all Nordic countries. In addition, the state-owned gaming companies is still substantially present in their gaming markets. This Nordic gaming model has been challenged by the European Union, technological development and the internationalization of gaming. Countries have responded to the challenges in different ways: Denmark has decided to liberalize its gaming legislation in a commercial direction, Finland and Norway have tightened their legislation, safeguarding the monopoly position of state-owned companies and hence public funding for civic activities. Sweden has been struggling with the strengthening of EU legislation and the commercial gaming market and has recently decided to follow Denmark and liberalize part of its gaming market.

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Predicting The Future of New Sports

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Aim and research questions

The popularity of sports varies over time, in which established sports such as tennis are losing interest and new sports are emerging and gaining popularity. For example, in recent decades a rapid rise in squash (80s), golf (90s), and skating (00s) has been noted. Also, technologization, globalization, indoorization, and equipmentification are influencing sport. With the popularization of new sports, the need for new accommodations is also increasing. In the Netherlands municipalities are the main contributors to sports accommodations. However, the popularity of new sports is difficult to predict. This raises the question for policymakers which sports are able to maintain popularity and which sports will be likely to disappear. Therefore, the aim of this study is to provide insight into the potential of new sports in the Netherlands to support policymakers in their decision to invest in sports facilities of new sports. The main research question is: What are predictive factors for the sustainability of new sports in the Netherlands?

Theoretical background and literature review

The Product Life Cycle (PLC) theory of Vernon (1966) was used to assess the status of new sports in the Netherlands. Within PLC there are four different lifecycle stages of new products: introductory stage, growth stage, maturity or decline. The stage of a sport can be identified by comparing the annual number of new sports accommodations with the total amount of sports accommodations of a new sport at a specific time period. The theory of Rogers (2003) was used to assess whether these new sports are promising for further growth. Rogers (2003) describes five factors for a successful innovation that also apply to new sports: 1) compatibility - the degree to which the innovation is perceived as being consistent with existing values, past experiences, and needs of potential adopters; 2) relative advantage – the degree to which the innovation is perceived as better than the idea it supersedes; 3) complexity – the degree to which the innovation is perceived as difficult to understand and use; 4) observability – the degree to which the results of the innovation are visible to others; 5) triability – the degree to which the innovation may be experimented with on a limited basis.

Research design, methodology and data analysis

To identify predictive factors, a case study was conducted of four upcoming sports in the Netherlands: padel, beach volleyball, bouldering, and airsoft. The case studies consisted of desk research into the history, rise, development, and organization of these sports in the Netherlands. Semi-structured interviews were conducted with initiators, involved federation employees, and sportsmen. In addition, information from the Dutch Database Sport Accommodations was used to make statements about the development of the number of accommodations of these sports in the Netherlands.

Results/findings and discussion

Padel is a racket sport that was introduced in the Netherlands at the start of the twenty-first century. Padel is not yet a mature sport in the Netherlands. It is primarily a game being played by tennis players and expats who have become acquainted with the sport abroad. The sport is little known among the general public. Padel seems to benefit from the decline in tennis and the commitment of the tennis federation to convince tennis clubs to offer padel as a second sport to their members. In the Netherlands, beach volleyball was introduced in the late 80s and has experienced a massive growth in the number of accommodations in recent years. In particular, beach volleyball is a sport that was played by indoor volleyball players in the early years, but recently has become popular outside of indoor volleyball. Beach volleyball has reached maturity. Bouldering is a form of sport climbing that is performed on small artificial walls. The sport was a method of training for roped climbs, but recently evolved into a separate discipline. However, bouldering is still a relatively unknown activity with a high price tag, hindering a further growth of the sport. Airsoft is a tactical shooting sport in which participants shoot opponents with plastic projectiles launched via replica air weapons. In the last five years airsoft experienced a rapid growth, despite dealing with image problems due to the use of replica arms.

Conclusion, Contribution and Implication

Padel is expected to grow at an accelerated pace. Beach volleyball clearly seems to have established itself as a mature sport in the Netherlands. The establishment of bouldering is less clear. Airsoft appears to be in the growth phase and is expected to continue to grow. By investing in accommodations of padel, beach volleyball and airsoft, and to a lesser extent in bouldering, the chance of these new accommodations becoming redundant over time is low. The findings of this study can be helpful for municipalities to decide whether or not to finance sports facilities of these new sports. However, continuous monitoring is needed.

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Session Chair: Vassil Girginov

Women Representation In Voluntary Sports Clubs' Boards: Determinants And Club Types

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Background and aim of the study

Despite the notion that voluntary sports clubs (VSCs) offer programmes to a variety of different population groups, these population groups are not adequately represented in leading positions in these organisations. For example, women are still underrepresented in leading positions in VSCs compared to their share among members (cf., Sisjord, Fasting, & Sand, 2017). This underrepresentation of women is first of all puzzling from a good governance perspective (Sotiriadou & de Haan, 2019) and second from a management perspective since research has found that larger shares of female board members lead to smaller organizational problems (Wicker & Breuer, 2013). Therefore, the aim of this study is to investigate the factors associated with the share of women on the club's board and whether VSCs can be assigned to different groups based on the share of women on the board.

Theoretical background and literature review

A growing body of research deals with the underrepresentation of women in sport leadership positions (for an overview see Burton, 2015). Although studies investigated the female share on boards of sports federations, the club level has so far been neglected in empirical research. To explain and understand the lack of women within leading positions of sports organisations, two theoretical approaches are applied: the first is homologous reproduction which in essence states that there is a systematic reproduction of the dominant group in its own image, i.e. men rather recruit men. This effect has been found in coaching and administrative sports contexts (cf., Whisenant & Mullane, 2007). The second approach is gender stereotypes, suggesting that the presence of stereotypes, such as what women are alike and to what sports or positions they fit, prevent women from advancing to higher positions (e.g., Wicker, Cunningham, & Fields, 2019).

Method and Data Analysis

This study uses primary data from an online sports club survey in Germany in 2015. The questionnaire contained questions regarding members, sports, volunteers, recruiting strategies, and club philosophy. The data set used for the analysis comprises *n*=14,356 cases. The data analysis consists of a linear regression model with the dependent variable 'share of women on the board' and structural club characteristics (club age, club size, share of female members, share of volunteers per member), types of sports,

the clubs' attitudes towards an equal gender participation in sports and towards the opportunity to gain social skills, two variables reflecting how clubs recruit volunteers (either from within the club or from outside), and macro-level factors (community size, female inhabitant share, federal states) as independent variables. A two-step cluster analysis is performed with the female share among members and board members as cluster variables.

Results and Discussion

The descriptive results underpin the underrepresentation of women on club boards in Germany: The average female share among board members amounts to 28.9% and is thereby below the average share of female members (37.4%) and the average population share of women in the municipality where the club is located (50.9%). The results of the regression analysis reveal that several club characteristics have a significant impact on the share of women board members. First of all, gender stereotypes with regard to the type of sport are supported: clubs offering figure skating, fitness, gymnastics, and equestrian have higher shares of women on the boards while clubs offering e.g. football, handball, fencing, aerosports, and sailing have lower shares of female board members. Moreover, club age is a significant determinant with older clubs having lower shares of women on the board. Furthermore, the presence of women, both in the population and among members, significantly determines the share of women on the board in a positive way, as does recruiting volunteers from outside the club. Interestingly, the aim of clubs to offer equal participation opportunities for men and women has no significant impact, whereas the goal to foster personal and social skills is positively related to the female share on the board. The cluster analysis reveals a five-cluster solution, meaning that clubs can be differentiated in five different groups based on the female share among board members and members. The groups range from clubs with low shares of women (board) members to clubs with high shares of women (board) members. Interestingly, one group has higher shares of women on the board than among members. ANOVAs with structural factors show how the groups of clubs are characterised.

Conclusion, Contribution and Implications

The results of this study underline the still existing gender inequality in sports clubs and particularly on club boards. The study is, to our knowledge, the first to empirically investigate determinants of the female share on VSCs' boards. The study contributes to the ongoing debate of the underrepresentation of women in leading positions in sports by showing which organizational factors actually influence the composition of club boards.

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Governance of National Leagues and Barriers to Professionalisation in Team Sports

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Aim and Research Questions

It is claimed that modern sport represents the ideas of professionalization, commercialization and commodification. To be 'professional' means both state-of-the-art knowledge or skills as well as a rational and efficient model of organization. However, not all sports are able to attract enough resources from outside their own participant base for the professionalization process. Therefore, the aim of this study is to analyse the national structures of professional sports and the barriers to professionalization in four team sports in Finland: ice hockey, basketball, Finnish baseball and floorball. The research questions are as follows: (1) What kind of elite sport structure exists in the four team sports in Finland? (2) What is the state of professionalization in those sports? and (3) What kind of barriers to professionalization have the sports faced?

Theoretical Background and Literature Review

The key precondition for professionalization is the ability of a sport to derive income from outside its participant base (Beech & Chadwick 2013, 15) and to form a specific organizational field, which constitutes the professional practices of that sport (O'Brien & Slack 2003). This is why the overall annual turnover of the league clubs and the structure and governance of the highest league were analysed.

Nagel, Schlesinger, Bayle and Giaque (2015) have developed a framework for analysing professionalization in sports federations. Based on this framework, a Swiss research team has studied the forms, causes and consequences of professionalization in international sports federations (Clausen et al. 2018). They identified eleven categories of causes of professionalization, five of which were classified as barriers (which could also be called drivers) to professionalization: organizational culture, leadership, commercialization, paid experts and management practices (Clausen et al. 2018, 46–47).

Methodology and Data Analysis

The data for this study were gathered by studying official documents from both local (league clubs) and national (league organizations and national governing bodies, NGB) organizations and in eight semi-structured interviews with team sport managers. The interviews were recorded, transcribed and imported into the software ATLAS which was then used to structure and manage the data.

Results and discussion

The level of professionalization is strongly dependent on the commercialization and financial resources of the sport. The Finnish ice hockey league, with 15 teams and €100 m in annual turnover, is clearly the only fully professional sport in a Finnish context. The national ice hockey league was founded in 1975 and is owned by the league clubs. Finnish baseball (€7.1 m), basketball (€5.7 m) and floorball (€3.1 m) have semi-

professional leagues which are totally or partly owned by the NGB. These leagues were established in the late 1990s.

Ice hockey has been able to build a strong network of professional clubs in major cities in Finland, while the other sports have struggled to create a sustainable professional sport culture. The economic challenges and the lack of modern facilities with the opportunity to cater to a range of clients were noted as the most important external barriers to professionalization. In the three sports where the highest league is governed by the NGB, the professional practices are regularly opposed with softer values of voluntarism and youth sport. In some cases, the leaders of the NGB value the national team and its success more than the national professional league. This represents a paradox: the development of the professional league is left to the league clubs, but the league structure is governed and managed mainly by the NGB and the league clubs are just one group of many stakeholders.

Conclusion

These results show that the nature of the professionalization processes of the four different team sports is uneven and asynchronous. Only ice hockey is fully professional and has adopted a mixture of the European and American models of organizing at the professional level. The three other sports are more engaged with the traditional Nordic sport model, where NGBs are responsible for a wide range of activities from the grassroots to the elite level, including the professional leagues. This structure seems to hinder the development of the professional level, because those responsible for the product are not fully able to decide the model and practices of the professional league.

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Competitive Balance In Professional Team Sports: A Systematic Review

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AIM

This paper provides a systematic review of competitive balance literature to determine the most effective way of measuring competitive balance in differing sports leagues.

THEORETICAL BACKGROUND AND LITERATURE REVIEW

Academic literature surrounding the concept of competitive balance is vast and significantly varies dependent on the author, geographical location, sport analysed, and measurements used. As such, whilst there is extensive literature in terms of the volume of articles, there is yet to be an article that looks to synthesise this literature in a systematic way. Most research will cite two distinctive areas of competitive balance which provide the theoretical framework to this field of literature: (1) analysis of competitive balance (ACB), and; (2) uncertainty of outcome hypotheses (UoH). These areas were first cited by Fort and Maxcy in 2003. However, there has also been considerable debate since this paper on the methodological aspects and competing methods of competitive balance and whether or not the 'right' measures are being applied in any given situation in the context of professional team sports and leagues. It is important here also to emphasise the focus on team sports as part of this study as individual sports lack the necessary elements for competition to measure competitive balance effectively.

METHODOLOGY

This paper utilises a systematic literature review on the basis that it is fundamentally a scientific activity (Mulrow, 1994) allowing the authors to search for the 'whole truth' across literature. Using Tranfield et al., (2003) as a model, a scoping study identified existing literature to highlight key criteria moving forward. Subsequently, a review panel was formed to outline appropriate search strings and databases. The resulting articles were subsequently screened for duplication and relevance by the panel and results were themed by the authors.

RESULTS AND DISCUSSION

The original article search returned 1,500 articles across 5 different databases. Subsequently, 114 articles were carried forward due to inclusion/exclusion criteria and their appropriateness and relevance to the professional team sports industry. These 114 articles were themed accordingly under the following headings: characteristics of competitive balance (including literature on the theoretical perspectives of ACB and UoH), measuring competitive balance (including concentration and dominance measures), territory specific competitive balance, factors effecting competitive balance (including revenue share, salary caps, reserve clause and free agency) and sport specific competitive balance. The main findings from these themes are that most authors tend to agree on the two theoretical perspectives (ACB and UoH). However, it is apparent that

literature ultimately begins to become disjointed dependant on the sport being analysed and whether this sport follows and American sporting model or a European sporting model. Whilst much of the early competitive balance literature was dominated by American professional team sports, particularly looking into Major League Baseball (Borooah & Mangan, 2007), more recently the contributions looking into European professional sports leagues have significantly increased arguably due to the popularisation/globalisation of European football (soccer) in particular. It is this, primarily, that has led to competing methods in the field and the main finding within this systematic review is that certain sports and certain leagues should measure competitive balance in certain ways that is dependent on the league structure. For example, there are measures of competitive balance applied in American team sports that are not relevant for analysing European sport leagues given the inherent differences in league structure and governance.

CONCLUSION, CONTRIBUTION AND IMPLICATIONS

The findings of this study present competitive balance in a concise and systematic manor that to the authors' knowledge has not been done previously. The main contribution of the systematic review is within the theme of competing measures. The study presents an appropriate framework for measuring competitive balance (in terms of specific variables) in different sports and different league structures thus going someway to answering the research aim of measuring the 'right' things in the 'right' circumstances in respect of competitive balance. There will, of course, always be subjectivity in this approach but, nonetheless, our study does provide a systematic and justified approach that progresses the methodological approaches currently present in the field.

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SPORT GOVERNANCE AND POLICY

Session Chair: Simon Shibli

How Does Context of Countries Influence Elite Sport Policy and Success? A Scoping Review to Conceptualise a Framework

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Aim and Research Questions

This systematic scoping review aims to clarify how context conditions are defined and and to what extent researchers operationalise this concept into shaping nations' elite sport policy process and international sporting success outcomes. 'Context' is something that many in the field of public [sport] management deem with significant importance, but few define it, and even fewer do so much to describe and analyse it (Pollitt, 2013). Hence, this literature review aims to describe the nature, potential use and value of the concept of 'context' of countries in the policy process of elite sport development and international success. The following primary review questions will be addressed: (1) How is 'context' defined or conceptualised within elite sport policy literature and other relevant academic studies?; (2) What methods and theoretical frameworks (if any) have been used for analysing elite sport policies?; and (3) To what extent do individual contextual factors shape international sporting success? This study hopes to contribute to our understanding of context conditions in developing elite sport systems. Finally, a unifying 'macro-/meso-level context factors framework' will be proposed that aims to clarify the many questions that remain about achieving optimal elite sport environment in different nation contexts.

Theoretical Background and Literature Review

The phenomenon that more and more nations are in the pursuit of international success (often referred to as 'the global sporting arms race') has driven researchers to investigate elite sport systems. In particular, the extent and pattern of government support for elite sport has been heavily examined during the past two decades (Houlihan, 2012). Although sport management scholars acknowledge that policy development and implementation are strongly dependent on specific conditions of a country, our understanding of how such context conditions actually influence the policy process of elite sport development remain limited and challenging (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). Weible (2014) proposed that policy process research involves "the study of the interactions over time between public policy and its surrounding actors, events, and contexts, as well as the policy or policies' outcomes" (p. 5). Therefore, as a focus of this review, the policy context relating to the socioeconomic conditions, culture, infrastructure, biophysical conditions, and institutions, including the rules comprising a constitution structuring a (sport) governing system are explored and

conceptualised. Furthermore, emerging factors from the review may be classified into broad context dimensions as proposed by Digel (2005), such as, but not limited to, social structure, mass media, political system, economic situation, educational system, and mass media.

Methodology

The scoping review was based on the methodological guidelines for conducting systematic reviews by the Joanna Briggs Institute (Peters et al., 2015). Relevant databases (i.e., EBSCO Sportdiscus, Elsevier Scopus, Clarivate Web of Science, and Science Direct) were searched for related key search terms in January 2019. The search is limited to academic studies that adhere to the following criteria: investigating governmental elite sport policy (e.g., that of national sport associations or governing bodies), the development of elite sport policy process, or some aspects of delivery of elite sport outcomes. Articles are excluded if they were not written in English, and if they focused on individual performance of athletes (micro-level) or other sport policy domains (i.e., sport for peace and development). The findings emerging from the review are to be categorised using thematic analysis into different broad context dimensions and will be represented in a conceptual framework.

Preliminary Findings and Discussion

The database search returned 4.075 academic and grey literature from 1974 to 2018. After screening the records with title/abstract and full-text examinations, thirteen (13) studies were selected for data extraction. Relevant statements based on the selected studies are being extracted and analysed using thematic analysis to define 'context' and conceptualise contextual factors shaping the nations' elite sport policy process. So far, initial findings show most of the studies were conducted in highly-industrialised western countries, which utilised various theoretical frameworks (e.g., advocacy coalition framework, multiple constituency model, etc.) to analyse the elite sport policies of their respective participating nations. After charting the results, a synthesis of nation context definitions will be presented, including a discussion on the degree of operationalisation of context conditions in the selected academic studies. A 'context conditions conceptual framework' will then be proposed that attempts to understand the extent of influence of context conditions on the elite sport policy process and nation's international success outcome.

Conclusion

This study addresses the unravelling of context conditions from being a static, passive backdrop to a more active constituent affecting the policy process of elite sport development and its success outcomes. The suggested 'context conditions conceptual framework' could guide the analysis of how context and underlying mechanisms shape the elite sport policy process. Indeed, this study contributes to a better understanding of the contextual configurations of countries' elite sport policy system and their respective outcomes.

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To What Extent Can the SPLISS Framework Explain the Effectiveness of the Elite Sport System in a Small Relatively New State: A Case Study of Slovenia

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Aim and Research Question

Over the last thirty years, Slovenia has undergone a transition from a communist to a democratic settlement, which has had important consequences for the political, economic, social and cultural spheres, including sport. Since Slovenia's independence in 1991, Slovene athletes have achieved many sporting successes at major international competitions. For a country that is small in population, size and wealth (Thorhallsson, 2006), these sporting achievements indicate a certain level of effectiveness of the elite sport system. Therefore, the purpose of this paper is to explore and analyse the sport policy context underpinning sporting success in Slovenia. The research question is:
To what extent can the SPLISS framework explain the effectiveness of the elite sport system in Slovenia?

Theoretical Background

The SPLISS model explains how sport policies can influence state's international sporting success and also identifies its crucial determinants via 9 pillars (De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006; De Bosscher, De Knop, Van Bottenburg, Shibli, & Bingham, 2009; De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). For the purpose of SPLISS, elite sport policies of different countries are compared regardless of their individual characteristics and differences. Since population, size, wealth and the political structure of a country account for 41.6 % of the medal success at the Olympic Games (De Bosscher et al., 2015), this then begs the question: how can small countries enable their success in international sport, despite their 'disadvantaged' start point?
Since the SPLISS model does not take into account general sports culture, political background and other contextual factors, in 2015, the authors identified the possibility of an additional pillar 10, consisting of elite sport environment, media and sponsoring (De Bosscher et al., 2015), building on their earlier claims of the importance of geographical characteristics, political system and culture (De Bosscher, Heyndels, De Knop, Van Bottenburg, & Shibli, 2008). Although the authors acknowledged the possibility of inclusion of the pillar 10, they have yet to include it in their model. Therefore, the aim of the present research is to investigate why - and to what extent - the SPLISS model might be useful in explaining the effectiveness of the elite sporting success of Slovenia.

Research Design and Methodology

The data collection methods for this study include document analysis and one-to-one interviews. The full set of 48 official 'policy' documents in place in 2017 – the time of the research – were identified via the website of Ministry of Education, Science and Sport of the Republic of Slovenia. All 48 documents were read in order to determine their relevance to elite sport. Those not relevant to elite sport were excluded from further

analysis. The remaining 43 documents were coded initially using *a priori* themes based on the SPLISS pillars and review of relevant literature. The documentary analysis also enabled new themes to emerge which were not evident within SPLISS.

Following the desk research, interviews were conducted with 6 informants involved in elite sport in Slovenia. Participants were selected using purposive sampling based on individuals' history in, and knowledge of, the elite sport system in Slovenia, with an aim to recruit the main actors within the field. Participants were asked a series of questions covering 9 SPLISS pillars, as well as questions regarding the development of elite sport system in the independent Slovenia, its current structure and efficiency, and specificities of Slovenia (cultural, historical and geographical characteristics and their influence on/ relation to elite sport).

Findings and Discussion

When undertaking this novel adaptation of the SPLISS framework for an analysis of a single state, rather than for comparison between states, contextual factors were shown to be increasingly important. The new factors influencing the elite sporting success of Slovenia consisted of size (population, area and wealth), Ministerial structure, culture (attitude towards sport, history) including media, and to a slightly lesser extent climate and dual career opportunities for athletes. Furthermore, the interviewees offered diverse views on the topic of talent identification (pillar 4), with most participants questioning its importance and others validating it. Whilst the remaining SPLISS pillars were relevant to elite sport in Slovenia, the operationalisation of these required adaptation to reflect the specificities of Slovenia.

Conclusion

The research indicates that a novel application of the SPLISS model for analysis of the effectiveness of a single state's elite sport system, requires inclusion of contextual factors of the case-study country. For Slovenia, these factors relate mainly to its culture, structure, and size. Despite countries around the world adapting the same approach to sport development (Shibli, De Bosscher, Van Bottenburg, & Bingham, 2014), their individualities should be taken into consideration as they can, on one hand provide limitations and, on the other hand, enable a greater exploitation of strengths and opportunities. What works in one system, may not work in another.

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Governing the Finnish Elite Sport Networks

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Aim of the Study and Theoretical Background

According to the theoretical SPLISS model, one of the nine pillars of sports policy that are influencing international elite sport success is *Governance, organization, and the structure of sport policies* (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). In Finland, this factor has been seen as a main indicator of why the country has not succeeded in recent years: Its governance is a mixed-model between the state and the Finnish Olympic Committee (FOC), and the overall structure of the elite-sports system has been disperse.

During the past years, the governing model of elite sports has been under construction. The High Performance Unit (HPU) was established within the Finnish Olympic Committee in 2013, and five years later the whole FOC was re-organized. The idealistic proposal has been to move toward a centralized elite-sports governance structure but still to operate in networks.

In light of this observation, the theoretical background of this research is based on network governance theories (cf. Klijn, 2008), in which governance takes place within networks of various societal sectors and actors. In these network-based governance models, coordination is characterized by informal social systems rather than by bureaucratic structures within formal contractual relationships. From the viewpoint of power ability to get things done in organizations involves creating an alliance between those with apparent formal power, and those with less or no formal power. This 'power-with' perspective is opposite to 'power over' which involves the use of rewards, threats, and punishment to "force" people to do something.

Combining the idea of network governance theories with changes in Finnish elite sports, the research questions are: *How is the centralized governance structure understood among the actors inside the elite-sport system and how have FOC and HPU managed to lead a model that is a combination of centralized and network-based governance?*

Data and Methods

The data were collected in two phases and comprise a mixture of qualitative theme interviews and quantitative a survey. In the first phase, the data were gathered by doing theme interviews (n=16) with representatives of sports federations, the FOC, the HPU, and state officials. In the next phase, the scope and detailed questions of the survey were set up based on the results of the interviews. The survey was directed to national and regional sports organizations (n=129), and the response rate was 62%. The interviews were analyzed using qualitative content analysis.

Results

Both the interviews and the survey prove that the position of the FOC is unclear. Its repertoire of tasks and strategy goals is too comprehensive, while the national and

regional sports organizations see a need for more civic and volunteer-based activities. The unclear role and position of FOC inside the system effects also negatively to the relationship between state and FOC, because the sport policy implementation via FOC is un-targeted. In addition, the understanding of the concepts *management*, *centralized*, and *networked-based governance* are different among the actors inside the system especially when comparing the viewpoints of the HPU directors and the representatives of sports organizations. The directors of the HPU have a clear vision of their own position at the top of the system, but sports federations have a strong will to keep the leadership in their own hands.

The network-based governance is mainly used as a metaphor. Thus, strategic planning is missing; for example, the questions of why certain networks are important, what they should produce, and how to measure the inputs of networks are not part of the governance. In addition, the networks are based more on personal contacts and trust than on system-level trust, which makes the system unstable.

Discussion

In summary, the network-based governance model, together with the idea of a centralized elite-sports system, is not implemented completely as part of the elite-sports reform. There seem to be conceptual differences about what management is and how it is understood inside the elite-sports system, which causes problems in practices and responsibilities among the actors.

To improve Finnish elite-sport system, strategic management should be in focus more. In addition, operating in networks and via networks should be more systematic.

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A Mixed Method Approach on Talent Development in Elite Tennis: To What Extent Can We Use Junior Success to Predict Senior Success?

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Aim and Research Questions

This study aims to unveil the relationship between junior and senior success and to inform aligned strategy, practice, and resource provision regarding talent development and talent support programmes in tennis. The research questions are (1) what is junior success and its role in developing elite senior success? (2) from what age does junior success become important in predicting senior success? (3) how can we use junior success as a criterion to assess junior potential?

Theoretical Background and Literature Review

National governing bodies nowadays are facing increasing pressure to deliver collective success in elite sports. As a result, an implementation of talent development programmes that optimise athlete recruitment, retention, and advancement at an increasingly younger age has been observed (Cooke, Cobley, Till, & Wattie, 2010). Although several studies have been conducted to explore the relationship between junior and senior success in several elite sports, the results, however, are inconsistent. Some authors questioned the role of junior success, as a large number of those who become successful adult athletes did not start as equally talented performers (Abbotte, Collins, Martindale & Sowerby, 2002; Barreiros, Côté, & Fonseca, 2014; Mueller, Schmid, & Ruecker, 2006;). Hollings (2006) found that junior success is becoming an important prerequisite of senior success. Furthermore, Li, De Bosscher and Weissensteiner (2018) showed that being able to reach a quarter-final at the highest level of junior competition is a commonality of top professional tennis players. Effective talent development is actively acknowledged as a critical catalyst for elite level sporting success. A complete understanding of the role of junior success in developing elite success is critical to inform aligned policies, strategy, practice, and resource provision to ensure comprehensive talent development environments.

Research Design and Data Analysis

This study uses a mixed method design and it encompasses two phases: 1) The quantitative phase "a thirty-years longitudinal study of the career trajectory of the top professional tennis players", which used 30 years of longitudinal data of professional tennis players. The aim of this phase is to explore to what extent results at a junior age are important in developing elite tennis senior success and to establish a range of statistical benchmarks that stakeholders can use for talent development. 2) The qualitative phase "the perspectives from high-performance experts on the role of junior success in developing elite senior success in tennis", which aims to provide insights on what is junior success and how to evaluate player potential in talent development and talent support programmes. Semi-structured, in-depth interviews were conducted with

28 tennis experts from 19 countries with more than ten years of expertise specific to high-performance policy and player development. Examples of questions included: "What does junior success mean to you in professional tennis?", "What role does junior success play in developing elite success?", "From what age does junior success become important to predict senior success?". Interview transcripts were thematically and inductively analysed utilising NVivo8 software.

Preview of the Results

Competitive results are suggested as not important at the age of 12 and yet not stable at the age of 14, however, it becomes important in predicting senior success roughly from the age of 16. Furthermore, the results highlighted that the performance foundation, problem-solving skills, mental compacity, adaptation skills, self-management skills, learning ability are important competencies that are specific to tennis. These competencies thus should be equally included for the evaluation of player potential along with competitive results in predicting senior success. (Note: The results and finding are not yet fully available. The two studies will be finalised in July. We guarantee that the results will be available by the time of the conference).

The envisioned Contribution and Implication

The main conclusion of this study is that competitive results at an early junior age is not yet stable and have a limited impact on the development of senior success. The emphasis of the evaluation of junior potential should be addressed differently over time. These findings contribute to the understanding regarding the role of junior success in developing elite senior success and has direct implication for stakeholders in talent development and talent support programs.

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Analysis and Prediction of the Participation of Brazilian Paralympic Athletes in the Paralympic Games of London 2012 and Rio 2016: a Preliminary Study

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Aims

This study aims to analyze data from the participation of Brazilian Paralympic athletes in competitions to predict their participation in the Paralympic Summer Games.

Theoretical Background

Currently various sports organizations have gradually adopted an evidence-based approach for analyzing sports performance (Sands, Kavanaugh, Murray, McNeal, & Jemni, 2017). The increasing amount of data related to sports that is now electronically available, has meant that there has been an increasing interest in developing intelligent models and prediction systems for elite sports (Link, 2018). Like this, the prediction can be useful for sports organizations to optimize processes and decisions to funding a specific team or to take part in international competitions (Miller, 2015; Bunker & Thabtah, 2019).

Methodology and Data Analysis

A quantitative descriptive research was carried out, using documentary research and standardized electronic forms. This study use data from Brazilian Paralympic teams of Para Athletics, Para Powerlifting and Para Swimming, included in this analysis because all of them were financed by the Ministry of Sports among 2009 and 2016 and these sports are administered directly by the Brazilian Paralympic Committee. Data on participation and results in international and national competitions were collected on the official websites of the Brazilian Paralympic Committee, the International Paralympic Committee and International. In the second phase, the data were catalogs of and classified in a MySQL database by sport and subdivided by proof disputed and functional class athletes (Ferreira, 2018). The quantitative data of participation in competitions of Brazilian Paralympic athletes were then analyzed from linear regressions that allowed to analyze the relationship between the variables analyzed. For these analyses, the number of competitions, the number of competitors and the number of competitions by athletes were considered, in order to predict the participation of these teams in the subsequent Paralympic Games.

Results and Discussion

Considering the competitions in national and international competitions for these Brazilian Paralympic teams, between 2009 and 2016, identified the participation in 17.271 events. The evidence for the Paralympic Games (2012 and 2016) is about 2.0% (353 proof) of total number of disputes, clearly because these Games occur every four

years, while the other competitions happen annually or biannually. Regarding the amount of preparation competitions for the Paralympic Games, the data presented show that to enable participation in the 353 events played in the Games of 2012 or 2016, another 16,918 disputes were held at different levels (world, continental and national). Thus, in total numbers, for each athletics event played in one of the Paralympic Games, an average of 86 competitions were played by Brazilian athletes in the four years prior to the Games. In view of the amount of evidence disputed during the Paralympic Games and the number of Brazilian athletes participating in these Games, it was identified that, on average, Para Athletics were played 2.0 times per athlete, in Para Powerlifting was played 1.0 test per athlete and in Para Swimming were played 3.0 tests per athlete. Understanding this information, analyses were carried out to verify in which years of the Olympic cycles participation in competitions determine with more significance the participation in the Paralympic Games. Therefore, it was considered as year 1 the data for the years 2009 and 2013, year 2 data from the years 2010 and 2014 as Year 3 the data for the years 2011 and 2015, and year 4 the data two years of Paralympic Games (2012 and 2016). In this analysis, it was verified that for the three sports in focus, there is a strong relationship of the participation in tests in the Paralympic Games with the participation in tests of other sporting events during the years 3 and 4 of each Olympic cycle. It's observed then that the participation in competitions in the two years immediately preceding the Olympic Games interferes more the participation in this Games, when compared to another set of time interval. With this information, sports organizations can decide which competitions are more important to each team and develop a better investment plan.

Conclusion, Contribution and Implication

The benefits of using statistics for making predictions on participation in major sporting events can contributes to the management of participation in competitions, such as the test schedule defined for each athlete or team, training management and even financial management of sports organizations and public entities. We observed through linear regressions that, with regard to the sports of Para Athletics, Para Powerlifting and Para Swimming, the analysis of the participation of athletes in competitions prior to the Paralympic Games can predict, at least in part, participation in Paralympic Games. Although a variety of algorithms can be applied, a linear regression technique is used for artificial intelligence algorithms (Koseler & Stephan, 2017) and in this case can collaborate in the planning of the preparation schedules of elite athletes.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Guillaume Bodet (Review Track Chair)

Impact of Physical Education and School Sport during Adolescence on Sport Consumption in Later Life: A Conceptual Perspective

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Aim

People living in the society are inevitably influenced by sport participation experience both directly and indirectly. Especially, possible consequences of physical education and school sport (PESS) have been researched by numerous researchers in diverse fields, such as health and mental status, academic performance, future sport participation and so on. However, the impact of PESS experience on sport-related consumption has been scarcely studied. There are a few studies examining the influence of sport participation on participation-related consumption (e.g., membership fee, shoes, equipment, and insurance). However, the impact of sport participation on attendance, viewership and sport merchandise purchase has received relatively less attention, and PESS have not been a primary interest when investigating sport consumption behaviour. Considering the uniqueness and importance of PESS on our lives, this conceptual paper highlights the impact of PESS experience on sport consumption behaviour. More specifically, this conceptual paper addresses how 'prior' PESS experiences during secondary school years can be linked to the 'current' sport consumption intention of sport products (e.g., attendance, viewership and merchandise purchase). In the relationship between PESS experiences and sport consumption intention, the constructs of fan identification, nostalgia, perceived value and attitude are conceptualised as a moderator and mediator in the proposed sport consumer socialisation model.

Theoretical Background and Literature Review

Grounded on Bourdieu's (1986) theoretical work, this paper highlights the impact of personal PESS experience, not significant others, on own sport consumption in later life. A person's (sport) behaviour is regarded as a manifestation of one's internalised (sport) habitus, which determines one's actions, thoughts and judgement unconsciously (Bourdieu, 1986). Therefore, attitude towards and perceived value of sport products could be differentiated by one's sport habitus. The dispositions constituting the habitus are learnt through experiences and internalisation of the environments, where people are exposed to, and those experiences and environments are defined as secondary school PESS in this research.

Four important characteristics of sporting capital and habitus should be noted. Firstly, sporting capital (Engström, 2008), a form of cultural capital which are comprised of sport-related skills and knowledge, is the foundation of the sport habitus in sport

context. Secondly, sporting capital has durable and long-lasting property (Engström, 2008). This characteristic supports how sporting capital formulated from past PESS experience can influence the current consumption intentions. Thirdly, adolescence is the crucial identity formation period (Jakobsson, Lundvall, Redelius, & Engström, 2012). According to Pot, Schenk, and Van Hilvoorde (2014), sporting habitus influences sport-related identity formation. Therefore, sporting habitus which is formulated as a result of past PESS experiences may predict the current sport fan identification. As Wang, Jain, Cheng, and Aung (2012) found out, sport fan identification may influence sport consumption intention. Lastly, habitus is transposable beyond what has been directly learnt (Bourdieu, 1986). Thus, habitus learnt from PESS context may be applicable in sport consumption context.

According to Sierra and McQuitty (2007), life experiences contribute to certain possessions of preference, and such possessions can reinforce and signal one's identity by connecting an individual with one's past through memories, attitudes and emotions. Given this, nostalgia, a preference towards objects (experiences, people, places or things) from the past, may moderate the relationship between PESS experiences and fan identification.

Conceptual Model of Sport Consumer Socialisation
Conceptually, this research hypothesises the impact of prior PESS experiences during secondary school years on current sport consumption intention, such as attendance, viewership and merchandise purchase. The term, PESS experiences, includes PESS satisfaction level, type of PESS participation (i.e., physical education or any other kinds of school sport), level of competitiveness (e.g., inter-school or intra-school competition), duration of school sport experience and type of sport will be considered. The overall structure of sport consumer socialisation model is based on moderated mediation framework: (a) nostalgia moderates the relationship between PESS experiences and sport fan identification; (b) sport fan identification mediates the relationships between PESS experiences and both attitude and perceived value. Lastly, this paper postulates that attitude and perceived value would influence sport consumption intention.

Implication
The current research is the first attempt to examine the influence of past PESS experiences during adolescence on the current sport consumption intention. Findings of the research would broaden the area of interest of sport governing bodies who particularly suffer difficulties attracting and retaining followers, such as England and Wales Cricket Board. As PESS experiences during adolescence would formulate sporting habitus which lasts long and guides identity, attitude, perceptions and consumption behavior even in later years, an investment in PESS may help attract and retain sport consumers with abiding interest in sport. In addition, this research would provide another way to evidence the impact of past (sport) participation experience without a longitudinal research method by adopting the concept 'nostalgia'. Findings of nostalgia may also provide some insights to practitioners about the way of utilising and evoking past fond memories of PESS experiences.

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Ascertaining Older Adults' Intrinsic and Extrinsic Motivators for Sport Participation: The Case of the XVI Australian Masters Games

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Aim and Research Questions

Motivation for sport participation is a central topic in exercise psychology. Studies offer significant insight on people's participation motives from a psychological standpoint leaving gaps in sport managers' initiatives to meet participant motives. Investigating motives for older adult sport participation is a growing area of inquiry. However, studies largely focus on leisure activities and exercise programs with little exploration of motives for participating in high-performance competitive events such as the increasingly popular Masters' multi-sport/multi-day "Games" (Gayman, Fraser-Thomas, Dionigi, Horton & Baker, 2017). Understanding motives of older adult participation at high-performance events compared to exercise and leisure activities are important as differences in motives occur among activity type (Molanorouzi, Khoo, & Morris, 2015). Given increasing participation at multi-sport/multi-day events and motive changes across activity type, this study identified unique motives for older adult participation at the XVI Australian Masters Games to develop relevant interventions for repeat involvement. The research question was: "What are the intrinsic and extrinsic motivators of older-aged multi-sport/multi-day event participants?"

Theoretical Background and Literature Review

Self-determination theory (SDT) (Deci & Ryan, 2002) explains human motivation and choice behaviour. SDT posits motivation exists along a continuum from amotivation, nonself-determined extrinsic motivation, self-determined extrinsic motivation, and intrinsic motivation. *Amotivation* is lack of any motivation. *Nonself-determined extrinsic motivation* avoids negative consequences and *self-determined extrinsic motivation* drives extrinsic motivations for personally valued reasons or outcomes. *Intrinsic motivation* is inherent interest and enjoyment. SDT addresses the importance of autonomy and competence that are salient to aging adults (Deci & Ryan, 1985).

Research Design, Methodology and Data Analysis

A qualitative approach employing informal semi-structured interview schedules collected data from 131 participants across 19 randomly selected sports. The sample aged between 30 and 93 years. Interviews averaged 11 minutes and recorded for transcription. Reconfirming results with participants and peer debriefings demonstrated instrument reliability and validity. Questions included: 1) What three thoughts first come to mind when thinking about the Australian Masters Games? 2) Why do you participate at the Australian Masters Games? 3) What aspect of your sport (or event) increased your experience or was conducted well? 4) What aspect of your sport (or event) needs improving? Questions assessed participants' intrinsic motivators using cognitive response analysis (Greenwald, 1968). Extrinsic motivators were assessed through the

event's physical setting and servicescape factors. Coding and data analysis was guided by inductive reasoning and analytical processes.

Results/Findings and Discussion

Results show no indication of amotivation with limited evidence of nonself-determined extrinsic motivation. Data revealed roles of self-determined extrinsic and intrinsic motivations. Consistent with prior research on exercise and leisure activity (e.g., Gray, Murphy, Gallagher, & Simpson, 2016), participants attended the multi-sport/multiday event to 'have fun' and 'socialise', 'make new' or 'meet old friends' and 'bond', 'have a go' at a 'friendly competition' that reflects their 'age group' and 'ability', 'get away' and to maintain their 'fitness' and 'youthfulness'. However, new findings emerged on motives for participation that included strong focus on the 'physical setting' and 'organisational aspects' of the event as drivers for overall satisfaction and repeat participation. 'Quality of facilities' (i.e., shelters, tents, sports venues, stadiums, courts, fields, pitches, seating, catering), 'quality of people' (e.g., volunteers, umpires, officials, physiotherapists, hosts), and 'quality of processes' (e.g., communication, registration, information, event schedules, draws, social events, promotions) influenced motives for current and future attendance. In particular: (a) location of the event, and (b) number of participants were identified as strong motives. Participants made vivid comparisons between the current and previous event hosts and locations that resulted in inconsistencies on participant expectations and experience, which drove decisions for future event attendance. Overall, even though the majority of participants indicated intrinsic motivators for event participation, it is concluded extrinsic motivators determine peoples' decision to participate in future events.

Conclusion, Contribution and Implications

Whilst early marketing campaigns and incentives are recommended to ensure events are well attended and spectated, implications for managers reveal much more effort is required on maintaining consistent standards across hosts to set, share and follow specific event related benchmarks. Additionally, managers must focus on providing high standards of event facilities and operations to positively influence participant motives as facilities and operations energise and activate repeat event participation. Theoretically, this study is amongst the first to advance a framework on intrinsic and extrinsic motivators for older adult participation at a multi-sport/multi-day event. It advances our understanding of motives that influence consumer decisions for attendance at and participation in sport events. Identified motivations of older participants need considering allowing optimum balance between socialising and enjoying a friendly well-organised competition in the confines of quality facilities and host location that do not threaten participant autonomy and competence (Deci & Ryan, 1985).

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Testing for Factorial Invariance of the Leisure Nostalgia Scale

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Aim of the Research

Recently, nostalgia has garnered attention in the field of leisure. Cho, Pyun, and Wang (2019) developed a Leisure Nostalgia Scale (LNS) based on a classification of nostalgia (Cho, Ramshaw, & Norman, 2014). The LNS was initially developed and validated in one Eastern country, Singapore. However, the scale has not been tested for its stability across different populations. According to Buil, de Chernatony, and Martínez (2012), a measurement model should be tested in different countries with different groups of people to enhance its applicability. Hence, this study examined the comparative psychometric properties of the LNS within Singapore and the UK. In particular, the study aimed to test the invariance of the LNS to determine if the specified factorial structure of the scale is identical across the different leisure populations in Singapore and the UK.

Theoretical Background and Literature Review

The classification of nostalgia is designed to analyse an individual's nostalgic behaviour. It consists of two dimensions (i.e., structure and purpose of nostalgia) with four components (i.e., experience, socialisation, personal identity, and group identity; Cho et al., 2014). The structure of nostalgia is an object- and relationship-based nostalgia, which implies the requirement of a tool to generate nostalgia through sport objects and social experience. The purpose of nostalgia focuses on the value people place on their past and their pursuit of it. Specifically, positive memories of experiences in the past evoke nostalgia. Accordingly, these two dimensions provide the four-way classifications: nostalgia as experience, socialisation, personal identity, and group identity. As the classification explores the relationship between past experiences, memory, and nostalgia, it can be used as a measurement instrument to enhance the understanding of nostalgia in the leisure context. Therefore, Cho et al. (2019) developed the LNS and supported a five-factorial structure of nostalgia, instead of the four-factor structure, originally proposed by Cho et al. (2014). Specifically, nostalgia as experience is split into two separate domains: leisure experience and environment. Nostalgia as leisure experience accounts for a more general view of an experience. On the other hand, leisure environment focuses specifically on the overt emotional attachment of an experience, such as the place, facilities, and equipment.

Research Design, Methodology and Data Analysis

Two groups of samples were recruited from Singapore ($n = 448$) and the UK ($n = 208$). The five-dimensional LNS with 33 items (Cho et al., 2019) was used. To test invariance of the parameters in the measurement model between the Singapore and UK groups, the study utilised Byrne's (2004) three-phase invariance procedure. Phase One aimed to determine and assess a baseline model that best fits the data of each group using confirmatory factor analysis. Phase Two was designed to further test the invariance of the

individual parameters (i.e., factor loadings, covariances, and error variances) across the groups. When the test rejects the null of equality of a certain set of parameters (e.g., factor loadings), further investigations for this parameter set were conducted to detect problematic parameter(s) in Phase Three. A chi-square difference test was used throughout as the index of difference in fit (Jöreskog & Sörbom, 1984). All analyses employed in this study were conducted by LISREL 8.80 and determined at the .01 probability level for significant testing.

Results and Discussion

The Phase One revealed that the model fitted to each data well: $\chi^2(485) = 2026.15$, RMSEA = .090, CFI = .96, NFI = .95, IFI = .96 for the Singapore group and $\chi^2(485) = 1122.92$, RMSEA = .078, CFI = .96, NFI = .93, IFI = .96 for the UK group. In Phase Two, while the test failed to reject the null hypothesis of equality of all covariances, unfortunately the test rejected the null of equality of all factor loadings and error variances. The further investigations in Phase Three found three items in socialisation and three items in personal identity to be non-invariant, concluding that the different groups did not respond to those six items exactly in the same way.

Conclusion, Contribution and Implication

The results of this study contribute to expanding future nostalgia research and a deeper understanding of leisure nostalgia. It also supports the scale to be generally stable and successfully places the LNS in the study of nostalgia as a measurement tool in the context of leisure. However, the tests revealed non-invariant items that may be due to the commonality between the items. The commonality may have caused the individuals to understand the linguistic terms differently, resulting in different interpretations. Hence, future research needs to eliminate these non-variant items. In addition, future studies should take into account unique dispositions of their target populations, which would strengthen the applicability and the usefulness of the five-dimensional LNS.

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Competition And Fan Substitution Between Professional Sports Leagues

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Aim and Research Questions

During recent years, professional football leagues across Europe have intensified their efforts to further exploit their massive appeal among sport consumers by introducing staggered kick-off times (e.g. in the UEFA Champions League), adopting weekday slots (e.g. in the English Premier League) and introducing new competitions (e.g. the UEFA Nations League). This ongoing expansion of football frequently raises concerns among league officials and managers in other sports who claim to suffer from an intensified competition for public attention in general and fan interest in particular. Remarkably, however, while this claim forms the basic argument for several recent modifications of competition formats and matchday schedules in other sports leagues in Europe, our paper is the first to test this empirically.

Theoretical Background and Literature Review

Following Mongeon and Winfree (2013), it can be argued that in contrast to fans of a specific sport, generally sport interested people are likely to consume any available sport in the market. Thus, 'general sports fans' might seek to attend all games of all sports they are interested in. However, certain constraints keep these fans from consuming all the games they are generally willing to attend. For instance, temporally overlapping games are forcing them to choose between either attending a game in sports league x in the stadium or watching a game in sports league y on TV (or any other favourite connected device). If spatial proximity between clubs from different sports leagues comes on top, such a fan might even consider attending a game of sports league y in the stadium instead. Moreover, individual time and budget constraints (Becker, 1965) are forcing 'general sports fans' to allocate their available time and money to alternative leisure activities within a certain time frame. Given these constraints and the massive appeal of football in Europe, it appears plausible to assume that professional football games are perceived as substitutes at least for 'general sports fans' who prefer the comparably larger popularity of football and the star appeal of its players (Adler, 1985).

Research Design, Methodology and Data Analysis

By using game level attendance data of five seasons (2012/13-2016/17) for games played in the top-tier leagues of handball (n=1,506), basketball (n=1,429) and ice hockey (n=1,794) in Germany and estimating league specific Tobit models with individual cut-off points, we intend to contribute to the literature on substitution in sports. In particular, we analyse games played concurrently or in temporal proximity by local and nonlocal first and second division football Bundesliga clubs in both domestic leagues and European club competitions. In this setting, the average distance to the nearest (local) competitor is 48km (handball), 48km (basketball) and 21km (ice hockey). In general, our setting is arguably both promising and relevant since all leagues under

consideration are ranked among the best in Europe, resulting in generally high quality games in the concerning sports. Furthermore, all leagues begin and end more or less at the same time of the year, that is, from August / September to May / June. Likewise, matchdays are frequently scheduled on Fridays, Saturdays and Sundays, leading to a considerable number of overlapping games. In contrast to earlier studies, we analyse substitution effects not only for directly overlapping games but also for games staged temporally close (i.e. a few days before and after football games) since (mid-term) intertemporal time and budget constraints are expected to trigger substitution.

Results and Discussion

Overall, our regression models confirm, that sizeable substitution effects exist for all three leagues if football games are played concurrently or in temporal proximity. In particular, we find that scheduling overlaps with broadcasted UEFA Champions League games reduce gate attendance figures for handball, basketball and ice hockey games. Moreover, while our results confirm that the largest substitution effects can be observed for football games staged on the same day or within very few days before / after the concerning games, we even find some evidence for the relevance of (mid-term) intertemporal time and budget constraints for substitution in our setting.

Conclusion, Contribution and Implication

Considering the importance of matchday income for clubs in the corresponding leagues, these findings offer several practical and theoretical implications. For instance, instead of just relocating kick-off times in order to avoid clashes with football games, league managers might rather want to move major parts of the season to the off-season in football (as long as the international sports calendar allows this). Moreover, since ticket prices were found to moderate the degree of substitution (Gitter and Rhoads, 2010), a ticket pricing algorithm, adjusting prices depending on the temporal proximity to the respective football games, might be advisable. Finally, from a theoretical point of view, our study suggests that future research should broaden its view and take the presence of (mid-term) intertemporal time and budget constraints into account.

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An Estimation of Consumer Spending on Sport in Lithuania and the Associated Impacts of Sport in terms of GVA and Employment.

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Research Question

The research estimates the consumer spending on sport in Lithuania for the year 2014 into two distinctive strands: active participation (e.g. participating in sport or fitness) and passive participation (e.g. attending sport events). Such a distinction can develop a research tool to break down consumer spending into these distinctive categories, a requirement in wellbeing research where the active and passive categories are clearly identified. A further aim is to link the consumer spending results to the Gross Value Added (GVA) and employment results of the Sport Satellite Account (SSA), recently developed in Lithuania, and elucidate the main characteristics of the sport economy. The questions are extremely relevant to the current European policy framework. For example the recent All-Party Parliamentary Group on Wellbeing Economics in the UK suggests ditching economic growth and employment as principal policy aims and adopting instead wellbeing targets. The research investigates the degree of conflict between such objectives.

Theoretical Background

Sport events have been recognised as mechanisms to increase wellbeing (Inoue et al., 2017) through spectating. However the main link of sport to wellbeing is through active participation. The social return of investment in sport (Davies et al, SIRC, 2016) provides an analytical breakdown of benefits in terms of health, social and personal attainment. These insights justify the design of the current questionnaire into passive and active strands. The basis of the methodological consideration is the Vilnius definition of sport, which defines the sport related activities using detailed CPA codes. These activities have been agreed at a Pan-European level and provide a consistent base for constructing SSAs (EC, 2018). The attraction of this definition is that it investigates sport in areas not traditionally associated with sport, such as financial services or sea transportation, providing a full and accurate picture of its economic importance.

The Research Design is based on the SSA methodology. The existing Lithuanian SSA does not include a consumer spending element and the current research aims to provide the required information for the completion of the project. The GVA and employment statistics have been calculated using the SSA methodology. The current project will link these statistics to sport related consumer spending. This would enable us to expand the economic effects, understand the behaviour of consumers and illustrate the impact of the sport economy on other economic sectors through the influence of consumption. The research design in the case of the SSA is determined by the Vilnius definition of sport. Some categories in the Vilnius definition represent both

passive and active consumption without any means of differentiating between them (e.g. spending on literature, merchandising, etc.). The survey design aims to answer these questions. It was done using a modified instrument developed in Germany (Preuss et all, 2012). The sample size is 3,506 of the population of the people that are either active or passive participants. The analysis of consumption is conducted into 36 categories, 12 for passive and 24 for active consumption. The results are compared with the Pan-European SSA, giving the relative advantages of sport in Lithuania.

Findings/Discussion
The results suggest that 20% and 80% of sport spending are related to passive and active sport respectively. Hence, most spending associated with sport can contribute to health and wellbeing. The overall consumer spending is estimated at €656m. To provide a fuller description of the economy, this has to be combined with the SSA, indicating a GVA at €304m in 2017, and representing an increase of 15% over the previous year. Finally, sport employment was estimated at 20.2 thousands. The sport related GVA, employment, and consumption, represent 0.8%, 1.5% and 2.3% of the total GVA employment and consumption in Lithuania correspondingly. These figures are below the international average in the EU although the main characteristics of sport remain consistent with the European experience. Further, the implication is that an increase in the sport economy would necessarily increase the impact of wellbeing as the majority of sport spending is on active sport, illustrating that there is no conflict between the targets of economic growth and wellbeing.

Conclusion
The results indicate the main attributes of consumer spending of sport in Lithuania. They also combine through the SSA with the GVA and sport employment estimates. They indicate that the vast majority of spending in sport relates to active rather than passive spending. This in turn implies that any rise in sport spending would have significant wellbeing effects upon the society. Finally the results show that in Lithuania sport can be considered an efficient generator of employment. The higher percentage value of sport related consumer spending, compared to GVA, indicates that a lot of spending is on imports of sport goods. A policy challenge would be to influence the direction of spending in order to increase its impact on domestic production.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Class Christian Germelmann

Examining The Consequences Of Team Identification: A Comparison Between Local And Distant Sport Fans

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Aim and Research Questions
The purpose of the study was to investigate the mechanisms through which team identification (whether local or distant) affects fans' self-esteem.

Theoretical Background and Literature Review
In 2006, Wann developed the Team Identification-Social Psychological Health Model (TI-SPHM) by arguing that local team identification is responsible for the creation and maintenance of team-related social connections, which in turn enhance fans' social psychological health. On the other hand, he stated, that, due to the lack of other fans in the immediate environment, distant team identification cannot contribute to fans' social well-being because of their inability to form social connections with like-minded others. However, since the creation of the TI-SPHM, distant fans may have found new ways of building friendships with fellow fans (i.e., via social media platforms). In addition, both local and distant fans may create social connections not simply because of their team identification but because of the BIRGing phenomenon; the tendency of sport fans to externalize their team preference, which has shown to be related with the creation of offline and online social connections (Yoshida, Gordon, Nakazawa, & Biscaia, 2014). Furthermore, this construct has been found to be predicted by team identification (Trail et al., 2012). Moreover, as this study is focused on one component of well-being (i.e., self-esteem), in line with prior findings (Jetten et al., 2015), both fan categories can eventually improve their personal self-esteem though the collective self-esteem that is enhanced by team identification.

Research Design, Methodology, and Data Analysis
Seven hundred forty-two individuals from Greece completed an unrestricted self-selected internet-based survey (Fricker, 2008). They were 623 local fans and 119 distant fans. After participants targeted their favorite football (i.e., soccer) team, they completed the Sport Spectator Identification Scale (Wann & Branscombe, 1993), the BIRGing Subscale (Trail, Fink, & Anderson, 2003), the Social Connections Subscale (Wann, Polk, & Weaver, 2011), the Collective Self-Esteem Scale (Luhtanen & Crocker, 1992), and the Personal Self-Esteem Scale (Rosenberg, 1965). In order to investigate the proposed relationships, an analysis of invariance across local and distant fans was conducted. The statistical analyses were employed with Mplus 8.

Results/Findings and Discussion

After establishing the two baseline models (local fans and distant fans), a progressively restricted invariance procedure was conducted to examine variations of configural, scalar, and paths invariance models across the local and distant fans via structural modeling. Both configural and scalar invariance models showed acceptable fit to the data. No significant differences were found between them concerning the fit statistics. Finally, the fit of the paths invariance model was acceptable (S-B χ^2 = 1124.27, df = 744, p < .001, *CFI* = .925, *SRMR* = .066). Moreover, no significant differences were observed between this model and the scalar invariance model ($\Delta\chi^2$ = 3.98, *p* > .01, ΔCFI = +.001, $\Delta RMSEA$ = .000). The standardized path coefficients revealed significant direct relationships. Team identification was found to predict BIRGing (β = .55, p<.05), social connections (β = .51, p<.05), and collective self-esteem (β = .17, p<.05). BIRGing behaviors showed to positively influence the creation and maintenance of social connections (β = .13, p<.05) and collective self-esteem (β = .14, p<.05). Social connections increased the levels of collective self-esteem (β = .14, p<.05) and collective self-esteem was found to enhance personal self-esteem (β = .50, p<.05).

Overall, the study's results suggest that the way in which team identification positively influences fans' self-esteem may not be affected by the geographical proximity between a fan and his or her favorite team. In addition, the path of each variable to another, within the proposed hypothesized model, has found to have the same strength across the two groups.

Conclusion, Contribution, and Implication

By investigating the role of variables such as personal self-esteem and BIRGing, the current research offers a more complete explanation about the mechanisms though which team identification can contribute to fans' self-esteem. Moreover, the application of the proposed model on fans of non-domestic teams can advance knowledge about this fan category which often constitutes the majority of many teams' fan bases and, yet, has received limited attention by researchers. As team identification can make fans feel good about themselves as individuals or as group members, this could be a reason for them to continue support their team also via various consumption behaviors, such as attendance or purchasing team's merchandise. Therefore, sport managers should pay attention on efforts that can elevate the psychological connection of their fans with the team. To conclude, one limitation of the study concerns that it is not addressed to potential differences between the two groups. Future studies could explore this issue by comparing the means or by using local/distant fan as a potential mediator.

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Distant Sport Consumers' Culture: The Case of Iranian Football Fans

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Aim and Research Questions

The purpose of this study was to investigate distant sport fans' – hereafter satellite fans - consumption through the frame of the Consumer Culture Theory (CCT). The objectives pursued were i) to identify how and why they choose to support a foreign football club brand, ii) to identify the types of practices such consumption involves, and iii) unravel what being an international football fan of a particular club brand means for them. Such heuristic endeavour strives to increase our knowledge of sport brands' consumption in a context of internationalisation and globalisation of both sports and consumption phenomena (Giulianotti & Numerato, 2018). This knowledge is of importance because, so far, the research focus has been on the person-object relationship and less on the person-object-situation triad and that sport brands' actions are not received and appropriated in the same way in different contexts. From, a theoretical standpoint, it increases our understanding of the complexity of sport consumption modes and practices, while it highlights the need to further adjust brands' global internationalisation actions from a managerial standpoint.

Theoretical Background and Literature Review

Several scholars (e.g.Couvelaere & Richelieu, 2005; Richelieu et al., 2008)investigated football brands' internationalization but predominantly focused on strategies and marketing initiatives from football clubs in foreign markets. Only few studies have specifically considered how these strategies were perceived and how they allured satellite fans (e.g. Kerr & Gladden, 2008; Bodet & Chanavat, 2010; Kerr & Emery, 2011), mainly from the psychological and customer-based brand equity lenses, and consequentlydid not specifically address the broad cultural aspects and specific meso and micro individual aspects. Although football has specific cultural origins, it has been mixing with the development of industrialism and capitalism in the world, the spread of liberal democracy across numerous countries, the growth of mass communicationsand as a result, football has provided perhaps the strongest form of cultural life (Giulianotti and Robertson, 2004)in which the fulcrum of football's cultural dimensions is the relationship of the universal and 'the elemental form of global life'.

Therefore, in this study we used the Consumer Culture Theory (CCT) not only to provide the context that goes beyond the psychological dimension, but also to develop a unique body of theoretical knowledge about consumers' choices, involvements, and meanings in diverse socio-economic environment and markets (Askegaard & Linnet, 2011). Within this frame, we tried to better understand how global football clubs are integrated in individuals' consumption practice within a particular culture context to identify the specific cultural and individual processes influencing these practices.

Research Design, Methodology and Data Analysis

Iran is one of the countries where football has a special place. However, embargos against Iran, have, over the years, have strongly affected Iran's economy and people's culture.We adopted an inductive research approach using individual interviews via a video-conferencing platform. A semi-structured interview guide was developed and comprised three main sections. We interviewed 20 fans (4 females and 16 males), aged between 17 and 60 years old, living in different Iranian cities (e.g. Tehran, Ahvaz, Isfahan). A thematic analysis was then conducted on the transcripts in which patterns were identified, and then categorised into themes.

Results and Discussion

Based on a thematic analysis, three top-themes encompassed (1) fans' choices, (2) practices and usages, (3) meanings, and several sub-themes were identified. As for fans' club brand choice, this study's findings showed that the transnational factors' sub-themes strongly influenced Iranian satellite fans' choice, corresponding to the processes of globalization, commodification, securitization, mediatisation and postmodernisation (Numerato & Giulianotti, 2018). All of these attraction factors could be categorized into macro, meso and micro factors.Regarding fans' practices and usages, Iranian's fans are interested in activities characterizing brandom (Guschwan 2012)although, Iranian satellite fans have been facing economic constraints international sanctions that have dramatically affected their practices of fans toward supporting international brands. For instance, several interviewees revealed that the social and economic situation forced them to prioritize other issues than football. As for meanings, several Iranian fans asserted that being a football fan help them to indirectly contribute to non-sport issues such as social and political issues. This illustrates what Giulianotti & Numerato (2018)defined as politicization, and that drive audiences to move into political actions, protests and campaigns on specific issues within global sport or consumer culture. Other meanings such as campaigning for more freedom and justice in societyand creating brand communities were also identified.

Conclusion

Through its CCT approach, this study contributes to better understanding distant fanship phenomena in relation with sport brands internationalisation in broadening the scientific approaches adopted until now. Specifically, this study emphasizes the need to integrate macro and meso socio-historic and economic factors to better understand how sport brands are integrated in consumers' identity projects and marketplaces.

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When They Become Us: A Netnographic Analysis of Identity Dynamics During International Sporting Matches

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Aim and Research Purpose

Team identification is a central construct that explains a range of positive fan behaviours (e.g., Fisher & Wakefield, 1998). More recently, researchers have started to focus on the effects of belonging to other social groups within and beyond sport organisations to develop a fuller understanding of how group identities shape consumer behaviour (see Lock & Funk, 2016 for a review). The purpose of the present study is to add to this nascent body of literature by exploring how identification with teams in a domestic league (i.e., the English Premier League (EPL)) influences fan perceptions of events when the National Football team (i.e., England) play.

Theoretical framework

The social identity approach (SIA) (i.e., social identity and self-categorization theories) provides a comprehensive framework explaining intergroup dynamics, and the social and cognitive processes that influence when, and how, groups become active features of a person's self-concept (e.g., Turner et al., 1987; Tajfel & Turner, 1979). Self-categorization theorists suggest that group identities activate in a person's self-concept when socially and contextually relevant (Turner et al., 1987). For example, when a consumer's team plays, shared team identification provides a basis for normative behaviours (i.e., consensual and performed with other team fans) (i.e., Inoue et al., in press). However, belonging to other groups (e.g., friendship, fanatical crowd element etc.) also expose consumers to salient norms that, when active, shape behaviour in line with group norms. While knowledge about team identification is well-established, less is known about when, and under what circumstances, fans switch between identities *during matches*.

When [some] national football teams play (e.g., England, Spanish and German players are mostly located at clubs in their home country), fans identify with a national team that, for example, might include players that represent staunch rivals in the national competition (e.g., a Dortmund fan watching Thomas Muller represent Germany). Little is known about how these identity dynamics are reconciled by fans. It is possible that players from rival Bundesliga clubs are assimilated into a nationalistic identity or, alternatively, subjects of discrimination explicitly because of the Bundesliga rivalry. In this study, I aim to specifically develop knowledge of how *fans experience*, and *respond to*, such *identity threats* during international matches.

Research Design, Methodology and Data Analysis

I used a netnographic analysis (Kozinets, 2002) of fan discussions during each England match at the Russia 2018 World Cup. The sampling frame included the largest fan forum of each of the 20 Clubs that contested the 2017-2018 EPL season. A custom scraping programme was used to download match discussion threads from each forum. Once

downloaded, the forum data were analysed in three stages. First, data were coded separately in each forum to establish open codes and themes in general. Second, fan discussions in each club forum were compared iteratively to isolate 'events' that provoked the activation of identities at the club and national team levels. Third, the social and contextual features of the 'events' identified in point two were interrogated in order to develop explanations of the social and contextual threats experienced by fans.

Results and Discussion

The data analysis is ongoing. Preliminary analyses illustrate that the national [team] identity activates during events that accentuate the relevance of the on-field opposition or another out-group (e.g., country: 'Croatia', or continent: 'South-America') in line with the propositions of the SIA. In these moments, England players – regardless of Premier League affiliation – were assimilated into a shared category (sometimes reluctantly) of 'England national team'. When the social context shifted to provoke discussions about team selection, player mistakes (e.g., defensive error or attacking miss) or controversies (e.g., whether Jordan Henderson was headbutted or not) pronounced differences emerged across the forums sampled. These discussions tended to activate norms associated with identities and rivalries at the Premier League level, which favoured 'our players' over 'their players' and led to vastly different social representations of England's matches across each forum.

Conclusion and Contribution

At this stage, there are three main contributions from this work. First, the findings tend to support the broad tenets of the SIA in relation to the activation of different social identities in context (i.e., Turner et al., 1987). Second, the analysis of fan reactions during national team matches indicate that solely focussing on the team identity ignores the prevalence of other groups and communities that enable fans to make sense of the various identity threats and challenges that are encountered during matches. Third, communications from Clubs, National Associations/Federations, and Leagues might benefit from coordinating content that seeks to distribute contextually nuanced messaging based on the specific identity tensions that fans are experiencing as national teams compete.

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"The Club Is Ours" – Perceived Fan Participation In The Decision Making Of Professional Football Clubs

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AIM AND RESEARCH QUESTIONS

The commercialization of the big five European football leagues is moving forward at a rapid pace. Several concomitants of this process, including spiraling transfer fees and foreign ownership of the clubs, have led to a situation where many fans perceive that the relationship with their favorite club has changed from a deep bond to a more commercial connection and feel increasingly excluded from the affairs of their clubs. This is an issue because football fans often see the clubs they support as 'theirs' and claim participation in the running of the clubs. Governing bodies, policy makers and academics support the idea that fan participation, or lack thereof, may have significant consequences, including long-term financial implications (Cleland, 2010). However, there is no theoretical or empirical academic work addressing the concept of fan participation. This research aims to fill this void by introducing and exploring the construct of perceived fan participation in the decision making of professional sport teams.

THEORETICAL BACKGROUND AND LITERATURE REVIEW

A review of the sport management literature indicates that involving fans in the affairs of their clubs is relevant; however, this literature is diverse in terminology and does not offer systematic theoretical and empirical inquiry (Garcia & Welford, 2015). Thus, this study developed an initial understanding of the construct of perceived fan participation based on the organizational psychology and general management literature (Cotton, Vollrath, Froggatt, Lengnick-Hall, & Jennings, 1988; Miller & Monge, 1986). This literature provides more rigorous conceptual and empirical work on the construct of perceived participation in decision making, mainly in workplace settings. Overall, the literature review resulted in the identification of several research gaps and suggested the need to initially explore perceived fan participation by means of a qualitative study.

RESEARCH DESIGN; METHODOLOGY AND DATA ANALYSIS

This research applies a combination of qualitative and quantitative methods and uses the German football league Bundesliga as the empirical context. Based on in-depth interviews with 33 football fans, we define perceived fan participation and develop a framework of the construct's antecedents and consequences. In addition, the qualitative data provide a basis to develop measurement items for all constructs included in the framework. The data from two quantitative fan surveys (N = 237 and N = 834) validate the framework and examine its relationships using exploratory and confirmatory factor analyses as well as structural equation modelling.

RESULTS

Our research provides the following definition: fan participation is a perception of the amount of collective influence that the fans have on their favorite club's decisions and decision-making processes. The findings of the qualitative study suggest that perceived fan recognition (3 items), perceived transparency in managerial decisions (2 items), and perceived goal congruence (2 items) between fans and managers positively influence fans' participation perceptions (4 items). The consequences of the construct include acceptance of management decisions (2 items), reduced feelings of estrangement from the club (3 items) and positive extra-role behavior (3 items). Data from a fan survey indicated that all measurement instruments have good psychometric properties. Based on the data from another fan survey, we found support for all structural relationships in the framework except for the consequence of positive extra-role behavior.

CONTRIBUTION AND CONCLUSION

Our research introduces the construct of perceived fan participation to the sport management literature and makes it accessible to empirical research. Future studies can build on our research by assessing participation levels and how these relate to other variables of interest. We also initiate a theory-building process by providing and empirically testing a framework of antecedents and consequences of the construct. Thus, we provide a direct response to calls for theoretical development and empirical research regarding fan involvement in decision making (Garcia & Welford, 2015). Regarding managerial implications, team sport managers can derive both factors that influence fans' participation perceptions and important consequences of the concept from our framework. However, due to the exploratory character of our research, we refrain from concluding that the proposed framework is complete, but rather suggest that complements and refinements of the model are possible. Future research should, for instance, validate the framework in other leagues and sports. In addition, future studies should also examine potential differences in the structural relationships between different fan segments, because we might expect that, for instance, active fans show other responses compared to passive fans.

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The Influence Of Non-Transactional Engagement Behavior On Merchandise Consumption

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Aim and Research Questions

Fan engagement has received increased academic and practitioner attention because of its ability to influence organization-consumer relationships. However, existing research on fan engagement has mostly focused on non-transactional behaviors and neglected its relationship with transactional behaviors, such as purchasing merchandising products. To address these research gaps, the following research questions guide this project: What is the relationship between non-transactional engagement behavior and merchandising purchase?

Theoretical Background and Literature Review

In marketing literature, the core of customer engagement is defined as a person's investment of resources into interactions with an organization (Hollebeek, Srivastava, & Chen (2019). In the context of sports Yoshida et al. (2014) developed a fan engagement scale with a focus on non-transactional behaviors, and conceptualized fan engagement as "a sport consumer's extrarole behaviors in non-transactional exchanges to benefit his or her favorite sport team, the team's management, and other fans." (p. 403). In the current research, we extend the definition of fan engagement as fan's interactions with a sports team or with other fans of the sport team and consequently extend Yoshida et al.'s conceptualization with additional non-transactional behaviours. This extended conceptualization considers word of mouth, management cooperation, positive affect examined from Yoshida et al. (2014), as well as knowledge and socialization examined from Trail & James (2001) as relevant non-transactional fan engagement behavior. We tested these non-transactional behaviors on their influence on merchandising purchase (Yoshida, Gordon, Heere, & James, 2015; Bauer, Stokburger-Sauer, & Exler, 2008)

Research Design, Methodology and Data Analysis

We collected data through two studies and employed IBM SPSS Statistics 25 and IBM SPSS AMOS 25 for the data analysis, following Brown's approach (2006). First, the reliability and validity of the measures were tested using confirmatory factor analysis (CFA). Second, structural equation modeling (SEM) was used to test the hypotheses in the proposed model. Finally, in a second study the SEM was tested with a specific team to verify the model with a specific team sports club that had an exceptionally successful season. Quantitative data for Study 1 were collected from 541 fans of professional sports teams. Most of the respondents were male (60.9%) and the average age was 32.5 years. Data for Study 2 were collected from 278 fans of a football club (75% male, average age 26.2 years).

Results, Findings and Discussion

Results for Study 1 indicate good model fit ($\chi 2$ = 91.719; *df* = 40; *χ2/df* = 2.293; *p* < .01; RMSEA = .050; CFI = .976; TLI = .960; and SRMR = .0290) and reliability with Cronbach alphas above .70, CR above .60, AVE and Factor Loadings above the recommended .50 cutoff. Results indicate management cooperation (*β* = .26, *p* < .001), knowledge (*β* = .23, *p* < .001) and positive affect (*β* = .40, *p* < .001) had a significant positive relationship with merchandising purchase. Word-of-mouth (*β* = .06, *p* = .758) and socialization (*β* = .08, *p* = .218) had a nonsignificant relationship with merchandising purchase.

Study 2 also shows a good model fit (*χ2* = 47.463; *df* = 39; *χ2/df* = 1.217; *p* < .01; RMSEA = .033; CFI = .989; TLI = .981; and SRMR = .0354) with demonstrated validity and reliability. Consistent with Study 1, results indicate a significant positive relationship only for management cooperation (*β* = .36, *p* < .001) and knowledge (*β* = .31, *p* < .01). Word-of-mouth (*β* = .21, *p* = .066), socialization (*β* = .09, *p* = .305) and positive affect (*β* = .03, *p* = .726) had a nonsignificant positive relationship with merchandising purchase as in Study 2.

Conclusion, Contribution and Implication

This research contributes to the sport management literature by providing a broader understanding of the construct of fan engagement. Results show some non-transactional engagement behaviors influence merchandise purchase. The positive impact of management cooperation and knowledge in both studies is noteworthy and relevant for sport marketing managers. Based on the results, we recommend sport teams to create collaboration platforms between the fans and the club. This should take place regularly with fan representatives of different groups to collect various points of view. Implementing co-creation activities has several positive effects on companies.

Second, we recommend sports clubs to provide statistics platforms, inspired by the major leagues NBA, NFL and NHL, where fans can track comprehensive statistics about their team and players. These online platforms could be connected to the shop via a website or an app and gamification elements can be integrated and a discount offered in the shop to those who have answered questions about team statistics correctly.

Overall, this research provides a more holistic examination of non-transactional fan engagement and demonstrates its influence on the consumption of team merchandise. Future research should measure more effects in non-transactional and transactional behaviors to understand fan engagement better.

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Spectator Loyalty Towards Sports Teams and the Role of Sport Governing Bodies

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Aim and Research Question

The objective of this study was to further our understanding of a sport governing body's role in the development of Team loyalty. We aimed to describe and predict, how the spectator's relationships with a sports team *and* its superordinate sport governing body affect loyalty towards the team. Within a Fan Relationship Management Model (FRM Model; Adamson, Jones, & Tapp, 2006) we investigated how and to what extent the Team loyalty is determined by a sport spectator's relationship with the sports team and its sport governing body.

Theoretical Background and Literature Review

The perception of a sport governing body may influence a sport spectator's non-transactional Team-related behaviours (Huiszoon, Martinent, & Bodet, 2018). Also, perceived corruption within a sport governing body may affect the attitude towards event sponsorship negatively (Kulczycki & Koenigstorfer, 2016). Following this line of reasoning that the conduct of a sport governing body may impact a spectator's attitudes and behaviours, it is valuable to include the sport governing body into a FRM Model and explore its effect on Team loyalty. It is useful because loyalty is an excellent indicator and predictor for an organisation's business success. It does not just measure customer retention but also indicates the retention's value (Reichheld & Teal, 1996). Additionally, some sport fans are open to a marketisation of their relationship the a sport governing body (Bodet, Kenyon, & Ferrand, 2017).

We propose that the two Team loyalty dimensions (Team commitment and Team-related behaviours such as Match attendance, Merchandise purchases, TV/Screen consumption, Social online behaviours, and Social offline behaviours) are influenced by established (sport) marketing variables. The variables are: Identification with the team, Trust towards the sports team and the sport governing body, Satisfaction with the sports team and the sport governing body, and Interactivity disposition of the sports team and the sport governing body. Trust towards the sports team and the sport governing body again is influenced by Reputation of the sports team and the sport governing body and Governance of the sport governing body. The variables were measured towards two national football teams and their national football associations.

Research Design, Methodology and Data Analysis

By including the spectator, the team, and the governing body in a holistic FRM Model, this study gave insights in the formation of loyalty within the spectator-team-governing body-triad. The cross-sectional data collection was done via a self-completion online questionnaire. A structural equation modelling (SEM) approach was used to test, refine and validate the model among two convenience samples of four hundred fifty-five and five hundred five football spectators from France and Germany.

Results/Findings and Discussion

In both samples, females were the minority (25% in French sample; 30% in German sample). The correlation matrices for the French and the German samples revealed particularly high correlation coefficients for Governance of the sport governing body and Trust towards the sport governing body, and Reputation of the sport governing body. This indicated linear dependencies. A new latent variable had to be created since SEM cannot be run without error if there is a linear dependency between two or more variables present. The new variable that combined the three latent variables was labelled *Credibility* of the sport governing body. Overall, factor loadings, AVE values and ρ values confirmed high reliability and validity for all the constructs examined. Additionally, through a multi-group confirmatory factor analysis, partial invariance between the items of the French sample and the German sample was shown. This means, possible differences in the responses are not due to measurement.

First, the German sample was used to test and calibrate the initial FRM Model. Then, the French sample was used to validate the final FRM Model. An interaction effect between the variables measured towards the sports team and the sport governing body could not be found or is, as in one case, marginal. The final model revealed major country-specific differences in the relationships within the spectator-team-governing body-triad. In the French sample, for example, Satisfaction and Trust did not contribute to Team loyalty; a notable contradiction to the established marketing literature. From all suggested relationships in the FRM Model, only Identification with the team had an influence on the attitudinal dimension of Team loyalty. By contrast, in the German sample, the sport governing body's Credibility had an influence on Team commitment stronger than Trust in or Satisfaction with the sports team.

Conclusions, Contribution and Implication

This study is useful to appreciate a sport governing body's role in the spectator-team relationship. Also, it encourages the implementation of a Credibility variable when investigating relationship management in sports. The country-specific differences highlight the implementation of social science research in the development of marketing strategies.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Do Young Pyun

Process and Outcome Quality in Fitness Facilities: Explaining Attitudinal Loyalty and Satisfaction with Life

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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, combined with high non-renewal or churn rates among fitness facility members, suggest practices to understand experiences and outcomes of users, and their impact on user loyalty and wellbeing can be improved.

This research intends, primarily, to advance understanding of previous constructs, namely process and outcome quality (Howat & Assaker, 2016) in a fitness facility context, investigating their impact on loyalty and wellbeing. First, we test their impact on attitudinal loyalty through RQ1: *How do member perceptions of process quality and outcome quality impact attitudinal loyalty?* Second, we continue recent empirical exploration of the positive impact of sport and leisure consumption on subjective wellbeing (Mutz, 2019; Sirgy, et al., 2017). Despite established positive health consequences of sport consumption, aspects of subjective wellbeing are largely excluded from outcome quality models in leisure settings. The current research focuses on satisfaction with life, conceptualised as one component of subjective wellbeing (International Wellbeing Group, 2013). Therefore, we ask in RQ2: *How do member perceptions of outcome quality impact satisfaction with life?*

Theoretical Background and Literature Review

Existing literature has explored process quality elements related to a consumer's fitness facility experience, and outcomes resulting from this experience (Howat & Assaker, 2016). Process quality items are well developed, with facility presentation, services, staff and parking determined as worthy of examination (Howat & Assaker, 2016). Outcomes have received less attention, however, competition success, social, health and fitness, and relaxation and stress are supported as outcomes of fitness centre usage (Howat & Assaker, 2016).

Factors dictating customer willingness to continue as a service user are paramount to organisational success (Howat & Assaker, 2016), thus the relationship between process and outcome quality and loyalty is important within research. It is proposed, generally, that both process and outcome quality impact user's attitudinal loyalty in the leisure setting (Howat & Assaker, 2016).

Subjective wellbeing is derived through a number of separate components, including, without limitation, positive and negative affect, and life satisfaction (International

Wellbeing Group, 2013). This research focuses specifically on life satisfaction, conceptualised as a single component of broader subjective wellbeing. Interest in the relationship between outcomes of sport and leisure consumption and life satisfaction is increasing (Mutz, 2019; Sirgy, et al., 2017). To advance, we test the impact of outcome quality of fitness facility users on satisfaction with life.

Methodology and Data Analysis
Data was collected using an online quantitative survey of members (n=787, response rate: 15%) from three multi-purpose aquatic and recreation centres located in a major Australian city. The research tool measured process and outcome quality using existing constructs from Howat and Assaker (2016) and Kwan and Bryan (2010). Attitudinal loyalty was collected using intention items (positive word of mouth, intention to recommend and revisitation intent) mimicking Howat and Assaker (2016). Life satisfaction was measured using the Personal Wellbeing Index (International Wellbeing Group, 2013). For RQ1 and RQ2, confirmatory factor analysis and path modelling were undertaken using AMOS to test the measurement structure of constructs, and relationships between variables.

Results/Findings and Discussion
Measurement and structural models to assess the constructs and relationships between variables exhibited fit levels above recommended cut points (Hair et al., 2010). For RQ1, the structural model showed that both process and outcome quality had a significant, positive relationship on attitudinal loyalty (R^2 = .47). For RQ2, outcome quality had a significant, positive relationship with satisfaction with life (R^2 = .07).

Conclusion, Contribution and Implications
Results confirm member experience (process quality) and perceived outcomes of facility use (outcome quality) play a strong role in developing attitudinal loyalty. The findings support past work (e.g. Howat & Assaker, 2016) and suggest investment to create optimal user experience, and programs that assist users achieve and recognise outcomes are well placed.
Further, fitness facility outcomes were shown to have a small, but significant role on user's life satisfaction. Results express goal achievement and outcomes of centre usage as meaningful, supporting Kim and James' (2019) suggestion that generating user outcomes in leisure settings can be linked to satisfaction with life. The impact on life satisfaction can be expected to be temporal and limited, given the proposed impact of current emotional states (Mutz, 2019).
Results suggest usage outcomes contribute not only to organisation outcomes (loyalty) but also to life satisfaction. This facilitates sport and leisure's role in leveraging social outcomes and advances its position in legitimising sport in the policy sector (Mutz, 2017).
Limitations are posited as the cross-sectional design, while measurement of wellbeing is restricted to satisfaction with life. Future work should broaden wellbeing measures and leverage longitudinal designs via multiple data collections. Further, opportunities exist

to consider the impact of process and outcome quality on actual user behaviours (i.e. retention and churn).

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Understanding Member Identity And Its Consequences In Fitness Organisations

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Aim of the research

Building on identity and stakeholder theories, this study examines a multidimensional conceptualisation of fitness members' identity and tests its effects on satisfaction and behavioural intentions.

Literature review

Identity theory is frequently used to explain the choices individuals make in the context of who they are as an individual person or within a group (Stryker, 2007). Wood and Roberts (2006) suggest that role identities represent the characteristics attributed to oneself within a social role (e.g., mother or fitness member). Role choices are a function of one's identity at a moment in time, and identities within the 'self' are organised in a salience hierarchy (Stryker, 2007). Following Biscaia, Hedlund, Dickson and Naylor (2018), the identity of a fitness member incorporates the extent to which a member feels they are a stakeholder of the fitness centre. Understanding the role identity is important because members are pivotal stakeholders of fitness centres as they contribute both directly and indirectly to overall revenue through paying membership fees and recruiting new members through word of mouth activities. As the identity of stakeholders is expressed through their actions, members' interactions with the fitness centre may be an expression of their role identity (Biscaia et al., 2018). Biscaia et al. (2018) argue that stakeholder theory is important to explore consumers' role identity and how to manage the relationship between consumers and organisations. In the current study, interest (Bryson, 2004) is conceptualised to complement Biscaia et al.'s (2018) model of fan identity and this used to enhance our understanding of member identity, satisfactions and behavioural intentions in a fitness context.

Research Design, Methodology and Data Analysis

Data were collected through paper-and-pencil questionnaires distributed to members of two fitness centres located in Lisbon (Portugal) (n=225). The questionnaire included measures of power (4 items), internal legitimacy (3 items), external legitimacy (4 items) and urgency (4 items) adapted from Biscaia et al., (2018), as well as interest (3 items) derived from Bryson (2004). Additionally, 4 items to measure satisfaction (Pedragosa, Biscaia, & Correia, 2015) and 3 items of behavioural intentions (Avourdiadou & Theodorakis, 2014) were used. All items were measured using a 10-point Likert-type scale (1=not likely at all, 10=extremely likely). Data were analysed through a two-step structural equation model using AMOS 24.0.

Results/Findings and Discussion

The results of the CFA for the first-order measurement model indicated an acceptable fit to the data [$\chi^2(290)$=567.37 (p<.001), χ^2/df=3.56 TLI=.9592, CFI=.96, GFI=.93, RMSEA=.07]. All constructs showed good composite reliability values (>.70) and convergent validity (AVE>.50). AVE values for each construct greater than the squared correlations between that construct and any other was taken as evidence of discriminant validity. The second-order measurement model including member identity (power, internal legitimacy, external legitimacy, urgency and interest) and the outcome variables had acceptable fit to the data [$\chi^2(300)$=722.36 (p<.001), χ^2/df=2.41 TLI= 92, CFI=.93, GFI=.81, RMSEA=.08]. The paths between member identity and their proposed dimensions were all significant (p<.05). Additionally, the structural model indicated an acceptable fit to the data [$\chi^2(309)$=777.35 (p<.001), χ^2/df=2.52, CFI=.80, GFI=.92, TLI=.91, RMSEA=.08], and the path coefficients indicate that member identity was significantly related to both satisfaction (β=.81, p>.001) and the intentions to renew their membership (β=.44, p>.0.001), increase weekly frequency (β=.36, p>.0.01) and recommend membership to friend s (β=.37, p>.0.001), Furthermore, satisfaction showed a significant positive effect on all behavioural intentions items (p>.0.001). Member identity accounted for 65% of the variance in satisfaction (R^2=.65). Jointly, member identity and satisfaction accounted for 79% of the variance of the intention to recommend the fitness centre (R^2=.79), 69% of the intention to review the membership (R^2=.69) and 37% of intention to increase weekly frequency (R^2=.37).

The findings suggest that member identity is important to increase satisfaction and behavioural intentions towards fitness centres given that a substantial amount of the variance were explained by perceived levels of power, internal legitimacy, external legitimacy, urgency and interest. The predictive role of member identity and satisfaction on behavioural intentions suggests that managers should foster authentic opportunities for members to participate in decision making as it relates to their experience and engage with them in a timely manner. Members are more likely to encourage friends to became members, to renew memberships and increase weekly frequency when they have a strong role identity and high levels of satisfactions.

Conclusion, Contribution and Implication

Taken together, results from this study indicate that the proposed model of member identity represents a good starting point to understand the concept of member identity and strengthen the connection between fitness members and their centres. The results offer useful insights for managers and this study should be considered as an initial step towards a better understanding of members' identity. Future studies should examine various types of fitness centres and conduct face-to-face interviews with both members and managers to deepen the understanding of member identity and its subsequent effects.

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Club Organizational Support: Impact on Member Constraints, Intentions, and Behaviors

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Community sport clubs are considered a critical sport provider across the globe, as clubs reach diverse populations to further individual and societal health and wellness. Given the widely recognized societal trends of diminished physical activity across the lifespan, the critical role sport clubs play in facilitating meaningful sport experiences for club members (Doherty, Misener, & Cuskelly, 2014), and challenge of resource constraints among non-profit organizations, it is imperative to understand how sport clubs impact member constraints, intentions, and behaviors in order for clubs to compete for public funding and enhance club outcomes. The aim of this investigation is to determine the impact of organizational support on perceived constraints, behavioral intentions, and reported behaviors among members of community running clubs. The study was guided by the following research questions:

RQ1: How does organizational support moderate the relationship between perceived constraints and behavioral intentions of club members?
RQ2: How does organizational support moderate the relationship between behavioral intentions and actual running behavior of club members over time?

Pulling from the community sport club capacity framework (Doherty et al., 2014), achievement goal theory (Nicholls, 1984), and self-determination theory (Deci & Ryan, 2000), the current study sought to examine organizational support holistically, as prior research has primarily focused on an organization's physical, environmental, and social support independently. From a fundamental standpoint, club programs are dependent upon the club's capacity to operate within the community and meet member needs (Doherty et al., 2014). Greater club capacity is argued to enhance a club's ability to provide sport opportunities for members, however, as the conceptual framework is in its infancy, research has yet to explore how club capacity impacts club members – arguably the most important stakeholder group. Through the process of members engaging in club programs, perceptions of the social environment within the organization are formed. Motivational climate has been found associated with athlete well-being and behavioral intentions (Alvarez, Balaguer, Castillo, & Duda, 2012), however is primarily studied in the team-sport context. A critical factor influencing motivational climate is the values and behaviors of club leaders. Autonomy supportive leaders have been shown important for enhancing athlete motivation and performance (Sheldon & Watson, 2011). Leader autonomy support is particularly challenging within community sport clubs, due to high turnover and role ambiguity among volunteer leaders. At the same time, club members face numerous constraints to sport participation. Structural constraints include access to resources needed to participate, intrapersonal are the psychological state or

skills needed to participate, and interpersonal include social relationships that support participation (Crawford & Godbey, 1987). Given the unique challenges faced by community sport clubs, and constraints inhibiting sport participation, the impact of organizational support on club members warrants investigation.

Adopting a longitudinal research design, the authors partnered with four community running clubs across the United States to survey 132 club members five times over two 17-week periods (corresponding with marathon training seasons) leading up to two running festivals. The running clubs facilitated the initial invitation to the study and distributed the first online questionnaire to club members, with the four subsequent online questionnaires distributed by the investigators. The questionnaire consisted of four established tools to measure organizational support (community sport club capacity; organizational climate; leader autonomy support) and perceived constraints (structural, intrapersonal, and interpersonal constraints), with items developed to measure behavioral intentions and reported behaviors specific to running club activities. The researchers will treat missing data, conduct reliability and validity testing, and examine univariate and multivariate normality and statistical assumptions associated with the inferential statistics. To answer RQ1, the researchers will conduct structural equation modeling to test whether organizational support moderates the relationships between perceived constraints and behavioral intentions of club members. For RQ2, the researchers will employ hierarchical linear modeling to test whether organizational support moderates the relationship between behavioral intentions and actual running behavior of club members over time. The HLM groups observations made across five data collections by individual research participant to reflect non-independence of data

Though data analysis is currently ongoing, the results will be completed by the conference. The researchers anticipate greater perceived organizational support will reduce the relationship between perceived constraints and behavioral intentions and increase the relationship between behavioral intentions and actual running behaviors across time. Limitations of the research design include mortality and confounding variables. With a more robust examination of organizational support, the study will draw theoretical connections across organizational behavior and social psychology domains for interdisciplinary application. From a methodological standpoint, the longitudinal design of this investigation may provide a deeper level of understanding of organizational support and member constraints, intentions, and behaviors. Practical implications may guide running related organizations in creating an infrastructure that effectively utilizes leaders to provide programming and services in an environment that mitigates perceived constraints, promotes member intentions, and facilitates member behaviors for the growth of club members and the organization.

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Age-Related Analysis Of Service Loyalty: An Example From Recreational Riders in Equestrian Centres

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Aim and Research Questions

Adopting a consumer's behavior marketing approach, the study questions loyalty to a sporting club in the case of horse riding. In a national context of a recent drop in the number of FFE (French Equestrian Federation) members, there is today a need to better understand riders' relationship with their equestrian centre. In the literature, although many researches have focused on loyalty, the context of recreation-related services remains under-investigated. In this context, this study aims to understand mechanisms of riders' loyalty to equestrian centres.

Theoretical Background

In line with much research on loyalty (Lichtle, Plichon, 2008), we first hypothesize that *satisfaction increases loyalty (H1)*. Algesheimer, Dholakia and Herrmann (2005) showed that community commitment has a positive effect on loyalty, and that community commitment increases if members are participating in collaborative activities and are willing to correspond to community actions. In the case of horse riding, we note that all riders express a need for "belonging to a community" sharing the same passion (Keaveney, 2008). Consequently, we suppose that *community commitment increases satisfaction (H2)* and that *commitment to friends' group increases community commitment (H3a) and satisfaction (H3b)*. Riders look for a relationship with their teacher (Klisch, 2009). We thus hypothesize that *affective commitment to the teacher has a positive effect on satisfaction (H4a), on community commitment (H4b), and on loyalty (H4c)*. We also assume *that affective commitment to the teacher increases switching costs (H4d)*, in line with the positive switching costs highlighted by Lichtle and Plichon (2008). *Switching costs are assumed to influence negatively satisfaction (H5a) and loyalty (H5b)*, as well as *alternative offer attractiveness (H6a and H6b)* (Lichtle and Plichon, 2008). Finally, *we assume age-differentiation in the model (H7)*, based on Casper and Stellino's work (2008) who confirmed the need for age-related differentiation in sport commitment analysis.

Research Design, Methodology and Data Analysis

First, we conducted a qualitative exploratory study based on semi-structured interviews with 30 riders in various equestrian structures and various areas. Based on these results, we realized an online quantitative survey in France among 630 respondents. These ones are from 15 to 77 years of age, with an over-representation of women (92%) (as in FFE members (83%)), and of higher socio-economic status (39%). Average time of horse riding practice is 12.8 years.

Secondly, we measured the constructs of loyalty, satisfaction, switching barriers, affective commitment and community commitment with scales based on 2 to 4 items (through 5 point Likert scales), found in the literature. Exploratory and confirmatory factor analysis, as well structural equation modeling, have been processed with R software.

Finally, demographic determinants were chosen according to life cycle, as in Casper and Stellino's work (2008), to test a multigroup model: teenage period 15 to 18 y.o; student or active life entry period 19 to 25 y.o.; young active and family period 26 to 36 y.o.; and 37 y.o. and over when you evolve more sedentary.

Results and Discussion

The overall model verifies convergent validity (AVE > 0.5 for all constructs), reliability (alpha > 0.7 for all constructs except one equal to 0.66), discriminant validity (AVE> square of the correlations for all constructs), and goodness of fit indices (CFI=0.904; RMSEA=0.069). All hypothesis are validated except H3b. The results highlight that affective commitment to the teacher influences client satisfaction, community commitment, perceived switching costs and loyalty, supporting the major influence of horse-riding teachers on customers' loyalty to equestrian centres.

Turning now to the multigroup analysis, metric invariance is verified (p=0.983) whereas structural invariance is not (p=0.000), confirming the moderating role of age. All statistical properties of the models are verified (details available upon request). Interestingly, one major difference between groups concerns the affective commitment to the teacher, which increases loyalty through satisfaction for all groups, except for experienced riders. For these ones, satisfaction has no effect on loyalty, and commitment to the teacher has a direct effect on loyalty.

Theoretically, our results show that the relationship between satisfaction, commitment(s) and loyalty may differ depending on demographic variables. However, further analysis should include other antecedents of commitment, such as perceived value of the centre or position involvement (Bodet, 2012).

Marketing implications suggest the key role of the teacher in the relationship with the structure for all market segments. Turning to the young active segment, which corresponds to a critical period for loyalty towards equestrian centres, equestrian centres should use teacher's influence on community commitment to increase young actives' loyalty.

Conclusion

First action levers for equestrian centres begin to emerge, to better retain and satisfy their customers. These levers remain to be deepened and adapted according to riders' profile. Finally, this analysis based on our model of loyalty in equestrian centre underlines the need to adapt management strategies in marketing and teaching according to recreational riders 'age.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Sebastian Uhrich

My Spouse's Sport Fandom Is A Problem For Me: How Significant Others Navigate The Outcomes Associated With Fan-Family Conflict

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Aim and Research Questions

The purpose of this study was to understand the consequences associated with fan-family conflict from the perspective of spouses/partners of highly identified sport fans.

RQ1: What are the resulting effects spouses/partners of highly identified sport fans experience as a product of fan-family conflict?
RQ2: What coping mechanisms do significant others employ to negotiate fan-family conflict?

Theoretical Background and Literature Review

Fan-family conflict refers to the difficulty one experiences simultaneously attempting to balance the demands of sport fan and family roles (Simmons & Greenwell, 2014). Given this definition, role conflict theory is well-suited to provide a theoretical framework for this investigation. Prior research has identified four types of fan-family conflict: time-based, strain-based, behavior-based, and economic-based; and has sought to explain the antecedents contributing to inter-role conflict between sport fan and family roles (Simmons et al., 2018; Simmons & Greenwell, 2014). Our understanding of this phenomenon, however, has largely been limited to the sport fan's perspective, and omits consequences/outcomes experienced as a result of conflict.

Only a handful of studies have previously considered how family members are affected by their partner's sport fandom. End et al. (2009) found partners of sport fans enjoy their significant other's company less following a loss than a win, due to changes in mood, affect, and irritability tied to game outcome. Nearly a quarter of women surveyed by Gantz et al. (1995) indicated they felt resentment towards their spouse for watching sports on TV. In fact, they reported overall lower relationship satisfaction scores than those in relationships where resentment was not present. These outcomes are likely associated with coping strategies to lessen the intensity of inter-role conflict (Goodsell & Harris, 2011; Hambrick et al., 2013). To date, queries into the coping mechanisms employed by families to negotiate perceptions of fan-family conflict have been limited.

Research Design, Methodology and Data Analysis

Data were collected via semi-structured interviews with 12 participants who described their spouse/partner as highly identified with their sport fan role. The interview protocol

consisted of four main focus areas designed to gain insights into respondents' experiences with fan-family conflict. Participants were initially recruited indirectly through (a) sport fans actively participating on team message boards and (b) a list of sport fan participants in a prior fan-family conflict study. Fans were given a link to a screening survey to distribute to their significant others. In total, 57 respondents completed the initial screening survey. Data were analyzed using 2-cycle coding in which the authors independently coded the data utilizing a deductive approach with the fan-family typologies as the guideline. Following this process, the authors met to review codes, also ensuring validity.

Results/Findings and Discussion

Regarding the first research question, three overarching themes emerged illustrating the consequences associated with fan-family conflict as perceived by spouses/partners of highly identified sport fans: 1) emotional distress, 2) fan by default, and 3) familial bonding. Emotional distress included feelings of embarrassment and resentment directed toward their significant other, including negative affective responses ranging from annoyance to frustration to irritation. Respondents also indicated they supported their significant other's team "by default", and as a result, often found themselves "forced" to watch games. In so doing, however, they perceived a positive benefit of spending time with family around the sport/team.

The emotional distress stemming from fan-family conflict led to a number of coping mechanisms (RQ2) to help soften conflicting role demands. The first coping mechanism was intentional communication with their significant other. Communication entailed making their spouse/partner aware of the amount of time they actively invested in their sport fan role, as well as making compromises. A second emergent theme regarding coping mechanisms involved respondents having hobbies and aspects of their lives separate from their significant other; essentially carving out time for their own hobbyist pursuits. Finally, technology, and specifically, the ability for fans to consume sport content on-the-go or on their own time, was identified as tool for navigating conflict.

Conclusion, Contribution and Implication

From a theoretical perspective, the current study examined fan-family conflict through a new lens; that of the spouse/partner of highly identified sport fans. This query is part of an initial step towards a more holistic understanding of this construct, building on prior knowledge gleaned from sport fans. From a practical perspective, this study can continue the conversation about the unintended effects of one's sport fan role inside the home by making fans aware of how their fandom affects other family members. For sport organizations, families continue to be a target market of interest, as well as an important reference group influencing consumer decision-making. These results highlight reference group attitudes and behaviors directed toward family member sport consumption, which can have an influence on future consumption intentions. Such insights will assist sport organizations further understanding this segment of their audience.

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The Role of Sport Fandom in Families and its Impact on Active Sport Participation

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Aim

Although there has been an emphasis in recent years on measuring the number of people taking part in sport, the focus has tended to be solely on participation. It is also acknowledged that research on motivation for active sport participation tends to reflect an individual as opposed to a collective approach to engagement. The aim here is to explore how sport fandom offers learning, sharing and engagement opportunities in families and if (or how) this facilitates and enhances active sport participation. The authors expand the discussion on the role of fandom socialisation, and address calls for research to understand how sport fandom may (dis) encourage active family participation in sport.

Theoretical Background and Literature Review

A lack of physical activity is of major concern in the developed world. Encouraging participation in sport is a challenge across a variety of groups including families, not least because of the resource commitment (time and financial) involved in taking part. While sport governing bodies are concerned with the outcomes of sport participation, this belies the way in which sport participation is part of a wider set of activities that contribute to contemporary family lifestyles, self and social identity and achievement goals. A related social activity that could be central to motivating participation in sport is sport fandom. Although the inter-relationship between active sport participation and sport fandom has until now yet to fully explored, there are calls for further research to understand the way in which these could be linked (Tinson, Sinclair & Kolyperas, 2017). Previous studies on parenthood and consumption have been concerned with the cost of having children and how children learn to be consumers. Invariably the way in which children are socialised as consumers is ascribed to parenting styles. Importantly, while recent research has taken a broader view of individuals or groups socialising children in relation to their consumer behaviour (Kerrane, Bettany & Kerrane, 2015), there has been limited if any research on how parents socialise and motivate their children to actively participate in sport through sport fandom or related activities. As sport often plays a central role in the socialisation of children, exploring sport fandom and any relationship with active sport participation in this research will be illuminating for academics and policy makers alike.

Research Design and Data Analysis

A qualitative study was conducted to explore the inter-relationships between sport fandom and active sport participation in families in order to understand how sport fandom can be better utilised to facilitate and enhance active sport participation. We adopted a longitudinal approach using 6 family focus groups repeated over time,

followed by in-depth interviews with family members (n=10) to develop an understanding of how the temporal and spatial dynamics of everyday family life (Daly, 1996) impacted sport fandom and active sport participation. Using the methods outlined by Strauss and Corbin (1990), open, axial and selective coding was employed analyse the findings.

Findings and Discussion

Our research offers a typology of families that reflect varying degrees of engagement with sport fandom and active sport participation. These types of families illustrate how individual, relational and collective identities moderate the socialisation of sport fandom and active sport participation. Building on the work of Epp and Price (2008), this research reveals how narratives, rituals, social dramas and intergenerational transfers offer insight into sport fandom and active sport participation practices. Importantly, while active sport participation does exist without sport fandom, there are opportunities to increase low levels of active sport participation by harnessing high levels of sport fandom through related communication opportunities e.g. social media, advertising, OWOM. The policy implications of this are that low levels of engagement with active sport participation can be mediated and potentially enhanced by sport fandom.

We also note barriers to active sport participation (and to a lesser degree sport fandom) that reflect the micro movements of family members in space and time. This means the 'organising' of day to day family life can significantly impact on active sport participation and this is often perceived as outside the control of the family. Those 'displaying family' (Finch, 2007) through sport are more likely to overcome barriers to engaging in both sport fandom and active sport participation. This suggests that those who believe sport is key to their family identity, view sport fandom and active engagement as part of their life goals. Families with low engagement in both sport fandom and active sport participation seek alternative family identities.

Conclusions and Implications

From a sport management perspective it is important to understand the inter-relationships between sport fandom and active sport participation as this may offer new ways in which engagement in sport-related activities can be enhanced in families. Given the problems associated with lack of active sport participation outlined above, alternative approaches to facilitating physical activity are required.

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Most Important Parameters At Professional Football Academies In Spain: The Parent's Perspective

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Aim and Research Questions

What are the aspects that parents take into consideration while making the decision about their child's professional football (i.e., soccer) academy?

The main objective of this research is to discover the priority aspects for parents of players of professional football clubs' youth academies in Spain. Consequently, the secondary objective is to know the level of importance and performance of different elements of professional football academies, as well as the level of discrepancy between both levels. This information can be used later by marketing departments and player services departments of the academies in any of their management processes (recruitment, player loyalty, or parents' satisfaction). The understanding of consumers expectations and behaviour towards professional youth football academies preferences could be key on the administration of financial and human resources.

Theoretical Background and Literature Review

The growing concern about the knowledge and evaluation of the perception that users have about different services is not outside the scope of sports organizations, since the greater knowledge of their consumers is very useful to improve the management of these services (Westerbeek & Shilbury, 2003). The knowledge of customers and their judgments is one of the main ways to improve service quality and satisfaction, which translates into an increase in their loyalty (Avourdiadou & Theodorakis, 2014).

Football has become a reference in terms of popularity, embracing millions of young players willing to be part of professional football academies. For that reason, football clubs' managers should focus on what are the key elements for parents that determine the choice of a professional football academy.

Football clubs' youth academies

The constant hunt for top talent is causing the development of football clubs' youth academies, since early detection of talent turns clubs into more competitive teams. Sophisticated networks of scouts have been developed by clubs with the aim of identify talented players (Bourke, 2003).

The present study considers the concept of "professional football clubs' youth academy" for those who were affiliated to Spanish football system first division clubs (La Liga Santander Clubs). The main objective of professional clubs' youth development programs is to develop players for their first team (Relvas, Littlewood, Nesti, Gilbourne, & Richardson, 2010). Therefore, the mission of professional youth football academies applies to focus on the competitive side of sports realization, and their goals head

towards developing professional football players who can perform at the highest sportive level.

Importance-Performance Analysis (IPA)

The Importance-Performance Analysis (IPA), introduced by Martilla & James (1977) is a method that considers both, the level of importance of different service attributes and the performance of those same elements. This can be used as a marketing tool to suggest management strategies. By measuring both levels, the analysed elements can be classified as follows: concentrate here, low priority, keep up the good work, and possible waste of resources. In addition, the discrepancy level can be measured, which refers to the difference between the accomplishment (performance) and the expectations (importance). All this information can be represented graphically, which is considered essential for managers.

Research Design, Methodology and Data Analysis

A questionnaire based and adapted from the study of Costa, Tsitskari, Tzetzis, and Goudas, (2008) was designed. and distributed to parents of Spanish professional football academies participants, through their own clubs. Data were collected from three professional football academies. A total of 23 questions classified in 7 dimensions related to various aspects of sports academies were included in the questionnaire. Each participant should indicate both, the level of importance and performance of different attributes, in two different 5-point Likert scales, as required by IPA. The 7 dimensions were: a) facilities and academy location, b) coaches, c) football career, d) program, e) satisfaction, f) intention, g) accessibility/communication. Some sociodemographic data were also included, as the academic level and the existence of previous sports experiences. In order to analyse the validity and reliability of the questionnaire, it has been first submitted for review to a group of experts, consisting of three directors of professional sports academies. Subsequently, the dimensions were also subjected to validity and reliability statistics. Additionally, an IPA was performed to reach a deeper level of understanding of the most important causes perceived under the parents' perspective.

Findings and Discussion

The scientific team still collecting interviews' data, therefore results can not be described at this time. However, before the congress celebration date, results findings and discussion will be provided. A lot of professional teams are in the middle stage of the football season, facing the last part of the competition leagues or play-offs. Due to this, most of professional clubs do not allow players to participate in any investigations basing their decision on internal club regulations and code of conduct.

Conclusion, Contribution and Implication

Also, to be written after the results and analysis is completed.

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Attendance Demand In German Women's Volleyball: Empirical Evidence For A Mid-Level Professional Sport

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Aim and Research Questions

Attendance demand in professional sports is a key indicator of the social relevance and economic development of a sport (Forrest & Simmons, 2006). Therefore, team sports with comparatively low attendance should focus on stimulating live demand to improve their market position and to foster professionalisation. In women's team sports, a lack of attendance relative to men's team sports is a general problem. Thus, it should be in the interest of a sport policy, aiming at a more balanced sport development across gender, to understand peculiarities in the attendance demand for women's team sports. Such evidence and insights are needed to deduce effective demand policies.

In this context, German volleyball appears to be an interesting case study because, in the German team sports industry, it is the only sport that shows approximately the same level of average attendance in the men's and women's leagues. In the season 2016/2017, the attendance per game (1,250) in the 1st Women's Volleyball League (WVL) nearly reached the level of the men's top-division (1,435) (VBL, 2017). Hence, it would be insightful for sport policy development (1) to identify the driving factors of demand of the WVL, (2) to compare the findings to existing evidence on women's team sports (primarily in women's football; see, in particular, Meier, Konjer, & Leinwather, 2016, and Reichel, 2019), (3) to derive policy implications. This study pursues these research aims by an econometric analysis of aggregated attendance of the WVL.

Theoretical Background and Literature Review

Though attendance demand is a major field of research in sports economics, nearly all studies analyse major leagues in European men's football or North American men's team sports, i.e., high attendance league sports with a leading market positioning (e.g., Forrest & Simmons, 2006; Villar & Guerrero, 2009). Not much is known on possible peculiarities of mid-level professional or developing team sports with low attendance. Meier, Konjer, & Leinwather (2016) is the exception in the international journal literature whose findings are largely confirmed in latest research (Reichel, 2019). They analyse data of 1,848 matches of the first league in German women's football for the seasons of 1998/1999 through 2011/2012 and conclude that, irrespective of slightly rising attendance, the league remains a niche product in the team sports market. It is valued by loyal dye-hard fans, but does not substantially reach beyond this limited clientele. Among other things, Meier et al. (2016) find that the quality of the stadia does not have a significant impact. This suggests a lack of comfort and ambiance in the stadia.

Research Design, Methodology and Data Analysis

The dataset consists of all matches of the WVL, both in the regular season and in the postseason, since the season 2005/06 until the season 2016/17. Because of modifications in the league structure (e.g. Round-Robin with or without play-offs) and

changes in the number of participating teams (in the range from 11 to 15) during the twelve analyzed seasons, the study covers 2,016 matches in which a total of 23 different teams have competed.

In the regression model, the dependent variable (recorded home attendance) and 25 independent variables were selected according to the model by Reichel (in press). The selection of the independent variables includes sport-specific factors, like the quality or performance of the involved teams, the expected uncertainty of outcome and the specific character of the match (e.g. derby or not). Furthermore, the empirical model integrated sport-unspecific factors. In this regard there were used independent variables for weather conditions or the schedule (e.g. time for kick-off). In addition to other common factors (e.g. number of other team sports in the local surrounding or the contemporaneous broadcasting) further attention paid to aspects capturing the specific market in German women's volleyball.

Results/Findings and Discussion

The regression results show clearly that the position of the home team (-.470***) have statistically the biggest impact on attendance demand. Little competition from other team sports at the venue (-.279***) as well as simultaneous television broadcast (.096**) have a positive effect on match attendance. Moreover, spectators prefer matches, where the positions of the two participating teams in the table are close together (-.151***). The results for weather conditions (temperature and precipitation) or the meaning of play-offs (different to the descriptive statistics) surprisingly show no significant impact on attendance demand in the WVL.

Conclusion, Contribution and Implication

The data show a moderate increase in attendance demand of the WVL over the last ten years. To expand the current demand of an average of 1,250 spectators per game the league governance should maintain the schedule of the season from October until the end of April. This recommendation is based on two reasons: first, the continuous scheduling during the winter period results in fewer alternative (outdoor) team sports offerings.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Herbert Woratschek

Fan Involvement of Women's Football Spectators and Fan's Consumer Profiles

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Aim of the Research

The history of women's football is shorter compared to men's football. Although aggregate attendance has increased (Meier, Konjer, & Leinwather, 2016), no continuous attendance growth has been observed for clubs of the German Women's Bundesliga (FBL) or matches of the national team. It is suggested to "build and expand a sustainable fan base" (Meier et al., 2016, p. 1) to make women's football more popular. To better understand the consumer, that is the women's football spectator, literature suggests the application of consumer market segmentation. The Psychological Continuum Model (PCM; Funk & James, 2001) has proved to be a useful tool to segment sport consumers based on their involvement (Doyle, Kunkel, & Funk, 2013). Therefore, the purpose of this study is to address the research gap of women's football fan involvement, through 1) analysing the fan's stages of involvement, their consumer profiles, and behavioural intentions and 2) getting detailed insights and implications based on each profile.

Theoretical Background and Literature Review

Following market segmentation theory, an a priori segmentation was chosen since the PCM serves as segmentation framework instead of the standard cluster analysis, similar to other studies (Beaton, Funk, Ridinger, & Jordan, 2011; Doyle et al., 2013). The PCM is based on the construct of involvement which refers to the total participation and full engagement of a person (Allport, 1943) into an activity or consumption experience. Thus, we used a psychographic segmentation. The PCM introduces four stages of psychological connections along a vertical continuum that can exist between an individual (spectator) and an object (sports team): Awareness, Attraction, Attachment and Allegiance (Funk & James, 2001). Consumers interact differently with the object on every stage and they have different consumption patterns (Beaton et al., 2011; Doyle et al., 2013).

Research Design, Methodology and Data Analysis

Several measures were utilized to assess women's football spectator's involvement with football and create meaningful segments. For instance, involvement was queried using nine items as suggested by Beaton et al. (2011) along the three constructs centrality, hedonic value and symbolic value which served as independent variables. Future match attendance, measured as manifest variable, served as dependent variable. Data were collected during the German women's national football match in Fürth (Bavaria) with 15,043 spectators on the 8th of April 2015 against Brazil (Germany winning 4-0). The final

sample size is *n*=693. Data were analysed using confirmatory factor analyses and structural equation modelling.

Results/Findings and Discussion

Sixty percent of the respondents were female and 40% were male. The average age was 41 years. Reliability and validity were confirmed using the confirmatory factor analysis (construct reliability >.6, Cronbach's Alpha >.7 and average variance extracted >.5 for all constructs as well as discriminant validity were established). Using hedonic value (λ=842; p≤.001), symbolic value (λ=.843; p≤.001) and centrality (λ=.990; p≤.001) subsequently as second order constructs defining involvement, the effect of involvement on future match attendance was estimated (β=.210; p≤.001). The effect was significant and the overall model fit was adequate $\chi^2(31)$=84.045, p<.001; χ^2/df = 2.711; CFI=.989; SRMR=.027; RMSEA=.050 (90% confidence interval: .037-.063; pclose=.492). Regarding the PCM stages, the majority of the sample (41.3%) was part of the attachment stage, followed by the attraction stage (32.2%), the allegiance stage (18.0%) and the awareness stage (8.5%). Significant differences were observed regarding age and attitudes towards the team across the four segments. This confirms previous studies (Beaton et al., 2011; Doyle et al., 2013). Appreciation and identification of the team increased along the vertical continuum as suggested previously (De Groot & Robinson, 2008).

Conclusion, Contribution and Implications

The group of individuals in the attachment stage needs to grow to build a sustainable fan base which was considered as necessary by earlier work (Meier et al., 2016). This group has the lowest average age (32 years) and is almost evenly distributed among males and females. They value cheap tickets and an exciting atmosphere most, compared to the other three segments. Managers should cater in particular for those needs and promote the teams and matches on appropriate social media which is the common tool to inform this group of people. Furthermore, officials should focus on selecting opponents of comparable quality for friendly matches of the German women's national football team to support an exciting atmosphere at the matches. In addition, they are accompanied by a large group (average group size is 10 people) compared to the individuals who are aware and attracted (average group size: 4-5 people). It might be useful to promote the women's football to football teams as it seems that those in the attachment stage go with their team to attend a match. This research contributes to the existing knowledge by adding to the scant work using the PCM on passive sport consumption and shedding light on involvement facets of women's football spectators.

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Exploring Women's Passion for Sport: The Next Frontier of Fandom?

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Aim/Research Questions

Both industry and the media are becoming more concerned with Generation Z. This cohort not only differs in social preferences but also sport consumption (Lefton, 2019). While concerns over this generation have stemmed from low rates of traditional sport viewership (e.g., Neilson ratings), scholars have developed alternate measurements of sport consumption. Studies suggest that passion is not only an important variable of sport consumption but that passion may differ amongst various demographics (i.e., gender, age; see Heere & James, 2007). As such, the study's overall purpose was to examine passion, media use, and social media usage across generations amongst female sport fans. The research questions guiding this study were: (1) How does sport passion vary by generation and gender? (2) How does media use and social media usage vary by generation and gender?

Literature Review

With four separate generations of sport fans – Boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1996), and Generation Z (1997-present) – the sport fandom landscape is changing. Industry and the media report Generation Z differs from previous generations in terms of social priorities and subsequently, sport consumption habits (e.g., Lefton, 2019). These new consumption patterns are disrupting the traditional delivery of sport content. It is understood by the industry that passion drives sport consumption, but there is scant academic attention on passion to date. Many studies have focused on the consumption motives, avidity, and identity of fans (DeSarbo & Madrigal, 2012; Lock & Heere, 2017; Wann et al., 2008), but few have provided a comprehensive explanation of generational differences, especially as they relate to women and passion. Passion has been defined as a strong preference toward a loved activity one finds important and invests time in (Vallerand et al., 2008). Passion for a team or sport is different from fan avidity (e.g., casual fan vs. massive fan), and includes harmony (adds to one's life) and obsession (destructive to one's life). Not only has passion been found to predict attendance and media consumption (Wakefield, 2016), it attempts to describe fandom beyond identity and avidity.

Method/Analysis

Through a partnership with a major U.S. sport media company, usable surveys were returned by 4,132 sport fans. Passion was measured utilizing Wakefield's (2016) scale, which included measuring general passion, harmony, and obsession. The authors adopted Rosen et al.'s (2013) media and technology usage and attitudes scale to measure media use. The authors then modified the same scale to measure social media usage, which was updated to reflect current social media habits. Analysis consisted of descriptive statistics and a two-way multivariate analysis of variance.

Results/Discussion

Of the 4,132 total participants, 43.5% identified as female. There was nearly an even distribution by generation – 23.5% Gen Z, 23.4% Millennial, 20.2% Gen X, and 32.9% Boomer. A two-way MANOVA was conducted to determine the effect of gender and generation on the three components of passion (general passion, harmony, obsession), media use, and social media usage. For *passion*, a significant multivariate main effect was detected, $F(18, 4120) = 1.90$, $p = .012$, Wilks' $\Lambda = .992$, partial $\eta^2 = .03$. Specifically, there was a statistically significant interaction effect between gender and generation for obsession, $F = 2.921$, $p = .008$. Follow-up univariate ANOVAs showed the three passions were not statistically and significantly different between generations but were for gender. Post-hoc tests revealed for general passion, males had statistically significantly higher means than females. However, there were no significant differences in harmonious and obsessive scores. For the combined media variables, a significant multivariate main effect was detected, $F(12, 4120) = 3.404$, $p < .001$, Wilks' $\Lambda = .990$, partial $\eta^2 = .05$. Specifically, there was a statistically significant interaction effect between gender and generation for media use, $F = 2.181$, $p = .008$ and social media usage $F(12, 4120) = 3.069$, $p = .005$. Follow-up univariate ANOVAs showed that for gender, both media use scores and social media usage were statistically significantly different. For generation, follow-up univariate ANOVAs showed both media use and social media usage were statistically significantly different. Post-hoc tests revealed for both media use and social media usage, males and Gen Z were higher than all other generations.

Conclusions

Passion is unmistakable in sport, but understanding how female sport fans experience it is not widely explored in academia. The findings indicate that while men reported higher general passion, there were no significant gender differences in obsession or harmony. This indicates both men and women are highly passionate sport fans. The finding that Gen Z showed more positive attitudes towards media and social media interaction is not surprising given that this generation grew up in the late stages of the Information Age, but it should serve as a signal to the sport industry that sport delivery modes must extend beyond traditional television in order to reach and engage these fans where they are consuming.

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How Fans Process a Loss: Need Unfulfillment, Coping, and Temporal Well-being

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Aim

Losing is an integral part of sport. For sport fans, watching the team one supports lose can engender negative emotions (e.g., distress, anxiety) and thus hinder temporal well-being (Sloan, 1989; Wann, 2006). Understanding the psychological process that links a loss of one's team to negative effects on well-being and developing strategies to mitigate the effects are important. This study investigates the process with focus on need unfulfillment and coping strategies.

Theoretical Background and Literature Review

Grounded on need theory, fulfillment of psychological needs (e.g., achievement, belonging) has been identified a mechanism linking sport event consumption to well-being improvement (Kim, Kim, & Kim, 2017). While there are signs that sport fans' needs may not be fulfilled after a loss of one's team (e.g., Sloan, 1989) and a loss may negatively affect one's psychological state (e.g., Wann, 2006), no study examined need unfulfillment associated with a loss and its threat to well-being, calling for empirical verification.

According to Lazarus's model of stress (1966), human beings have the capability to deal with psychological threats based on a three-step process of coping, that are (1) primary appraisal (i.e., gauging threat-extent), (2) secondary appraisal (i.e., evaluating response), and (3) coping (i.e., implementing response). For sport fans, unfulfillment of psychological needs after a loss can be deemed a threat in primary appraisal. While problem-solving strategies are not available, sport fans have the option of employing emotion-managing strategies such as seeking social support, focusing on positive aspects in the game, and cutting off reflective failure (i.e., "CORFing") to deal with the loss-caused emotional distressed (e.g., Carver, Scheier, & Weintraub, 1989; Wann, 2006). After assessing each option in secondary appraisal, coping strategies deemed effective can be adopted. While coping adoption among fans are evident, there is a lack of studies quantitatively testing the effects of coping strategies on sport fan's temporal well-being after a loss, particularly lacking in examining multiple strategies in conjunction with a longitudinal approach (cf. although necessary for understanding the complex and ongoing process of coping; Delia, 2017). The following Hypotheses are tested.

H1: Need unfulfillment (of arousal, achievement, belonging) leads to adoption of coping strategies (seeking social support, positive reintegration, venting, denial, CORFing).
H2: Coping strategies (seeking social support, positive reintegration, venting, denial, CORFing) leads to improved temporal well-being (self-worth improvement, negative affect reduction).

Methodology

A three-wave survey based natural field study was conducted with U.S. adult sport fans who watched and rooted for the team that lost the Super Bowl 2019. Based on convenience stratified sampling and repeated measures, three surveys were conducted before (n=2,027; with items for expectation for need fulfillment, demographics), immediately after (n=778; with items for actual need fulfillment, well-being state), and 12-24 hours after the event (n=507; with items for well-being state, coping strategies adoption) with a representative sample. Data on sport fans' need unfulfillment, adoption of coping strategies, and change of well-being state were collected (e.g., Carver et al., 1989; Kim et al., 2017). Using the data collected from participants taking all three surveys, structural equation model was conducted to test Hypotheses 1 and 2.

Result and Discussion

After ensuring the reliability and convergent and discriminant validities of measurement model (S-B $\chi2$/df=960.542/584=1.64; CFI=.97; TLI=.96; SRMR=.04; RMSEA=.04), we tested the Hypotheses in the structural model (S-B $\chi2$/df=1196.007/594=2.01; CFI=.94; TLI=.94; SRMR=.08; RMSEA=.05). Regards to Hypothesis 1, arousal, achievement, and belonging needs unfulfillment were each positively associated with four, five, and one of the five coping strategies. That is, need unfulfillments were identified as meaningful predictors of mental threat and coping behavior. For Hypothesis 2, positive reinterpretation, denial, and CORFing led to recouping self-worth after a loss, and seeking social support and venting assisted reducing negative affect caused by a loss; the findings indicate that coping strategies were effective for helping sport fans recover temporal well-being after a loss (consistent to Carver et al., 1989 and Lazarus, 1966). Interestingly, denial was linked to increase in negative affect, evidencing mixed effects of coping on well-being as well. Denial is known to be effective only when the negative situation is 'profitably' ignorable (Carver et al., 1989); our context was not such a case. Overall, coping was a mediator linking unfulfillment to well-being. In additional analysis, full mediation was verified except for one path (from arousal unfulfillment to negative affect), highlighting the critical role of coping when sport fans process a loss.

Contribution and Implication

This study contributes in introducing need unfulfillment as a predictor of coping and empirically testing coping as a mechanism explaining the influence of a loss on sport fans' temporal well-being. The findings shed light on the psychological process that sport fans go through when dealing with a loss. Practically, identifying and strategically promoting coping strategies effective for dealing with negative mental states associated with the three types of need unfulfillment are suggested for better sport fan well-being.

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The Dark Side of Football: Field Data Evidence Linking Rivalry and Fan Aggression

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RESEARCH AIM

Fan violence has become a major problem in team sports around the globe. Not only do stadium riots negatively affect the consumption experience of peaceful fans, they have also increased (public) security costs and even claimed innocent persons' lives. Rivalry, with its positive and negative consequences (Berendt & Uhrich, 2016), has been mentioned as a potential cause for violence (Berendt & Uhrich, 2018), but there is little empirical evidence supporting this claim. This research investigates the link between rivalry and fan aggression based on a unique police data set that covers five seasons (2013/14 - 2017/18) of the German professional football league Bundesliga.

THEORETICAL BACKGROUND

Rival games must be distinguished from normal sport competitions. Conceptualized as a subjective competitive relationship based on a shared history, rivalry is an integral part of fan identity (Berendt & Uhrich, 2018). While games against regular opponents tend to be forgotten quickly, clashes with the rival have the potential to go down in history. Thus, rivalry activates legacy concerns as the identity threat of losing against the opponent gets a long-term perspective. Hence, rivalry is more influential than other forms of social comparison (Converse & Reinhard, 2016). Whenever the ingroup identity is at stake, people are prone to downgrade, derogate or even physically attack the outgroup (Hornsey & Hogg, 2000). As a result, rivalry, due to its higher identity relevance, increases aggression, which is defined as "the infliction of an aversive stimulus, either physical, verbal, or gestural, upon one person by another" (Tenenbaum, Stewart, Singer, & Duda, 1996, p. 229). We propose:

H1: Rivalry is positively related to fan aggression in that it increases the number of arrests (H1a), charges pressed (H1b) and injured persons (H1c) at football games.

METHODOLOGY, RESEARCH DESIGN, AND DATA ANALYSIS

The hypothesis was tested based on a survey of German football fans in combination with police statistics. The survey, conducted via German news website Spiegel.de (N = 36,223, M_{Age}= 44 years (SD= 13)), captured the independent variable, rivalry intensity, by asking fans about their favorite team in the top three German divisions ("My club") and their biggest rival ("The arch-enemy of my club"). A three-step procedure determined the rivalry intensity of a certain match. First, we determined how intense fans of team A viewed the rivalry with team B by splitting the votes for a certain rival among the total number of fans of a team. For example, out of 3,601 Dortmund fans 2,239 considered Schalke the main rival, resulting in a score of 2,239/3,061 = 73.10. We used the identical procedure to determine how intense Schalke fans viewed the rivalry

with Dortmund (1,864 Dortmund votes by 2,141 Schalke fans = 87.10). The independent variable was then defined as the mean of both intensity scores.

Internal statistics from the special unit of the German police that deals with the policing of sports events provided the dependent variables. Specifically, the data include the number of arrests, charges pressed and injured people for each of the 1,530 Bundesliga 1 games of the last five seasons. Based on the survey data, we calculated the rivalry intensity for each of these games.

RESULTS

A linear regression showed a significant and positive influence of rivalry on the number of arrests (β = .22, p < .001), charges pressed (β = .25, p < .001) and injured persons (β = .28, p < .001). The effects remained significant after including a host of control variables. Specifically, multivariate regressions showed that the effects remained significant for arrests (R^2= .064, p < .001; β = .19, p < .001), charges pressed (R^2= .16, p < .001; β = .19, p < .01) and injured persons (R^2= .13, p < .001; β = .15, p < .01) when controlling for the influence of police manpower (i.e., number of police officers), home loss, number of stadium security staff, home fans, away fans, number of "violence-prone" and "violence-seeking" home fans as well as number of "violence-prone" and "violence-seeking" away fans. Hence, the results provided support for H1a-c.

DISCUSSION AND CONTRIBUTION

This research is among the first to provide empirical evidence for the dark side of rivalry: increased aggression as indicated by higher numbers of arrests, charges pressed and injured persons. This is worrying. While rival games are the highlight of the season and increase attendance, media interest as well as viewing figures, they also have the potential to seriously threaten the stadium experience of peaceful fans. Thus, our research emphasizes that both the dark and the bright side should be taken into account when managers and academics deal with the phenomenon of rivalry. Future research should investigate the underlying mechanisms of the detrimental effects and develop strategies to mitigate these effects.

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An Exploration of How Fans and Rivals Build Their Response in Sport Sponsorship Over Time

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Aim and Research Questions

The aim of the present research was to explore how fans and rivals build their response in sport sponsorship over time.

Theoretical Background and Literature Review

To date research perceptions regarding the effect of sponsorship duration on its effectiveness are contradictory. Some researchers support that longer sponsorship duration leads to more favorable brand equity (Cornwell, Roy, & Steinard, 2001), while others that it can lead to obsessive familiarity that makes sponsor invisible to consumers (Sleight, 1989). Studies which empirically test the effects of sport team sponsorship on fans and rivals consumer behavior in various chronological phases are missing. The measurement of the effects on both fans and rivals is of high importance, given the transfer of rivals' negative attitudes to the sponsor of the rival team (Bee & Dalakas, 2015). In addition, research on the role of sponsorship on actual purchase behavior is still in early stages (Herrmann, Kacha, & Derbaix, 2016; Zaharia, Biscaia, Gray & Stotlar, 2016), although sales augmentation is the ulterior motive for investing in sponsorships. Finally, while sponsor's and sponsee's fit has been proven as a key condition for the sponsorship stimuli transfer (Zaharia, et al., 2016), there are no studies so far on its role on the process of building brand personality, brand loyalty and purchase behavior.

Research Design, Methodology and Data Analysis

The basketball team Panathinaikos BC and Microsoft's X-BOX videogame console have been chosen for examination. A repeated-measures cross-sectional study was designed for collecting data within two distinct phases and a self-administered questionnaire was distributed in teams' facilities and various public places. To ensure the appropriateness of the different samples respondents were approached in the same places in both phases and declared the same demographic profile. A 7-point Likert scale was used for the variables fit, brand personality and brand loyalty, which were borrowed from the literature (i.e. Aaker, 1997), while purchase behavior was measured by asking respondents how many times (0, 1-2, more) they had purchased the sponsor's product after the sponsorship announcement. The sample size consisted of 980 respondents (222 fans and 271 rivals in the first phase, 264 fans and 223 rivals in the second). Structural Equation Modeling (SEM) techniques were run with the procedure of bootstrapping to test the research hypotheses using AMOS.

Results/Findings and Discussion

Two analyses were run to explore the significance of the differences between the path coefficients using the chi-square difference test, the first to analyze and compare the data from fans of the first and the second phase and the second for the rivals' data of

each phase. Results indicated goodness of fit for the measurement (fans: χ^2=1020.145, df=519, χ^2/df =1.966, p=.00, CFI=.97, IFI=.97, RMSEA=.03, SRMR=.05, rivals: χ^2=969.087, df=501, χ^2/df =1.934, p=.00, CFI=.98, IFI=.98, RMSEA=.03, SRMR=.05) and the structural models (fans: χ^2=674.430, df=382, χ^2/df =1.766, p=.00, CFI=.97, IFI=.97, RMSEA=.04, SRMR=.05, rivals: χ^2=684.022, df=370, χ^2/df =1.849, p=.00, CFI=.97, IFI=. 97, RMSEA=.04, SRMR=.05). The configural and metric invariance between the groups were confirmed.

The model explained a considerable proportion of variance of fans' purchase behavior in the first phase (R^2=8.2%), while in the second the proportion was lower (R^2=4.4%). Regarding rivals, an interesting finding was that the variance of purchase behavior was explained to a significant extent only in the second phase (R^2=12.9%) and that it was higher compared to the proportion explained for fans in both phases. Sponsor's brand loyalty was explained to a significant extent in both phases for fans (R^2=48.4% and R^2=52.2%) and rivals as well (R^2=37.8% and R^2=58.1%).

Regarding fans, there were no significant differences in the variables relationships between the phases, contrary to previous researches (Cornwell et al., 2001; Sleight, 1989). In contrast, the results for rivals indicated two significant differences, on the effect of fit ($\Delta\chi^2$=9.667, p<.01) and brand loyalty ($\Delta\chi^2$=10.206, p<.01) both on purchase behavior. The effect of fit on purchase behavior was not significant in the first phase, while in the second emerged significantly negative. Conversely, the effect of brand loyalty on purchase behavior was found significantly positive only in the second phase. Another interesting finding was that in the second phase rivals perceptions of fit influenced positively brand personality (β=.15, p<.05) which affected positively brand loyalty (β=.61, p<.001 first phase, β=.75, p<.001 second). This finding may imply the mediating role of brand personality on the relationship.

Conclusion, Contribution and Implications

This research showed that only rivals' response towards sponsorship differed significantly between the two phases. Rivals who did not perceive fit between the sponsor and the rival team did not buy his products after a longer sponsorship period. However, their purchase behavior coming from their loyalty towards the rival team sponsor's brand was stronger in the later phase. These findings provide interesting implications for research and practice. An interesting avenue for future research is to explore the proposed model between longer sponsorship chronological phases.

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Session Chair: Tim Ströbel (Review Track Chair)

Ambushing: A Meta-Analytic Review of the Influence on Sponsorship-linked Marketing

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Aim and Research Question

Based on a review of literature and practice, this work proposes a model of sponsorship effects and then examines empirical work to learn the influence that ambushing holds on sponsorship-linked marketing.

Theoretical Background and Literature Review

Sponsorship is defined as "a cash or in-kind fee paid to a property ([a property rights holder] typically in sports, arts, entertainment, or causes) in return for access to the exploitable commercial potential of that property" (IEG Sponsorship Report 2017). The contract that results from a sponsorship deal where a sponsoring brand/company agrees to pay a property for the rights to associate creates two groups according to Cornwell (2014). Pursuant to this contract there are those that can legally associate with a property and those that cannot. Ambushing primarily regards those brand and companies seeking an association with a property for which they have no official rights. Putting aside the appropriateness (Meenaghan 1994, O'Sullivan and Murphy 1998) and the reach of these contracts for the moment, this research investigates the extent to which these ambushing attempts may influence true sponsors and their sponsorship-linked marketing programs.

There are various definitions of ambushing. One of the most recent definition describes ambushing as "marketing activities of a brand seeking to capitalize on the attention, awareness, customer equity, and goodwill generated by having an association with an event or property, beyond the official or authorized rights of association delivered by that event or property" (Chadwick and Burton, 2011, p. 714). This definition was accepted to guide the current work.

Research Design, Methodology and Data Analysis

This review searched for all types of studies on ambushing including conference papers, published articles, unpublished dissertations and theses. A search of electronic databased was conducted for the years 1997-2018 to capture two full decades of the work in the area. The database was searched using key terms: "ambush", "non-sponsor", "ambusher", "ambushing", "counter-strategy", "sponsor", and "sponsorship." Forward and backward citation analyses were then used to seek additional papers. The search identified 72 articles on ambushing, but 43 articles were not retained for the meta-

analysis because they were conceptual or descriptive without empirical testing. In addition, two conference articles were excluded since they had the same statistical findings as the published articles of the same authors. Thus, we identified 27 empirical articles including statistic values (e.g., t- and f-values or correlation coefficient) that can be meta-analyzed.

The reviews of literature, conceptual and empirical work supported the development of a model of ambushing. This model begins with the characteristics of the ambusher (e.g., the ambusher's congruence with the event) and their behavior (e.g., the nature of ambushing tactics employed). The characteristics and behavior of the ambusher are argued to directly influence outcomes for themselves (as ambusher), the true sponsor, the property and possibly the host (e.g., country, city or venue). The direct relationship between ambusher character and behavior on outcomes is moderated by sponsor characteristics and behaviors (e.g., spending on leveraging, reaction to ambushing), individual factors of sponsorship audiences (e.g., exposure, perception of ambushing) and partnership factors (e.g., contractual agreements regarding response to ambushing).

We followed the approach of Lipsey and Wilson (2001) in our coding procedures. This approach was adopted to accommodate possible variations in empirical work. Variables identified in our conceptual model were first coded into specific individual variables (e.g., promotion, logo, or creativity), and then subsumed into general categories (e.g., the marketing tactics which is under the ambusher characteristics and behaviors). The general categories were as follows: ambusher characteristics and behaviors, sponsor characteristics and behaviors, contextual characteristics (individual factors and partnership factors), and outcomes of ambushers and sponsors. The definition of each general category will be presented with the suggested research model.

Results, Findings, and Discussion

The meta-analysis is currently underway. The expectation is to learn (1) what characteristics of the ambushing lead to outcomes of interest to the ambusher, (2) what characteristics of the sponsor guard against ambushing, (3) what audience and partnership factors moderate outcomes for ambusher, sponsor, and sponsee (4) study and sample characteristics (e.g., longitudinal, real or fictitious stimuli, student or actual fans/consumers) of the empirical investigation that contribute to our research understanding.

Conclusion, Contribution, and Implications

Sponsorship ambushing is on the one hand considered illegal when it crosses established boundaries. On the other hand, some would argue that it is merely creative marketing communications. While either stance may be defended, due to the idiosyncratic findings of empirical work to date, we do not have an overarching understanding of how ambushing works and this meta-analysis should remedy this.

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"Our Sponsor is everywhere, It's a good thing …or Is it?" : Fans' Ambivalence about sponsor Ubiquity

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Aim of abstract/paper - research question

Sponsorship has been playing a major role in the marketing strategy of many companies over the years. Indeed, for years, the amount of money invested in sponsorship has seen a steady growth. In 2017, worldwide spending on sponsorship represented more than $62.7 billion, with an increase of 4.3 percent compared to 2016 (International Events Group, 2018). In recent years, the growth in sponsoring has been prompted by an increased number of companies joining the playing field, but more strikingly, by several brands that decided to build an aggressive sponsorship program to acquire consumers. For instance, Red Bull is now active in a variety of sports and cultural events internationally. Their sponsorship activities range from sports like mountain biking, BMX and Formula 1 Racing to sport teams and specific athletes. This wide coverage across a multitude of sports and entertainment properties positions companies as key players on the sponsoring market and often as a reference in the consumers' mind. If this strategy seems to be working out for sponsors, this paper investigates how this ubiquity of a sponsor may impact sponsee's image in the eyes of the general public and fans.

Theoretical background

In the academic literature, most of the research on sponsorship deals with sponsorship of single properties. Authors have usually analyzed the impact of sponsorship on consumers' cognitive, affective and behavioral responses (Cornwell, 2008) and focused on the critical role of fit and congruence between the sponsor and the sponsee to assess the success of sponsorship activities. Interestingly enough, despite the growing presence and spending of several companies across a variety of events, the omnipresence of sponsors has seldomly been investigated except under the portfolio and category angle (Chien et al., 2017; Groza et al., 2012).

If the concept of ubiquity of a sponsor is generally defined as the sponsor's degree of focus and frequency in their sponsorship activities, in the present article, ubiquity is defined as the perceived prominent presence of a specific brand as the sponsor of multiple events and teams.

Relying heavily on the theory of mere exposure, the literature suggests that consumers exposed to a sponsor at a higher frequency have higher sponsor recall and more positive affective responses toward the sponsor. The phenomenon is often attributed to the increase in perceptual fluency, which is the ease with which a stimulus can be processed. This theory could apply perfectly to multiple sponsorships since individuals are exposed to different stimulus related to the brand (e.g. logo, name, and slogan) on repeated exposures. However, a strong presence of a brand in several sponsorship

outlets (ubiquity of a given sponsor across sports or teams) may also influence and threaten the uniqueness that a sponsee revendicates, particularly in the eyes of its fans. Fans (identification with the sports property) and sponsor/sponsee characteristics (category, familiarity with the sponsor, size of the sponsor...) may also have a key influence on the potential ubiquity benefits. This is especially critical in a research context where the fit between a brand and a sponsee is often cited as a key success factor.

We therefore hypothesize that the positive influence of ubiquity on sponsorship success is moderated by several key consumers and sponsors characterictics.

Methodology

We selected a professional soccer team in the top professional soccer league in France which has a sponsor that appears in multiple teams, sports and events in the same geographic area. Perceived ubiquity (3 items), sponsor congruency (4 items), global evaluation of the sponsorship activity (1 item) and attitude toward the sponsor (3 items) were all adapted from Speed and Thompson (2000). Data were collected through a questionnaire randomly distributed few hours before the game to fans entering the stadium. 227 questionnaires were collected.

Results, discussion and conclusions

Results show that there are no significant association between recall (aided and unaided) and perceived ubiquity. This lack of influence of perceived ubiquity can appear counter intuitive as the prominence of the sponsor should trigger easier recall from the consumers. However, the unaided recall already reached 81% of the respondents regardless the level of perceived ubiquity.

On the contrary, the perceived ubiquity has a positive impact on (a) the favourable attitude toward the sponsor, the global evaluation of the sponsorship, and the perceived congruence.

However, the results support an interaction effect between team Identification and Perceived ubiquity on sponsor-sponsee congruency, suggesting that at high level of perceived ubiquity, highly team-identified fans perceive less congruence between the sponsor and the sponsee than less identified individuals.

At the managerial level, implications in sponsorship portfolio management are important as results suggest that fans' and sponsorship characteristics may influence sponsrship success.

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Affect Transfer In Concurrent Event Sponsorship

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Aim and Research Questions

While sponsors seeking a transfer of the sponsee's image towards their own brand has been a central topic of sport marketing research in the past, an increasing number of studies has recently also found image spillover effects between concurrent sponsors (e.g., Boronczyk & Breuer, 2019). While previous research has examined how concurrent sponsorship affects cognitive components of brand images (e.g., brand personality traits) affective outcomes like feelings remain underresearched. However, brand-related feelings are an important determinant of subsequent outcomes of sponsorship, for example brand attitudes. This study therefore aims to add to the concurrent sponsorship literature by examining 1) how brand-related feelings can spill over between brands in a concurrent sponsorship environment and 2) how this spillover affects consumers' attitudes towards the brands involved.

Theoretical Background and Literature Review

Sponsorship has been described as an indirect form of marketing communication, as sponsors typically seek to associate their own brand with the positive emotions elicited by the sponsee (Cornwell, 2014). With consumers mostly focused on the sponsee, the peripherally presented sponsorship information is usually not processed cognitively but through a low-involvement information processing mechanism which involves an emotional reaction and an attitudinal reaction (Christensen, 2006). In this context, a spillover of brand feelings can be explained through the concept of emotional contagion, which describes how emotions elicited by a source can transfer toward a target, even unrelated brands nearby (e.g., Hasford et al., 2015).

H1: Brand-related feelings spill over between the event and its sponsors.
H2: Brand-related feelings spill over between concurrent sponsors.

In keeping with feelings-as-information theory (Schwarz, 2012) consumers consider their feelings like any other source of information and use them as a basis when forming judgments about objects, for example their attitude toward a brand. This is particularly relevant in the context of sponsorship, as feelings have a more pronounced impact under low-level processing conditions and when few additional relevant inputs are available (Schwarz, 2012).

H3: Consumers' brand-related feelings influence their attitude toward the brand.
In keeping with the associative network memory model and spreading activation (Anderson, 1983), studies show that brand attitudes can be transferred between co-sponsor brands (e.g., Boronczyk & Breuer, 2019). In addition to brand-related feelings, the attitudes linked to concurrent sponsors may therefore also influence the network of associations representing a brand in a consumer's mind.

H4: Event attitude affects sponsor brand attitude.
H5: Co-sponsor attitude affects focal sponsor attitude.

To summarize, concurrent sponsors could experience both beneficial and detrimental effects, depending on whether their co-sponsors are associated with positive or negative feelings, and favorable or unfavorable attitudes.

Research Design, Methodology and Data Analysis

Data was collected through an online experiment carried out with n=242 sport-interested students of a German university. Participants were presented different versions of a mock press release in which sponsorship information was systematically manipulated. Based on a pre-test, the brand "Gillette" was selected to appear as co-sponsor in all versions of the treatments, with either a fictitious brand ("Mengun") or a real brand ("Santander") appearing as focal sponsors in the text and the accompanying photograph. Brand feelings were measured through the net emotional response strength (NERS) suggested by Hansen and Christensen (2007) which summarizes positive and negative brand-related feelings based on thirteen feeling words. Brand attitudes were assessed through four items using a 7-point Likert scale (Boronczyk & Breuer, 2019).

Results

A structural equation model ($\chi^2(4) = 2.784$, $p > .05$; CFI = 1.00; RMSEA = .000; SRMR = .021) is estimated to test Hypotheses 1-5. The regression coefficients show that participants' feelings toward the event affect their sponsor brand-related feelings, while co-sponsor-related feelings also influence participants' feelings toward the focal sponsor. In addition to this spillover of feelings, feelings associated with a brand also significantly affect participants' attitudes toward the respective sponsor. Further, attitude toward the event significantly influences sponsor brand attitudes, and co-sponsor attitude spills over toward the focal sponsor brand. Finally, bootstrapping with 1000 iterations revealed that focal sponsor brand attitude was indirectly affected by event-related feelings and co-sponsor related feelings.

Conclusion, Contribution and Implication

This is one of few studies investigating the affective effects of sponsorship on brands and the first to examine how brand-related feelings can be influenced by concurrent sponsors. Its relevance is highlighted by recent research which shows that positive feelings associated with brands have a positive effect on consumers' brand choice behavior (Rumpf & Breuer, 2018). Additionally, brand attitude is shown to be sensitive to not only event and co-sponsor attitudes, but also to changes in consumers' brand-related feelings.

Brand managers therefore need to consider the feelings elicited by brands which concurrently sponsor the same properties and avoid co-sponsors which may negatively affect their own brand. Conversely, brands could seek a spillover of positive emotions from well-liked co-sponsors to create new or strengthen existing favorable brand associations.

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The Spill Over Effect of Multi-sponsored Event Sponsorship: Image Fit between Co-sponsors

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Aim and Research Questions

Previous sponsorship research tends to focus on the fit between the event and the sponsor and its impact on consumer response (e.g., Gwinner & Bennett, 2008; Johar & Pham, 2000). As seen in recent times, two or more sponsor brands co-sponsor many events (especially mega-sport events) due to high event costs. For example, there were 13 Worldwide TOP Partners (sponsors) of the 2018 PyeongChang Winter Olympic Games and over 100 local sponsors participated to make this worldwide event happen. Along those lines, it makes sense that a company or organization wishing to sponsor such event should consider associations between their brand and other potential sponsors, which may affect consumer's information processing. The aim of this research is therefore to understand how the degree of fit between sport event and sponsorship brand image influences consumers' attitudes toward the sponsoring brand. More specifically, this study will argue moderating effect of "between–brand" image fit on the relationship between level of sponsor brand–sponsored event congruity and consumers' response (i.e., attitudes towards to sponsoring brand(s); purchase intention). Assuming there is a spillover effect of sponsor image in multi-sponsored events (Pentecost & Spence, 2009), the effect of sponsor brand–sponsored event image congruity will differ by the level of sponsor–sponsor image congruity.

Theoretical Background and Literature Review

Sponsorship researchers have suggested that the image congruence between sponsor brand and sponsored event has a positive influence on purchase intention and brand value. A higher level of brand–event image congruence strengthens the positive brand image and allows consumers who are exposed to the sponsorship activity to be interactive and intimate with the brand (Ericksen & Sirgy, 1989). Previous researchers also suggested there would be a promotional advantage effect when a brand collaborates with a certain brand entity that has a positive association (Keller, 2003). In the sponsorship context, Pentecost and Spence (2009) suggest that fit between sponsors would influence brand judgments and may have an even greater influence on brand outcomes than fit has on the event. Guided by the findings from previous literature, I suggest two hypotheses:

H1: The higher the level of congruity between the sponsor brand and the sponsored event, the more positive attitudes toward the sponsor brand.
H2: The level of congruity between the sponsor brand and the sponsored event has an effect on brand attitudes under high between co-sponsor congruity conditions, but there is no difference under low co-sponsor congruity conditions**.**

Research Design

A 2 (the level of sponsor–event congruity: high and low) x 2 (the level of between-sponsor congruity: high and low) between-subjects experimental design was employed. A hypothetical newspaper article that states that a certain brand supports a certain sporting event was presented in the first part of the questionnaire, along with the fact that there would be another sponsor for the event. After reading the article thoroughly, the respondents answered questions regarding brand attitude and purchase intention. Prior to the main experiment, pretests for manipulation check was conducted to verify the selection of two events (high fit and low fit events) and two brands (high fit and low fit brands). Data for the main experiment was collected from general public using Amazon Mechanical Turk, with 50 participants in each condition. Data analysis is in progress but will be completed before the conference, and the results will be presented at the conference.

Expected Results/Conclusion
The proposed model suggests that the image congruence between the sponsor brand and sport event directly affected the attitude toward the brand. The expected result is that the level of congruence between the sponsor brand and the sponsored event contributes to consumers' attitudes about sponsor brand. Additionally, more positive attitudes toward the sponsor brand will be found when there is a better image congruence between sponsors. In a low between-sponsors image congruence situation, no difference in terms of sponsor–event image congruence will exist. If all the proposed hypotheses are supported, event managers and sponsorship executives should consider the level of image congruence between the brand and a sport event as well as the image fit with other sponsors. In addition, changes in attitude toward the brand should be managed as a key outcome when a corporation evaluates the outcome of sport sponsorship activities.

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"Sporting Rivalry As A Leveraging Approach In Sports Sponsorships"

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Aim

Small and medium-sized sponsors are of outstanding importance as a whole for the financing of sport (Heiden et al., 2012). However, they share the attention at the same sponsorship level with other sponsors and often have only limited resources to leverage their sport sponsorship (Cornwell et al., 2005). Previous studies have shown that the higher the identification with the sponsee, the stronger is the consumer's intention to consume the sponsor's products (Cornwell & Coote, 2005). In this context, previous research has considered rivalry between two sports clubs as a risk factor in sports sponsorship. This study examines the extent to which the integration of rivalry in leveraging the sport sponsorship of small and medium-sized sponsors has a positive impact on the identification of consumers with the sponsee and further positive effects for the sponsor, while controlling for aggressiveness.

Literature review

Previous studies show a clear dislike of the rival's sponsors (Bee & Dalakas, 2015; Bergkvist, 2012; Dalakas & Levin, 2005). The integration of rivalry into a sponsor's leveraging measures reinforces this negative effect among the rival's fans, but also leads to positive effects among the sponsee's fans (Bauer et al., 2012). As long as the number of supporters of the sponsee is significantly larger, a positive overall effect can be assumed. Leveraging sponsorship with a thematic reference to rivalry bears the danger of increasing the aggressiveness between the two rival sports organisations, which can result in violent riots between fans as well as in negative consequences for the sponsor's reputation. Considering the limited market area of small and medium-sized sponsors, this research would like to address the following research question: To what extent has the integration of rivalry in leveraging the sport sponsorship positive effects on the identification with the sponsee and more importantly on the sponsor's brand? With the lens of the social identity theory and considering the existing sponsorship literature the following hypothesises are tested: The integration of rivalry in leveraging the sport sponsorship…

H_1: … has a positive impact on the perceived sponsor fit.
H_2: … increases the fan's identification with the sponsee.
H_3: … has a positive impact on the sponsor's brand distinctiveness/brand attitude.

Methodology

In order to test the hypotheses, the researchers opted for an experimental study design. Two short videos (26 seconds each) were produced for this purpose. In one video, the sponsor leverages the sponsorship without any reference to the rivalry, while the second video explicitly addresses the rivalry. The rivalry between the two German ice hockey clubs Cologne Sharks and Duesseldorfer EG serves as the object of investigation. A

local brewery as sponsor of the Cologne Sharks offers its beer almost exclusively in Cologne. The integration of rivalry into the leveraging of the sponsorship takes place from the perspective of the sponsor. The fans of the Cologne Sharks were asked to participate in the scientific study via a newsletter of the club (approx. 4,000 recipients). 764 fans took part in the survey, of which 453 completed the survey. The final sample consists of 407 respondents (34.1 % female, average age 47 years), which correctly answered the three questions regarding the manipulation check (group 1/rivalry: n=204; group2/without rivalry: n=203). The data analysis is carried out with SPSS and focuses on mean value comparisons using t-tests between the two groups.

Findings

The respondents showed above-average interest in ice hockey (MV: 6.4 | STD: .86) and a high level of identification with the Cologne ice hockey club (MV: 5.84 STD: 1.18). At an average of 6.20, the rivalry with the Duesseldorfer EG is rated just as highly as the perceived reciprocity of the rivalry (MV: 6.48). In both groups no significant differences could be found in this respect. With regard to the sponsor fit, a significant difference was found in the experimental group with the rivalry reference (MV: 4.61) compared to the second experimental group (MV: 4.31; p= .038). The effect strength according to Cohen, however, is weak at .205. Despite slight differences in the mean values (MV1: 3.56 | MV2: 3.33), no significant difference in brand distinctiveness was found. This also applies to the identification with the Cologne Sharks.

Conclusion

The study helps to look at the predominantly negatively proven phenomenon of rivalry from a different perspective. The results show that rivalry can increase the sponsor fit, which is an important antecedent for sponsorship outcomes. No effects were identified for the sponsee's identification and the sponsor's brand distinctiveness. However, the study provides useful implications for small and medium-sized sponsors in the way that leveraging the sponsorship with rivalry increases the sponsor fit, which has a positive impact on the longer term. The long-term impacts of this leveraging strategy is a subject for further research as well as how the fans of the rivalry perceive the rivalry sponsorship leveraging.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Kathy Babiak

Social Contextualisation Of Sports Betting And The Role Of Online Influencers

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Research Aims

This paper aims to broaden the scope of sports betting as a social-cultural process taking online influencers (tipsters) as a proxy and potential facilitator of the gamblification of sports.

Theoretical Background and Literature Review

The technological innovation and cultural evolution that facilitated the normalisation of gambling in the current society, is diffusing within the communities of sports' fans, triggering a gamblification of sports process. The result of this process is a misrepresentation of the definition and contextualisation of sports betting covering an extended range of new trading, and new forms of sports such as fantasy games and eSports (Lopez-Gonzalez & Griffiths, 2017). This environmental transition offers new opportunities and the inherent risk that betting organisations are benefiting from this growth through establishing themselves as an intrinsic value of sports culture with the intention of influencing individuals and peer group identities associated with sports betting (Deans, Thomas, Derevensky, & Daube, 2017). Betting companies are achieving this alignment to sports culture by capitalising on the "illusion of control" effect through betting influencers. This effect is based on the common belief that knowledge and expertise in sports secure more accurate predictions to match outcomes, and hence the illusion of a safer bet (Khazaal et al., 2012). Betting organisations provide that "illusion of control" via betting experts in the form of tips, advice and/or endorsement shared on social media platforms. There is a risk that sports' fans would seek reassurance from these betting experts to satisfy their need to belong to this evolving sports community.

The alignment of betting organisations with sports culture is raising concern since sports and its fans belong to a community of lifestyle and consumption of experience (Gordon, Gurrieri, & Chapman, 2015) and existing gambling/betting research takes a dyadic perspective limiting the applicability to sports. The clear identification and mapping of influencers within the sports' community could offer a more focused strategy for harm minimisation and the prevalence of problem gambling.

RQ1 – *Are betting organisations embodied in the sports culture?*

RQ2 – *Do betting organisations use the "illusion of control" to target sports fans?*

RQ3 – *Who are the main betting influencers on online platforms?*

Research Design, Methodology and Data Analysis:

This research utilises Social Network Analysis (SNA) for its ability to understand

communities by mapping the relationships that connect them as a potential network (RQ1). Furthermore, SNA applied to the betting industry reveals information about the spread of this network, key individuals involved and their potential role and influence power within the network (RQ2-RQ3).

Data was imported from Twitter through NodeXL for a period of 9 days responding to the search of the keyword #sportbetting with a total of 281 unique feeds.

Results/Findings and Discussion

The SNA analysis displayed 101 vertices, 281 edges (77 unique edges and 204 edges with duplicates), 226 self-loops, average geodistance 1.24 and graph density of 0.005. These results indicate that members of the sports community weakly reciprocate or engage with betting influencers (RQ1). Betting experts while they might seem to have a small position within sports, this position seems to be rather one-way communication, seemingly more like an advertisement than an inherent part of sports culture. Investigation of the structural composition for RQ2-RQ3 reveals that there is heavy use of hashtags that could support RQ2 of "illusion of control"; #Betting tips (67), #fixematch (56), #tipter (55) and #bettingexpert (52). Furthermore, these hashtags are combined with established betting companies #WilliamHill (49) and #Bet365 (109) which increases "trust" in tips and directing to betting providers, hence, supporting the advertising role found for RQ1. Further analysis of the content of the feeds seems to give a very similar message of betting tips and links to bios and betting experts sites. The discrimination of those betting influencers in response to RQ3; most active tweeters are @lancefishel5 (sports betting expert) (148,882), followed by sports teams/organisations such as Pirates (71,234), Mets (63,913) and Champions league (59,756). The results for RQ3 indicate that betting influencers are not only betting experts but also core members within the sports community such as sports teams and organisations endorsing sports betting.

Conclusion, Contribution and Implications

RQ1 findings indicate a weak engagement with betting experts on social media platforms, however, these results cannot evidence the lack of influence on member's identity or consumer behaviour due to the recurrence of direct links to betting experts' sites. Thus, further qualitative investigation is required to support RQ1. Findings for RQ2-RQ3 indicate heavy use of hashtags and content that reveals the use of "illusion of control" not only by betting experts but also endorsed by "trusted" core members of the sports community. These findings highlight the potential risk of the association between trusted members of the sports community and betting organisations, increasing gambling harm risk and speed of gamblification.

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Socially Responsible Football Business: A Case Study Of Manchester City Football Club (MCFC) CSR Practice.

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Aim and Research Questions

Professional football clubs are influential in our society, while sport in general is intricately woven into the fabric of communities, shapes individual and collective attitudes, and colours public opinion and discourse about accepted norms of behaviour. These socially significant organizations are also multi-million-pound businesses and exist as part of a global entertainment provision.

Established in May 2013, City Football Group (CFG) is the holding group for football-related businesses in major cities around the world, including football clubs, academies, technical support and marketing companies. At the heart of this eco-system is Manchester City Football Club (MCFC). According to Deloitte's (2019) Football Money League Report, MCFC is the fifth largest football club in terms of revenue, and is predicted to grow further.

On the launch of MCFC's dedicated interactive CSR website, which displays an interactive account of the clubs recorded impact on society, Pete Bradshaw (Head of Responsible Corporate Citizenship), said:"Manchester City recognises the responsibility we have to our loyal supporters, stakeholders, sponsors, staff and the wider community, and is committed to building them a successful and sustainable football club for the future… This report is a milestone as it not only highlights the great work achieved so far, in an easy to use map, but also the seamless links between the Club and the City of Manchester". This statement is interesting. Rather than demonstrating a "commitment by organisations to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large" (Johnson et al, 2017: 150), MCFC invert traditional interpretations of CSR into a practice to ensure their own sustainable development. Further the alignment with *Manchester* visualized and represented through association with aspects of the City's physical space, represents a distinctive take on the value of CSR to the club, and the club's contribution more broadly to society.

Based on the above, and the literature review below, we feel there is an opportunity to study the social conditions under which professional football clubs have initiated CSR policies and activities.

Theoretical Background and Literature Review

CSR is an important concern for sports organisations (Trendafiova, Ziakas and Sparevo, 2017). Indeed, academic, industry, and policy-makers are increasingly recognising the significance of CSR in and through sport (Paramio-Salcines, Babiak & Walters, 2013; Slack, 2014). That said, CSR in sport is; (1) a relatively new phenomenon; (2) a contested concept (Skirstad, Chelladurai & Waddington, 2013); and (3) unique relative to mainstream CSR.

Until the 1990s, CSR did not feature significantly in sport (Kott, 2005). Today sports organizations (e.g., leagues, teams, governing bodies) are engaged in numerous socially responsible initiatives. Walzel and Robertson (2016) identify 700+ articles relating to sport CSR published between 2006 and 2015, and suggest that CSR in sports is primarily conceptualized around return on investments to the organization favouring 'outcomes' and 'inputs' of CSR.

Babiak and Wolfe, (2009) suggest that CSR in sport is unique to traditional CSR in four ways: passion, economics, transparency, and stakeholder management. Additionally, scholars have written about the social conditions under which companies initiate CSR policies, or the 'socio-genesis of CSR (c/f Skirstad, Chelladurai & Waddington, 2013). The common thread between the rationale behind CSR is that CSR often emerges in a series of waves, each of which as a response by organizations to criticism of business practice, and/or socially irresponsible behaviour.

Research Design, Methodology and Data Analysis

A Case Study design is appropriate for research into CSR due to the interpretive nature of the research and the need for analytical generalisation rather than statistical generalisation (Yin, 2003). Secondary data, principally the club's interactive website, complements interviews with MCFC and broader stakeholders from the Manchester City Region. Data analysis is undertaken using thematic analysis, a method for analysing patterns within qualitative data (Gray, 2017).

Results/Findings and Discussion

Preliminary analysis of secondary data confirms that MCFC is active in fulfilling the four key responsibilities of CSR: economic, legal, ethical and philanthropic (Carroll, 1991). The club is seeking to use CSR to help it achieve its strategic goals and its desire to achieve social change in Manchester and beyond.

Findings also indicate that the specific activities and practices deployed by MCFC in the design and delivery of CSR are interconnected with the broader CFG agenda. MCFCs activities both shape, and are shaped by internal learning mechanisms and subsequent CSR activities from across the CFG platform.

Conclusion, Contribution and Implication

This study shifts the unit of analysis away from input/output perspectives and/or return on investment debates in the CSR literature, to look specifically at the activities and practice of CSR at MCFC. Our findings indicate that MCFC fulfil four key responsibilities of CSR through practices and activities shaped by internal and external stakeholders.

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Managing Fan Relations - A Status Quo Analysis Of Digital CRM In German Professional Football

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Aim of the research

The digitalization has spawned wide-reaching behavioral and environmental changes. This affects almost all areas of sport, as is also the case for the customer relationship management of professional football clubs. The increasing demand of online products and services, a changing information seeking and communication behavior and a global fan community are a few of many changes that forces the clubs to adjust their CRM strategies to the digital transformation in order to meet the fans expectations and to open up less sports performance-related earning potentials. But clubs are struggling with this challenge and by now, less is known about CRM strategies and success drivers in professional football. Therefore, the aim of this study was to identify (digital) CRM strategies and challenges in professional German football, in order to derive branch specific managerial implications and to extend the state of research for CRM in professional football.

Theoretical Background and Literature Review

Little is known about the state of development of digital CRM in professional football clubs. The few existing studies show that the clubs throughout face big challenges with building up a state-of-the-art CRM infrastructure (Berlin & Daumann, 2010, Zeltinger 2004, Kawohl, 2016). But the existing insights are either not up to date or have just a low focus on CRM but mainly on digitalization in general. However, the findings show that the CRM progress is mainly determined by the structural and personnel conditions of a club (Bock, 2015). Caused by a lack of experience and organizational flexibility, the CRM implementation is often accompanied by result uncertain but resource-intensive actions. Not in sports management but in business economics research, some CRM success factors have been identified. A CRM implementation strategy with a high customer focus, an established and broad customer data base, a suitable organizational structure, top management support and appropriate technology turn out as the main CRM success drivers (Neumann, 2014). If these CRM drivers, as a base of a successful digital CRM, are considered by professional football clubs, needs to be investigated.

Research Design, Methodology and Data Analysis

Therefore, twelve guided expert interviews have been conducted to figure out, how professional football clubs realize the adjustment of CRM to digital transformation processes. All interviewed experts were Marketing and / or CRM Managers in a club the first (9) or second (3) German Bundesliga. The sample contained experts from clubs with diverse stages of digital development. The interviews were executed as guided telephone interviews (34 - 59 minutes). Based on the success drivers referring to Neumann (2014), the covered interview topics were the clubs CRM-strategy (e.g. Do you prefer a first mover or a follower strategy for the implementation of new technologies?),

the Gaining of customer information, the organizational CRM structure (e.g. where do you locate CRM in your organigram?), the used technologies (do you use a cross-departmental CRM System to gain, structure and analyze Fan Data?) and the main implementation challenges. These topics have been further used as categories for a qualitative content analysis (Mayring, 2015). Due to the narrow theoretical framework, a predominantly deductive approach in form of a structured content analysis was used. In addition, an inductive approach was applied by keeping the coding open enough to detect any new and more differentiated (sub-)categories in the material.

Results, Discussion and Implications

Findings show that the CRM development state of the clubs still highly differs. While those with weak resources mostly show a great development need, well financed clubs have nearly fully developed strategies. However, whereas former results have shown that several clubs put CRM in second place, the importance of a contemporary CRM infrastructure that enables the clubs to communicate with fans through digital touchpoints and to use the data for target group specific marketing campaigns, is ubiquitous by now. Hence the integration of a cross-departmental CRM-System has a particular importance. Whereas the acquisition of fan data is most widely on a good level, the data analysis and usage need to be improved throughout. This involves the danger of building up data cemeteries, since several clubs name a shortage of CRM- and IT-specialists and a lack of financial resources (to buy in this expertise) as further grave problems. However, the reinforced recruiting of IT- and CRM-professionals from other industries, seems to be inevitable. As a consequence, clubs with weaker resources more often locate CRM within an existing department and choose follower strategies, whereas well financed clubs establish an own CRM department and assume the first mover role. This might be counterproductive for smaller clubs, since existing studies have underlined that an own CRM department seems to be success promoting. But, in distinction to other industries, some clubs are aware of transforming existing services and structures to quick, conscious that parts of the fan community perceive this as another step of commercialization.

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Session Chair: Ari Kim

Promoting and Disclosing Brand Endorsements via Social Media: The Case of U.S. Athletes During the 2018 Winter Olympics

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Aim, Research Questions, Theoretical Background, and Literature Review

Social media provides a platform for athletes to build and maintain their own brand, while also providing a space where they can promote their personal partnerships with consumer brands and companies (Geurin, 2017). In recent years, social media-based influencer marketing has become a widespread tactic for brands to engage with consumers online (Evans, Phua, Lim, & Jun, 2017). Due to their "unmatched influence and trust on social media", athletes are favorable for these types of marketing campaigns (Desmarais, 2017, p. 13).

With the rise of social media influencer marketing, many nations have implemented laws and regulations regarding the disclosure of brand relationships when endorsers promote brands on social media. For example, in the U.S., the Federal Trade Commission (FTC) established "Endorser Guidelines" stipulating that any relationship between an endorser and brand must be disclosed (FTC, 2017). Despite the existence of these guidelines (and the existence of similar guidelines in other nations), many celebrities and athletes have been warned for improperly disclosing their brand relationships. As this could have legal consequences for these influencers, the purpose of this study was to understand to what extent athletes are promoting brands and disclosing their brand relationships. The following research questions were developed to guide the study:

Research Question 1 – What percentage of athlete posts mentioned a brand?

Research Question 2 – Did differences exist in brand mention based on gender or age?

Research Question 3 – Of those athlete posts that mentioned a brand, how many disclosed their relationship with the brand?

Research Question 4 – Did differences exist in disclosure based on gender or age?

Research Design, Methodology, and Data Analysis

A quantitative content analysis was conducted on Twitter posts for U.S. athletes who competed in the 2018 Pyeongchang Winter Olympic Games. Of the 244 U.S. athletes competing in the 2018 Games, only 159 posted on official Twitter accounts during the study's timeframe of January 1 to March 28, 2018 (five weeks prior to the Olympic Games, the three weeks in which the Olympics took place, and five weeks after the Games concluded). Tweets from all 159 athletes were coded for this study. For each tweet, the following variables were coded: date of post, post content, number of likes,

number of retweets, number of comments, brand mention, and disclosure mention. The two researchers independently coded 30 athletes' accounts (approximately 19% of the total sample) to establish intercoder reliability. Once established, the researchers divided the remaining athlete accounts and coded these independently of each other. A total of 5,756 tweets comprised the dataset for this study. SPSS Statistics version 25 was utilized to calculate frequencies and Chi square figures.

Results/Findings and Discussion

Of the 5,756 tweets analyzed, a total of 5,118 (88.90%) did not mention a brand, while 638 (11.10%) did. There was no significant difference between the inclusion of a brand mention based on gender. Regarding age, Chi square analysis revealed significant differences in terms of brand mentions X^2 (4, N = 5756) = 30.63, $p < .000$. Athletes in the 21-25 age category posted significantly less about brands than other age groups, while those in the 35-39 category posted significantly more about brands. Of the posts that mentioned a brand (n = 638), only 82 (12.90%) disclosed a brand relationship. Chi square results indicated that women athletes were more likely to disclose the relationship than men X^2 (1, N = 638) = 10.08, $p < .001$. Furthermore, significant differences existed between age groups with regard to disclosure X^2 (1, N = 638) = 11.76, $p < .019$. Z-tests revealed that those in the 21-25 age category disclosed brand relationships to a greater degree than other age groups, while those in the 26-29 age group disclosed at a significantly lower rate.

The results highlight several important areas for discussion, most notably that nearly 90% of brand-related posts made by athletes did *not* disclose a relationship despite the FTC's regulation to do so. This raises the question of whether athletes are actually aware of the disclosure regulations, and if not, whether their national governing bodies of sport are providing training or education about these regulations. Additional findings will be discussed during the presentation.

Conclusion, Contribution, and Implication

This study revealed the extent to which athletes are including brand partners in their social media posts as well as the degree to which they disclosed such partnership relationships. While conducted in an American context, the findings hold important managerial implications for sport organizations around the globe, as disclosure regulations exist in many other nations as well. Future research should attempt to cross-culturally examine athletes' partnership disclosures on social media and determine what methods are utilized by national governing bodies or national Olympic Committees to educate athletes about these regulations and policies.

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The Social Media Value Of College Football Players

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Aim and Research Questions

The purpose of this paper is to examine the names, images, and likenesses (NILs) value of student-athletes participating in intercollegiate competition organized by the National Collegiate Athletic Association (NCAA). The NCAA generated USD$1.06billion in revenue in 2018, primarily from television and marketing rights fees and conducting championship events. Student-athletes competing in NCAA competitions are labelled *amateurs* (NCAA, n.d.), and are prohibited by the NCAA from monetizing the value in their NILs. Instead of removing the amateurism rules cap on athlete compensation, some have proposed a compromise in which the NCAA would allow student-athletes to market their own NILs; yet it was argued not enough athletes would benefit enough athletes (Kane, 2015). This examination provides empirical support whether this course of action is fair.

Theoretical Background and Literature Review

The rise of social media platforms and the subsequent ability of athletes to brand themselves easily and effectively provide an opportunity to examine the NIL value of individual student-athletes. For the individual athlete, social media represents a cost effective and wide-reaching mechanism to communicate with large volumes of consumers. Platforms like Instagram and Twitter enable athletes to gain followers, engage their audience, and monetize through sponsorships. The value of online advertisements and sponsored posts depends on the number of social media followers an athlete attracts, and is often based on cost-per-mille (CPM) calculations, indicating how much it costs to reach one thousand consumers (Asdemir, Kumar, & Jacob, 2012). When calculating the value of social media posts of athletes, the sponsorship agency Opendorse applies a CPM for NFL players between $4.77 and $10.14 (Hayes, 2017). The power of social media is arguably more profound at the collegiate level where athletes do not have access to marketing consultants and must rely on more organic means of promotion. For this reason we frame our investigation in the realm of social media as a starting point to determine the NIL value that student-athletes could command on these platforms, should they be permitted to do so.

Research Question: What is the NILs value of FBS student-athletes on social media?

Research Design, Methodology and Data Analysis

We collected the social media handles of college football players during the Spring semester. An initial list of 7592 FBS football athletes was generated. Of these athletes, 4132 had a Twitter account and 2,416 had an Instagram account. Only accounts that could be clearly attributed to the athlete were included in the data analysis.

The number of Twitter followers ranged from 0 to 542,951 (Deshaun Watson) with an average of 3,457 (*SD*= 826). In total, 224 athletes (5.42% of the sample) had over 10,000 followers, 20 athletes had over 50,000 followers, and nine athletes over 100,000 followers. The number of Instagram followers ranged from 0 to 299,569 (T.J. Barrett) with an average of 6,144 (*SD*= 16,667). In total, 273 athletes (11.29% of the sample) had over 10,000 followers, 48 athletes had over 50,000 followers, and 12 athletes over 100,000 followers.

Results/Findings and Discussion

If we apply a CPM of $10 and a maximum number of one sponsored post per week consistent with industry standards (Weber, 2017), athletes with 50,000 followers would earn an annual income of $26,000, athletes with 100,000 followers would earn an annual income of $52,000, and athletes with 250,000 followers would earn an annual income of $130,000. Results show that the majority of football players at FBS schools do not have a following that could be meaningfully monetized (i.e., <10,000 followers), 11.29% could somewhat moderately monetize their Instagram following and 5.42% could properly monetize their Twitter following. Given that FBS scholarships range in value from $25,237 to $42,443 (Scholarshipstats.com, 2016), the NIL value of 16 athletes may have exceeded the value of the scholarship provided to them if we apply a CPM of $10 and account for paying income taxes (note that this value does not consider other benefits student athletes receive). While this is only a small number of athletes, NCAA regulations clearly prevent these students from earning a higher value than what they receive in the form of scholarships.

Conclusion, Contribution and Implication

Accordingly, the results of this study show that the proposed removal of NIL restrictions is not a reasonable compromise for most student-athletes. Instead, student-athletes should continue their legal efforts to remove the NCAA's amateurism rules that cap their compensation to well below fair-market-value. In addition, student-athletes should also fight to use their NILs as they see fit. While most will not benefit from such use, there are a few who would and this would prevent athletes from having to choose between a college degree and endorsement deals. Additionally, these results indicate student athletes should work on building their social media presence and value to reap monetary benefits post-graduation.

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Examining the Impact of Message Structure on Engagement with Sport Sponsor Activations on Twitter

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Aim and Research Questions

Research on sport sponsorship activation has only recently begun to emerge, with scant inquiry on how sponsors use social media to engage with followers/fans. Thus, the purpose of this study was to examine follower engagement with sponsor activations on Twitter from North American professional sport organizations, based upon sponsored messages' structures. The following hypotheses were tested:

H1: Tweets that directly reference a sponsor will generate fewer retweets/likes than tweets where the sponsor reference is indirect.

H2: Brand-focused tweets will generate fewer retweets/likes than property-focused tweets.

H3: Product-scope tweets will generate fewer retweets/likes than image-scope tweets.

Theoretical Background and Literature Review

Electronic word-of-mouth (eWOM) has become a key element of social media marketing but has received limited attention in the sport literature, particularly regarding sponsorship activation. Frameworks for measuring eWOM can vary but, specific to sponsor activation, the Buzz, Sentiment, and Engagement framework has been deemed appropriate (Meenaghan et al., 2013). Delia and Armstrong (2015) previously studied buzz and sentiment of sport sponsors on social media, so this study focused on engagement, operationalized by likes and retweets (Meenaghan et al., 2013).

To conceptually frame the mechanisms driving engagement, the Persuasion Knowledge (PK) model posits that individuals automatically activate defence mechanisms when they recognize attempts to influence them. PK can be activated online when consumers see an advertising disclosure in a message, which can negatively impact brand attitudes and intention to spread eWOM (Boerman et al., 2017). By having brand messages posted by influencers/celebrities rather than from the brand, posts are less likely to be recognized as advertising, thereby improving followers' intentions to engage (Boerman et al., 2017; Evans et al., 2017). More prominent brand/disclosure placement can also activate consumers' PK more strongly and have negative effects on sharing intent (Choi et al., 2018).

Research Design, Methodology and Data Analysis

A proportionally allocated stratified random sample of half the NBA and NFL teams was used. All tweets from the teams were collected during a two-week period (*n* = 12,261) using DiscoverText. To isolate appropriate messages, any tweet without a sponsor presence was removed, yielding 2,305 (19%) tweets for analysis. To classify the data, deductive content analysis was employed using categories derived from Carrillat et al. (2015). To align with their framework, tweets where the sponsor presence was specific to

the tweet only (coded direct intent), as opposed to those where the sponsor could be viewable via other media (coded indirect intent), were separated and used to address H1. To address H2 and H3, only tweets coded direct intent were retained (n = 1190), and were further classified based on their focus (sponsor- or property-centric) and scope (product- or image-centric).

Results/Findings and Discussion

Since likes and retweets are count data and were overdispersed, negative binomial regression modelling was used. The omnibus test for both the retweets and likes models with intent as the independent variable were significant, indicating that indirect intent tweets were retweeted 89.6% (p < .001), and liked 74.4% (p < .001), more often than direct intent tweets, supporting H1. Next, the omnibus test for both the retweets and likes models using focus and scope as the independent variables were also significant. Property-focused tweets were retweeted 45.3% (p < .001), and liked 26.8% (p < .001), more often than sponsor-focused tweets, supporting H2. No significant differences on retweets (p = .085) or likes (p = .150) were found for scope, so H3 was not supported.

The findings suggest that less overt forms of sponsor activation on social media generate greater rates of engagement, aligning with previous research where followers have shown more positive intentions to spread eWOM when content was less easily recognized as advertising. Since the less overt (property-focus) tweets often focused on the core product of the team, it could be that these messages carry greater salience for followers. Thus, sponsors should be aligned/integrated with posts that are relevant, entertaining, and include elements of the core product to drive active engagement from fans.

Conclusion, Contributions and Implications

Past work has called for more research on the factors that lead consumers to engage in eWOM, so this research contributes to a noteworthy gap in the literature. The study also extends theory on PK by examining direct outcomes associated with secondary data, complementing previous primary research on attitudes and intentions. The findings also offer a basis for advancing best practice on integrating sponsors into sport organizations' social media content, while also enhancing understanding of social media engagement. The structure and theme of social media posts are directly within the control of brands, so the findings from the study offer marketers preliminary insight on how to influence eWOM on social media.

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The Storage Of Sponsorship Measures At Sports Events – Eye-tracking Implicit Perception Selections And Explicit Processing During The Handball World Championship 2019

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Aim and Relevance

In recent years Sports Events experience a rising medial and societal relevance. For this reason, they offer an exciting and important platform for a company's brand marketing. Out of 181 decision makers in the marketing sector of German companies 99% named a commitment in sports sponsorships as their most important communication tool. By investing in sports sponsorships, the majority of sponsors expect an upvaluated image and brand awareness. (Falkenau & Platten, 2018)

In the recent past especially the Handball world championship in Germany and Denmark could reach high ratings. The Semifinal between Germany and Norway for example captured a TV market share of 35% (Wigger, 2019). The important condition of medial presence for investing in a Handball sponsorship is hereby assigned. But there are also some other factors that influence the impact of sponsorship measures. In this context the focus is on the variables of in-game-dynamics and ad-animations, which leads to the following research questions:

RQ1: To which extent do in-game-dynamics influence the perception and storage of sponsorship measures?

RQ2: To which extent does the animation of advertising boards influence the perception and storage of sponsorship measures?

Theoretical Background

A vast number of studies in the field of sports sponsorships focusses on the perception of sponsoring messages. The mostly used variables however are the consumer's sports or brand involvement or the congruence of sponsor and Sports Event, the so-called sponsor-fit. But there is only few research on the above-named constructs of in-game-dynamics in combination with ad-animation (Seo et al., 2018). For that reason, the current paper takes a deeper look on their contiguity with the consumers' perception of sponsoring.

The leading theoretical concept in this context is the Limited Capacity Model of motivated mediated message Processing (LC4MP). It implies that the perception of different environmental stimuli depends on intrinsic and extrinsic processing factors and the individual ascribed importance to a sponsor's message (Fisher, Keene, Huskey & Weber, 2018). The human capacities of information acquisition are limited, and only concise messages will be noticed (Falkenau, 2013).

Research Design and Method

The study is conducted through an exploratory eye-tracking experiment and a subsequently following standardized survey (Duchowski, 2007).

During the eye-tracking experiment every respondent will watch a short scene of a Handball match at the world championship 2019. The shown stimuli are edited in a 2x2 mixed design with focus on the constructs in-game-dynamics (within-subject factor) and ad-animation (between-subject factor). Following the theoretical LC4MP it is believed that the factor of in-game-dynamics has a negative effect on the viewer's perception of sponsorships while the intensity of ad-animation draws a high attention to sponsorship messages. The interaction of both constructs can show their respective strength and gives evidence on the ideal timing of sponsorship exposures as well as their visual configuration.

Thus, there will be four different treatments:
- Dynamic scene + static boards
- Dynamic scene + animated boards
- Quiet scene + static boards
- Quiet scene + animated boards

The aim of the experiment and the following survey will be to recognize the implicit and explicit perception and storage of sponsorship messages. The implicit perception is captured by number, duration and time to first fixation, and the pattern of the scanpath. In the subsequent survey we capture the explicit cognitive processing of the manipulated scene, particularly the sponsorship recall. Through an implicit association test with the different shown brands we retrieve the preference choice. This procedure allows conclusions on the implicit perception of sponsors' messages.

The following moderators were controlled in this study: social demographics, brand awareness, brand preference and personal sports and brand involvement.

Results

This project is currently running. The first data collections already show exciting results, even though the survey isn't yet completed. The captured results will help to better understand the implicit and explicit processes in the recipient's attention to sponsorship measures. Insights on the influence of in-game-dynamics and ad-animation on the perception of sponsorship exposure can establish new solutions for sponsors to successfully apply their messages during a Sports Event. The completed project with all the results can be presented at the EASM conference in September 2019.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Chris Horbel

Building Relationships And Brands Beyond Sport

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Aims and Research Questions

Revenue from non-match events, that not involving the team, is vital for most professional sports clubs (PSCs) as they may not generate sufficient income from the sport alone to maintain professional status. The article examines how clubs in the English Football League (EFL) have diversified beyond sport into new markets (Lee, Parrish & Kim, 2015) and the branding approach adopted.

Theoretical Background and Literature Review

The construct of brand architecture is used to explain how PSCs structures their portfolio of products/services. Most organizations have a brand portfolio, which is the set of all brands they offer for sale to buyers. Decisions need to be made as to which names, logos and symbols are used in marketing.

Brexendorf and Keller (2017) posit that branding strategies span a continuum, with at one end an umbrella approach, known as a "branded house", where the same master brand name is used for a number of related products e.g. Virgin. Or at the other end of the spectrum a "house of brands" approach. A strategy that involves using different brand names for different product categories, e.g. Procter and Gamble use Crest for dental hygiene and Pampers for nappies. In between these two approaches lies a mixed approach deploying two or more brand names. It happens when a firm uses a master brand and sub-brand in a combined relationship with the intention of communicating meaning to consumers, The construct has been applied in a sporting context to examine the structural relationship between leagues and PSCs. Kunkel, Funk & Lock (2017) view the league as the master brand and the teams as sub-brands, despite the lack of common ownership. This is because the former devise governance regulations. The teams act as sub-brands delivering the core product of games.

Research Design, Methodology and Data Analysis

The study adopted a multi-stage qualitative approach combining secondary sources and semi-structured interviews. The EFL website, club websites and brochures were examined and interviews conducted with the commercial staff of 21 PSCs. This helped to build a picture of the 80 teams who played in the EFL for the three seasons commencing from 2015-16. Thematic analysis was used to contrast approaches to branding.

Research/ Finding and Discussions

The EFL market sport brands through a range of football competitions and a community brand through the EFL Trust. The PSCs themselves market three distinct brands: 1) teams, 2) a league instigated club community trust (CCT) and 3) a stadium. The first two are marketed by the efforts of both the league and the clubs. The CCT operates corporate social responsibility (CSR) initiatives in the same geographical areas as the club, although it is a separate legal entity. The stadium brand that operates from within the venue is developed independently by the PSCs offering events such as conferences, concerts and funerals. Empirical evidence suggests the league takes little part in the operation of these brands, and they are managed by the individual PSCs (Kunkel et al., 2017).

Within their venues PSCs have also developed a category we term "stadium sub-brands". These are located inside the stadium and include: business clubs; comedy clubs and restaurants. Some of the PSCs have gone a stage further and allocate a separate brand name to their conference and events business, to that of the stadium.

Conclusion, Contribution and Implication

The findings add to the extant literature on brand architecture by observing how PSCs diversify by developing brands unrelated to sport. In terms of brand strategy there is a marked difference between the approaches of the league and the clubs. The former uses the EFL name and logo as an umbrella that appears on all the products/services they market, a "branded house" approach. Conversely the PSCs use a range of different names, through adopting a "house of brands" approach (Brexendorf & Keller, 2017). This is influenced by brand ownership, tradition and the need to position non-match brands in different markets. However, in a sporting context there is a strong link between brands as physical consumption takes place in the same location, the stadium.

The research demonstrates how developing the brand portfolio can help both leagues and PSCs expand into different markets and work with a wider range of stakeholders The development of other revenue streams leads to them being perceived as 'more' than a sports club (Pritchard, 2016). This perception is particularly prevalent amongst markets based in close geographical proximity to the venue, concurring with Couvelaere and Richelieu (2005) that their strength lies in their locality.

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The Influence of Color Marketing of Sport Brands on Consumers' Purchase Intention

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Research Aim

Based on the previous literatures on marketing and consumer psychology, the primary purpose of this study was to examine the influence of sport brand color marketing on consumers' purchase intentions as well as identification, association, symbolization, and attractiveness. Also, the secondary aim was to analyze the effect of color marketing as a function of the level of brand familiarity.

Research Questions

The current study addressed the following research questions: How does color marketing of a sport brand affect the purchase intentions of consumers?; How does color marketing influence brand identification, association, symbolization, and attractiveness?; Are there differences in the effectiveness of color marketing depending on the degree of the sport brand's familiarity?

Theoretical Background and Literature Review:

Managing brand identity is crucial because sports products encompass the symbolic values of the brand as well as the psychological connections that consumers have with the brand or product (Kwon et al., 2007). A particularly powerful tool in building a brand's identity is the use of color. Through color marketing, brands can establish an effective visual identity strategically position themselves among competitors (Eom, 2003). Color is an important source of information that is rapidly processed upon reception. Visual inducement, expression, identifiability, and aesthetics are the major functions of color, while identification, association, symbolization and attractiveness are strongly perceived when color marketing is implemented (Cooper & Matthews, 2000). On the other hand, it was suggested that brand familiarity has a positive impact on purchase intentions (Nowlis & Simpson,1996) and has a moderating effect on brand attitudes within the sports marketplace (Milosavljevic et al, 2012; Jason P. Doyle, 2013). As such, the relationship between brand familiarity and the effect of color through brand familiarity is particularly important for sports brands. However, only a few studies have considered this relationship and the current study intends to fill this gap.

Research Design, Methodology and Data Analysis

This study employed quasi-experimental design. A pretest (N=70) was conducted to examine the internal validity of experiment manipulations (i.e., sports brands) in terms of brand familiarity. As a result, Nike (M=6.73,SD=0.50) and Erke (M=1.17,SD=0.46) were selected to represent high and low familiarity brands, while brand store image was chosen to represent the color of the brands. The main study (N= 600) adopted a repeated-measures experimental design where subjects were randomly assigned to one

of four experimental conditions. For the experimental groups, images of each sport brand's storefront in its original color scheme were presented, followed by questionnaire items (posttest1). Next, each group was then presented with an image of each brand's storefront in the opposite color scheme chosen based on the IRI color image scale, followed by questionnaire items (posttest2). For the control groups, the same original brand color was shown twice. The questionnaire items included identification, association, symbolization, attractiveness and purchase intention. The final data was analyzed via repeated measures of Analysis of Variance (ANOVA) using SPSS 21.0 statistical package.

Results, Findings and Discussion

When color marketing was implemented (i.e., apply opposite color from the original brand color) for the familiar sport brand, purchase intention decreased (posttest1: M=3.60,SD=.92; posttest2: M=3.00,SD=.97). Likewise, the high brand familiarity group showed significantly decreased levels for the color marketing sub-factor variables – identification (posttest1: M=4.16,SD=.69; posttest2: M=3.98,SD=.82), association (posttest1: M=3.46,SD=.96; posttest2: M=2.52,SD=.93), symbolization (posttest1: M=4.13,SD=.67; posttest2: M=3.72,SD=1.01), and attractiveness (posttest1: M=3.85,SD=.83; posttest2: M=2.85,SD=1.06).

With regard to the low familiarity brand, purchase intention had significantly increased in the color marketing condition (posttest1: M=2.84,SD=.99; posttest2: M=3.15,SD=.92). Likewise, the low familiarity brand group showed significantly increased levels for the color marketing sub-factor variables-identification (posttest1: M=3.00,SD=.88; posttest2: M=3.51,SD=.94), association (posttest1: M=3.03,SD=1.03; posttest2: M=3.31,SD=.90), symbolization (posttest1: M=3.09,SD=.96; posttest2: M=3.43,SD=.83), and attractiveness (posttest1: M=2.91,SD=1.01; posttest2: M=3.35,SD=.91), when using the opposite color.

In addition, a significant interaction effect between purchase intention and gender was found only in the high familiarity brand group. When the level of familiarity is high, men's purchase intentions decreased to a greater degree as compared to women's purchase intentions (men/posttest1: M=3.89,SD=.85; posttest2: M=3.05,SD=1.07; women/posttest1: M=3.29,SD=.88; posttest2: M=2.94,SD=.87).

Conclusion, Contribution and Implication

The findings of the current study add to the understanding of the effects of color marketing on consumers' perceptions of a sport brand and subsequent purchase intentions. The results indicated that the effects of color marketing were dependent on brand familiarity and the effects varied as a function of gender. Therefore, sports brands should consider their current consumer familiarity levels and gender as important factors in implementing marketing strategies, especially when they attempt to utilize color marketing. Further, based on the results of the current study, it is reasonable to assume that sport teams and leagues can use color as a powerful marketing tool as well. Specifically, brands enjoying a high degree of familiarity must be cautious of applying color marketing while low familiarity brands may consider utilizing color marketing to better position their brand.

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Investigating The Brand Consistency Of The Olympic Games Among Young People In The UK

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AIM

The following research questions guide the present study: First, how have the perceptions of, and attitudes towards the Olympic Games, among young people in the UK, developed in the years following the agreement of the Olympic Agenda 2020 by the 127th IOC Session in December 2014? Second, do these perceptions and attitudes (in the form of brand images) coincide with the perceptions and attitudes that the IOC are aiming to create around the Olympic Games (in the form of brand identity)? That is, in the case of the latter, to what extent is brand consistency and coherency for the Olympic Games achieved in the views and opinions of the UK's young people?

LITERATURE

Despite the "mission of the International Olympic Committee" being to "[help] young people around the world to connect and embody the values of friendship, excellence and respect" (Bach, 2014, p.xviii), the IOC's 2020 Agenda, recognised the importance of ensuring that the Olympic Games remains relevant to that very generation. Yet despite the International Olympic Committee's (IOC) idealistic goal of using "non-discriminatory sport to educate the world's young people in the values of peace, justice ('fair play'), mutual understanding and international friendship" (Roche, 2002, p.169), critics claim that young people have become cynical of such idealistic missions by the world's major global organisations, of which the IOC might be considered one (Milton-Smith, 2002). There is, however, little in the way of research that supports such a claim, or that examines young people's perceptions of the Olympic Games.

From a marketing perspective, the way in which the Olympic Games, or any organisation, is perceived by its target audiences is described in the literature as its *brand image*; that is, the total impression of the brand in the minds of consumers (Aaker, 1991). For the brand owners/managers (e.g., the IOC), the aim here is that there is as much overlap as possible between this brand image and the organisation's *brand identity*; that is, the owner's/manager's vision for how the brand should be perceived. Indeed, narrowing the gap between brand identity and brand image has been linked with the financial value of a brand since the 1980s (de Chernatony, 1999). Yet despite the relative importance of an established link between these concepts (referred to, in the case of this research, as *brand consistency*), the overlap between brand identity and brand image has yet to be fully explored.

With the above in mind then, the aim of this study is to determine the brand consistency of the Olympic Games among young people in the UK in recent years; that is, it will aim to establish the brand image of the Olympic Games among young people in the UK, and then compare this to its brand identity as communicated by the IOC.

METHODS

Drawing upon social representation theory this research seeks to determine the changes in the brand image of the Olympic Games in the four year period, 2016-2019. Given the focal participant group then (i.e., young people), data was collected from first year undergraduate students (n = >200) via paper-based survey in 2016, 2017 and 2018, with one more data collection taking place in 2019 (data will be analysed in time for the EASM 2019 conference). The main element of this survey requires/ed participants to elicit free-association responses to the inductor term, 'Olympic Games'; an approach deemed to be particularly useful in investigating brand image, and in studies adopting a social-representation-informed theoretical base (see for example, Kenyon & Bodet, 2018). The data gleaned from the surveys will be used to determine the brand image of the Olympic Games for each year of the study in the form of social representation fields, using responses cited by at least 15% of participants. Subsequent hierarchal cluster analysis, utilising a modified similarity matrix (x-1), will be aimed at determining the internal structure of the generated social representation fields; that is, the strength of the connections (or psychological distance) between the terms contained therein. These four separate social representation fields and structures, representing four separate brand images of the Olympic Games, will then be compared to one another to determine whether any changes have occurred over the four-year period 2016-2019. These will also then be compared to the intended brand identity of the Olympic Games (drawn from content analysis of relevant documentation) to determine if, and to what extent, brand consistency and coherency has been achieved during that time.

CONTRIBUTIONS

Aside from its aforementioned contributions to the academic literature, primarily, the results of this research will be of particular interest to IOC and Olympic Games stakeholders (e.g., future hosts), as well as the Games' commercial partners, who, if better informed on the young people's knowledge of, and attitudes towards the event, will be able to design and tailor communication, PR and marketing efforts to be more successful.

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Internationalization of Sport Clubs: The Case of German Bundesliga and China

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Aim

Football clubs from the European Big Five leagues face limited opportunities for growth in their highly developed and competitive home markets. Therefore, internationalization into lucrative foreign markets becomes more important. The Chinese market is perceived highly attractive. Football development is promoted by the Chinese government and Chinese businesses engage in football-related activities (Chadwick, Gibson, & Jiang, 2019). This study evaluates strengths and weaknesses of Bundesliga clubs and analyses the opportunities and threats of a market extension to China.

Theoretical Background and Literature Review

The internationalisation of sport team brands has become common for sport organisations (e.g., Richelieu & Desbordes, 2009). China has become an important international market and has especially attracted the attention of European football clubs. The "General Reform Plan to Boost the Development of Soccer in China" from 2015 is supportive of this development as it promotes football in China (Liu, Zhang, & Desbordes, 2017). Academic interest is also increasing as documented by special issues of journals, comprehensive reports (e.g.,Schmidt, Schreyer, & Päffgen, 2017), and several other publications on football and China.

The Chinese are highly interested in football with 237 million people currently mentioning football as their favourite sport (Schmidt et al., 2017). However, Chinese sport consumers differ regarding values and goals to their Western counterparts (Lee, Zhang, Cottingham, Park, & Yu, 2017), and are particularly interested in sporting success and strong brands (Bodet and Chanavat, (2010). Despite these findings, research on internationalization strategies to China remains scarce.

Research Design, Methodology and Data Analysis

The empirical study of this research focusses on the German Football Bundesliga. Interviews were conducted with three experts from Bundesliga clubs that are active in China, one expert for league internationalisation, and two international sport marketing experts in China. Interviews lasted between 21 and 30 minutes. The analysis included initial coding relating to the four themes strengths, weaknesses, opportunities and threats followed by focused coding to allow for comparing and categorizing the data across the interviews.

Results/Findings and Discussion

While Chinese sports policy represents an opportunity for foreign clubs, the dependency of football on the Chinese government imposes also a risk. Furthermore, corruption is still a major issue in China. The current weak phase of the Chinese

economy impacts the willingness of Chinese sponsors to invest in football. While the Chinese market is attractive due to its size and growth potential, the sustainability of football interest among the Chinese is uncertain.

Chinese consumers spend much time online for activities like online shopping and social media and are interested in top stars, success and well-known brands.

Clubs from the other four big European football leagues have competitive advantages over Bundesliga clubs because of an earlier market entry and top stars in their teams. They are also more open to investors from China, because of fewer legal restrictions.

Excellent talent development in youth academies is one of the greatest strengths of Bundesliga clubs in comparison to other European leagues. The Bundesliga is further known for sustainable economic growth, genuineness and authenticity.

Conclusion, Contribution and Implications

This study contributes to current knowledge on the internationalization of sports clubs. It goes beyond existing research that has focused on top clubs and broadens the perspective to the league level.

China's current sport policy is favourable for a market entry, but the dependency on political leadership also represents a major risk. Cultural differences complicate relationships with football organisations or consumers and require insider knowledge. On-site presence, for example through local offices, should therefore be considered to overcome the limitations of a pure export strategy.

Furthermore, the fierce competition from the supremacy of Europe's top clubs and clubs in other sports constitute a challenge.

Opportunities for German football clubs are provided by the increasing average income and growing prosperity of the Chinese population, an increasing interest in football, and a booming eCommerce and eSports market. Clubs should be active on social media, provide opportunities for interaction and offer merchandising via online trading platforms. Chinese sponsorships are another avenue for market development.

The marketing of football know-how constitutes a promising opportunity as it could serve as an "entry product" and "door opener" to the Chinese market to create further marketing opportunities and increase the reach of the football club brand. Further, sporting success and brand strength will be critical. Trust, reliability, and authenticity should be inherent in brand building and storytelling based on the tradition and values of the clubs.

Despite many opportunities, a market entry in China also bears many risks and the economic potential cannot be generally quantified. Instead, the marketing potential varies greatly between clubs depending on their specific characteristics (e.g., strong youth academy, long tradition and history, sporting success). These should be taken into account by the club and matched with the specific opportunities of the Chinese market in order to apply a successful internationalisation strategy.

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SPORT CONSUMER BEHAVIOUR

Session Chair: Aaron Smith

Wherever They Want - The Influence of Travel Distance on Expected Value Capture and Willingness to Pay

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AIM OF ABSTRACT

Research on preferences and willingness to pay (WTP) for sport event tickets focused almost on the case of regularly recurring season games. Innovative one-off events, like a possible game of the NFL International Series in Germany, were not considered in sport management literature yet. However, such events show various unique peculiarities which have to be considered in comparison to regular occurring sport events. Due to the specific location, it can be assumed that there will be relatively high travel costs for most spectators which could influence their expected value capture (EVC). Therefore, we investigate spectators' EVC and WTP for innovative one-off events with a particular focus on travel distance and address the following research questions: How relevant is travel distance to EVC of different spectator segments for a one-off event? To what extent do different spectator segments see additional costs for travel distance?

THEORETICAL BACKGROUND AND LITERATURE REVIEW

Since Becker (1965), consumers' time allocation has been regarded as important in economic theory. Therefore, it can be assumed that in addition to the monetary price, travel distance as sacrifice also plays an important role in attending one-off events. However, sport spectators can also have fun (benefits) when they are traveling to games far away from home (Woratschek, Horbel, & Popp, 2018). Can fun during traveling entirely compensate traveling costs? Is traveling to a one-off sport event more perceived as a benefit or as a sacrifice?

We examine spectators' EVC at purchase decisions for a potential one-off sport event. Brandenburger and Stuart (1996, p. 10) conceptualize value capture as "the buyer's willingness-to-pay for the firm's product minus the price paid to the firm." However, all benefits, as well as all sacrifices, have to been taken into account, when analyzing spectators' EVC and WTP. Previous studies have focused solely on the ticket price as a sacrifice, although spectators will have additional costs when visiting a sport event (Fort, 2006). Hence, this research extends preference measurement by adding travel distance as another relevant value component.

METHODOLOGY, RESEARCH DESIGN, AND DATA ANALYSIS

We apply a choice-based conjoint analysis in this study. The conjoint research design includes in addition to "travel distance," and the established ticket attributes "seat category" and "ticket price" the attribute "accompanying persons" (Woratschek & Kaiser,

2018). The attribute levels were derived both from the literature (seat category and accompanying persons) and from realistic assumptions (ticket price and travel distance). Other variables like game pairing are standardized. Data were collected with an online survey among NFL fans in Germany shared in related social media groups and NFL and American Football forums. After data cleansing 1111 surveys could be used for further analysis. Latent class analysis was conducted to identify heterogeneous segments based on EVC.

RESULTS AND DISCUSSION

In order to represent the different value capture regarding benefits and sacrifices for sport event tickets of different spectators, a 2-cluster solution was chosen. Therefore, quality-oriented spectators (71% of all respondents) and cost-oriented spectators (29%) can be identified.

In the case of quality-oriented spectators, the relative importance of accompanying persons (43%) is particularly noteworthy. At 23%, the seat category is also relevant. Sacrifices are only of minor importance. In contrast, for cost-oriented spectators, the ticket price is particularly relevant at 49%. Together with the also essential sacrifice travel distance (16%), there is a principal focus on perceived sacrifices with the total relative importance of 65%.

The different weights for benefits and sacrifices are also reflected in the different WTP for longer travel distances. While WTP of cost-oriented spectators at a travel distance of more than 3 hours decreases by more than 40% compared to less than 1 hour, WTP of quality-oriented spectators decreases by only 5%.

Travel distance is evaluated as a sacrifice. However, having fun during traveling seems to partly compensate sacrifices, even though not for everybody in the same way. Furthermore, the costs of traveling are very much underestimated by sport spectators compared with ticket prices. From an economic standpoint, travel distance leads to costs. Nevertheless, sport spectators do not weight traveling so much negative than ticket prices.

CONCLUSION, CONTRIBUTION, IMPLICATIONS

This study fills a research gap by including other sacrificial components besides ticket price in preference measurement for tickets at innovative one-off sport events. Furthermore, our study relativizes economic theory which overestimates the role of traveling costs, when they are related to a one-off sport event. This is surprising, as the cost of travel distance for a long journey can exceed the cost of the ticket price. Although it could be shown that travel costs play only a minor role in the ticket purchase decision process for a one-off sport event, travel costs cannot be neglected because one-third of spectators perceive travel distance as a significant sacrifice.

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Examining the Effect of Ticket Fee Sizes on Purchase Intentions

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Aim and Research Questions

In 2014, StubHub, the largest secondary ticket market platform in the United States, overhauled their pricing structure based on complaints about their fee structure which added approximately 17% to the base price of each transaction (Smith, 2015). The switch to an all-inclusive pricing strategy (AIP), where consumers would see a higher base price but would not be presented with fees, seemed to be a logical solution. However, this change had devastating consequences. Within months, StubHub sales fell between 15%-50% as consumers were finding lower base prices on competing sites (Karp, 2014). Smith (2015) suggested that the switch to AIP contributed to a 20% drop in market share in less than two years.

Subsequently, late in 2015, StubHub switched back to their previous fee-based structure. The fees include taxes, shipping, and a service charge paid to StubHub (Smith, 2015). By reverting back to the fee-based structure, StubHub regained approximately 5% of market share within days (Smith, 2015).

The strategy of breaking down an overall price into several smaller components is called price partitioning (PP). To date, there has been no published research on the effectiveness of price partitioning in sport, where consumers are often less price sensitive than other industries given the high levels of team identification (Kwon, Trail, and James, 2007). The purpose of the current study is to more carefully examine the role of fee size on sport consumers' attitudes and behaviors.

Theoretical Background and Literature Review

Previous research on PP indicates that fee sizes may be a primary consideration to consumers. However, the research is mixed on the optimal ratio of base price to price partition. Krishna, Briesch, Lehmann, and Yuan (2002) suggested that the base price should remain high and fees should be only a small part of the total price. Conversely, Hamilton and Srivastava (2008) found that consumers may be more receptive to larger fees if they are tied to elements perceived as having high benefits. There is very little research which has explicitly explored the optimal price-to-fee ratio in a given transaction. In sport, there is no research on PP at all.

Research Design, Methods, and Data Analysis

In the current study, an experimental design was incorporated using an online survey methodology. The experiment was designed to examine the impact of fee size on purchase intentions while controlling for team identification. Through a partnership with the Philadelphia Inquirer, the research team had access to a panel of Philadelphia sports fans. A total of (N = 173) usable surveys were collected for this investigation. All participants were provided an offer to purchase tickets to a regular season game between the Philadelphia Phillies and the Chicago Cubs ($150). Seat location and total price were consistent in all scenarios. Participants were randomly assigned to one of

four pricing offers. The control group was offered an all-inclusive ticket with no fees included. The additional three groups were offered the same ticket with varying levels of facility fees incorporated into the total price ($15, $30, and $45). Subsequently, participants were asked to rate their intent to purchase these tickets. Additionally, participants were asked about their level of team identification (Robinson & Trail, 2005) and general demographic information.

Results

A one-way ANCOVA model was developed for this analysis. Results showed that purchase intentions significantly differed by pricing structure $F(3, 190) = 8.09$, $p = <.001$, $\eta^2 = .113$, while controlling for team identification. The all-inclusive group had the highest purchase intentions ($M = 4.22$, $SD = 1.67$), followed by the $30 fee group ($M = 3.39$, $SD = 1.69$), $15 fee group ($M = 3.25$, $SD = 1.37$), and finally the $45 fee group ($M = 2.82$, $SD = 1.50$). Post-hoc Scheffe analysis indicated significant differences between the all-inclusive group and the $15 fee ($p = .018$) and $45 fee ($p = <.001$) groups.

Contribution and Implications

PP has emerged as a commonly used pricing strategy and its effectiveness has been shown to be strong in many circumstances, particularly with low to moderate fee sizes (Greenleaf et al., 2016). However, based on the current results, sport ticket fees of any size are not well-received. This is an interesting finding, especially in light of StubHub's failed experiment switching from PP to AIP.

While data collection is complete, analyses of additional attitudinal responses (i.e., perceived value and perceived fairness) as well as consumers' intention to search other sites for better prices will be presented at the conference. Preliminary results indicate that consumers across all four scenarios were highly likely to search other sites prior to purchasing the offer presented, with means ranging from 5.4 to 6.0 on a 7-point Likert scale. This result may help to explain the results of the current study while shedding light on StubHub's experience with AIP.

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Adaptation and Initial Validation of the Portuguese Version of the Spectator-Based Brand Equity in the Brazilian Soccer Context

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Aim

This study aims to adapt and perform an initial validation to the Brazilian soccer context, in the state of Pernambuco, the Portuguese version of the Spectator-Based Brand Equity (SBBE), adapted in Portugal by Biscaia, Correia, Ross, Rosado, and Maroco (2013).

Theoretical Background and Literature Review

From the perspective of sport as a business, sports managers have sought to manage teams, leagues and organizations as a brand (Ross, 2006), endowed with unique elements that differentiate the experience of the consumer with the products and services. There is little consensus on the subject, mainly because many research instruments originate from the manufactured goods perspective, without considering the singular characteristics of services and experiences (Berry, 2000). From these observations, Ross (2006) developed the Spectator-Based Brand Equity, who achieved positive results by being tested empirically in United States professional basketball (Ross, Russell, & Bang, 2008). From the professional football perspective, the instrument was adapted to the reality of Portugal by Biscaia et al. (2013). Considering the importance of analyzing brand equity, the context of Brazilian football seems to be an excellent evaluation scenario, due to the relevance and influence of this sport in the country, evidenced by the five FIFA World Cup and the fact that 42.7% of the country's sports practitioners indicate playing football. In addition, that the first division of the national football championship is the competition with the largest average audience in South America (Poli, Ravenel, & Besson, 2019). Even in this context, there are no studies with this approach in the country, demonstrating the importance of this research for the development of sport management in Brazil.

Research Design, Methodology and Data Analysis

The instrument is the Portuguese version of the SBBE (Biscaia et al., 2013), composed of 33 items that measure the brand equity, divided into two second-order constructs: Brand Associations, with 30 items divided into 10 constructs of 1st order (Brand Mark, Concessions, Social Interaction, Commitment, Team History , Organizational Attributes, Team Success, Head Coach, Management and Stadium) and Internalization, with 3 items. In addition, three items measure the Satisfaction construct and three for Behavioral Intentions. All items were measured on a 7-point likert scale (1 = Strongly Disagree; Reduced; Very Likely; and 7 = Strongly Agree; High; Very Likely). Finally, questions were added to characterize the sample. The first stage of the initial validation consists of

adapting the content of the scale, carried out by a team of researchers that compose a research group in the area of Management and Sports Marketing in Brazil, to make adjustments of Portuguese from Portugal to Brazil. In the second step, a face-to-face pilot study was conducted with a sample of students (N = 170) from the Physical Education course of three different universities of Pernambuco. The majority of respondents were men (70.0%) and ranged from 17 to 45 years old (M = 22.06 ± 5.175). To evaluate whether the items were close enough to normal distribution, its skewness (≤ 3) and kurtosis (≤10) were examined. Additionally, the constructs reliability was estimated through composite reliability (≥.6). In addition, factorial validity was also observed, assuming factorial weights ≥0.5. After the pilot study, a new content adaptation was made from the individual's feedback in the sample. The data were analyzed using software SPSS Statistics and Amos 24.0.

Results and Conclusion

In the first step, 22 items of the Brand Associations and Internalization constructs were modified in the researcher's content analysis, from the substitution of common words in Portugal for synonyms in the Brazilian context. After the pilot study, the sample's feedback allowed the modification of an item. The data did not present normality problems, even with a reduced sample, with skewness values ranged from -2.99 to 0.76 while the kurtosis values ranged from -1.20 to 9.36. In terms of reliability, the internal consistence of the constructs was supported, ranging from 0.63 ("Social Interaction" and "Organizational Attributes") to 0.86 ("Management" and "Satisfaction") were all acceptable within the established standards (Bagozzi & Yi, 1988). Regarding factor loadings, measurements were observed ranging from 0.51 to 0.87, all with acceptable values. According the analyzes, it is concluded that the adaptations made in the SBBE Portuguese version are sufficient to continue the validation process (i.e. a two-step maximum likelihood structural equation model) in the Brazilian soccer context, to a new data collection with a larger sample including not only university students, for a deeper analysis of the model initially proposed in this research. The accomplishment of the adaptation and validation for the Brazilian context is an analysis of the perception and brand value, generating strategies relevant to the management strategies of the soccer clubs for a better relationship with the spectators.

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New Boundaries: Emergent Contexts for Experiential and Immersive Alcohol Promotion in Sport

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Aim and Research Questions

This study is part of an examination of contemporary alcohol promotion strategies and executions funded by the Foundation for Alcohol Research and Education (FARE) in Australia. It aims to provide interested stakeholders, including sport managers, with a) relevant information and evidence regarding emerging alcohol marketing practices in the sport context and b) consumer responses to these activities. This is especially important given the synergies created between alcohol and sport are a contributor to alcohol related harm and increasingly under scrutiny for appropriateness (Jones, 2010). Using a series of thematically linked case studies, experiential and connected practices being undertaken by leading brands and the potential impact this has on the socially sensitive nexus of sport and alcohol promotion is investigated. A typology of emerging marketing strategies used by alcohol brands in sporting contexts is developed.

Theoretical Background and Literature Review

Alcohol sponsors have noted that traditional signage is now little more than 'wallpaper' and that new approaches are necessary to capitalize on their investments (Whiteside, 2017).

Emerging opportunities for fans to immerse themselves within sport and its broader culture provide a powerful platform for brands to engage with audiences in a customised and interactive manner that goes well beyond generating awareness. The advantages that flow from this enhanced form of event marketing are significant, including a range of positive brand experiences (Zarantonello & Schmitt, 2013).

The connection of 'risky' products to such emergent marketing opportunities is being questioned however given the potential for harm and the difficulty in regulation. As Westberg et al. (2016) have noted, the ability of alcohol brands to use digital platforms and sport to create calls for consumption, competition, celebration and collaboration can be problematic.

Research Design, Methodology and Data Analysis

Content analysis of the experiential and immersive sponsorship activations of alcohol brands at a range of sporting events across Europe, North America and Australia was conducted. Sports and events were purposefully selected as they represented active alcohol sponsorships of significance, drawing in relatively large audiences both at the event and through mediated channels. In total 11 sports and their associated major events and 27 sponsors, who utilized approximately 80 activities to engage consumers, were considered.

The activities data was captured for analysis and categorization across available media platforms. This allowed a synergistic identification of the emerging strategies used by such brands to exploit their association with sport offerings; particularly those approaches by alcohol brands that were interactive and involved co-creating the sport experience with the consumer. Multiple case studies were then developed to reflect a typology of experiences and levels of connectedness, and to highlight specific practices that are inherent to alcohol promotion.

Results/Findings and Discussion

Findings reveal an array of immersive marketing strategies and associated tactics being used by alcohol brands in sport. Many campaigns sought to purposefully extend their reach beyond the sport consumer to penetrate their social networks by offering curated experiences that entice sharing on social media. In doing so, sport consumers become critical influencers in the alcohol brand's marketing efforts, potentially circumventing regulatory provisions on promotion and amplifying the reception of such messaging.

Alcohol brands were particularly adept at creating immersive and innovative experiences fuelled by experiential marketing, digital narratives and co-creation where brands envelop consumers and create a 'flow state' (Drengner, Hansjoerg & Jahn, 2008) that guides consumers toward a deep immersion as an overarching goal. This state has the potential to disguise the marketing activities of alcohol brands and limit scrutiny through existing regulatory frameworks.

In reviewing such innovative and immersive strategies in alcohol marketing, two key dimensions emerged. The first dimension, sport connectedness, encapsulates the degree to which the branded experience is embedded in (or entwined with) the respective sporting event/sport experience. The second dimension speaks to the degree to which the experience is brand-led versus co-designed. These dimensions combine to form a typology of immersive marketing tactics used by alcohol brands in the sport context and which illuminate the pathways that policy makers in sport must comprehend in order to balance consumer vulnerability with brand objectives.

Conclusion, Contribution and Implication

These activities, particularly in relation to how newer forms of engagement align with existing alcohol advertising standards and expectations, requires careful consideration. Sport managers need to keep apprised of the deeper implications of these marketing endeavours in order to be able to fully consider their impact when navigating the expanding sphere of sponsorship led entertainment in sport. The sensitivity of alcohol's relationship to sport is particularly concerning, potentially thrusting sport brands into a challenging spotlight that may run counter to their values or those of other stakeholders. Ultimately, sport managers and policy makers are provided a clear foundation upon which to investigate contemporary alcohol promotion in sport and which can help shape their decision-making on this topic of increasing importance.

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Session Chair: Bettina Cornwell

Organizational Motivations And Barriers Of Innovation Through Blockchain Technology

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Aim and Research Questions

Blockchain technology has the potential to transform how organizations process data. The purpose of the current research is to examine the potential use cases and motivation of professional sport teams to adopt blockchain technology, and the barriers that prevent them from doing so. The following three research questions are examined with a focus on sport teams, and addressed from the perspective of C-level executives of professional sport teams:

RQ1: What are the potential use cases for leveraging the potential of blockchain technology?

RQ2: What is the motivation for adopting blockchain technology?

RQ3: What are the barriers preventing adopting blockchain technology?

Theoretical Background and Literature Review

Innovation represents a source of competitive advantage and understanding how innovation leads to organizational performance is paramount to implementing and managing innovation (Crossan & Apaydin, 2010). Organizations implement innovation through their business model (Chesbrough, 2010), where the business model connects the innovative technology to the organization's processes and customer needs. The goal of business models is generally creating and extracting value from the innovation (Chesbrough & Rosenbloom, 2002) and focused on one of four components – *product innovation, customer relationship, infrastructure management,* and *financials* (Osterwalder & Pigneur, 2010).

Technology innovation is driven by the competitive advantage it is able to deliver, as perceived by key leadership, with the focus on striking a risk-return balance and maximizing economic benefits. These outcomes can be achieved by leveraging the unique characteristics of the technology – for blockchain technology, these characteristics are because blockchains consist of connected blocks that are secured through cryptography and contain transaction data, a timestamp, and a hash of the previous block (Swan, 2015), which means a blockchain cannot be modified and the transaction between two parties is verifiable and permanent.

Research Design, Methodology and Data Analysis

We conducted semi-structured in-depth interviews with two C-level executives of National Basketball Association (NBA) teams. C-level executives were selected as interviewees because their support and guidance is vital in promoting innovation efforts (West et al., 2003). TheNBA was selected because it is considered one of the most innovative leagues in the world (Terdiman, 2018). Data were analysed following a three-round coding process following Neuman's recommendation (2012).

Results/Findings and Discussion

Data analysis revealed seven themes. Ticketing and inventory management were identified as potential use cases; advanced relationship marketing, consumer engagement, and innovation monetization were identified as motivations for adopting blockchain technology; and a fear of lawsuits, existing partnerships, and fear of reputation damage were identified as barriers preventing adopting blockchain technology.

From a business model perspective (Osterwalder & Pigneur, 2010), ticketing and inventory could both make use of the unique characteristics of blockchain technology for *infrastructure managing*. Gaining additional knowledge on the customers who actually attend a game, versus those who purchased the ticket, would allow organizations insights on target market specific relationship marketing and virtual goods, such as memorabilia, would allow for consumer engagement, allowing for enhanced *customer relationships*. Developing a blockchain enabled platform that could be used by other sport organization would allow to monetize the innovation, thus providing direct *financial* benefits. The fear of reputation damage from launching a crypto currency to engage customers was grounded on the rise and steep fall of several crypto currencies where users lost their investments, thus a threat on *customer relationships*. Further barriers represented through legal contracts with existing partners and a fear of lawsuits are not considered business model components, but are grounded on a potential negative influence on the *financial*performance of the organization.

Conclusion, Contribution and Implication

This research makes three main contributes to sport management literature. First, findings show that technology innovation through blockchain is positioned on the intersection of strategic management, marketing, finance, and law; and thus, requires multiple stakeholders in the decision-making process. Second, the potential of the technology could allow to gain insights on users, engage existing fans, and subsequently increase the financial performance of the organizations; thus, it represents an opportunity which sport organizations should leverage or at least monitor the development of the possibilities. Third, managers are aware of the potential negative impact implementing the technology may have on their organization and should invest in legal counsel experts familiar with the technology and train their existing legal counsel.

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Digital Transformation Of Value Creation On Sport Platforms: A Case Study Analysis

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Aim and Research Questions

Within the modern view of service exchange, value creation focuses on interactions between different actors. Meaning no value is created by purchasing a ticket for a football game; only the resource integration of different actors (e.g., fans chanting for their team) creates value for themselves, the players and other actors. Digital platforms are an emerging phenomenon of today's business value creation (e.g., Spotify: Vial, 2019). In sport management, brand communities (e.g., GoPro: Woratschek et al., 2017) and even stadiums (e.g., Levi's Stadium) provide digital platforms, which facilitate actors to integrate resources. GoPro's digital brand communities enable actors to share thoughts and ideas online, to establish new connections or to participate in video challenges. The Levi's Stadium app provides the possibility to order food and beverage, to connect with other fans, to post pictures or to organize a light show. Thus, digital platforms enable new and alter existing ways of value creation.

So far, business literature started to conceptualize the value creation on platform business models in general (Fehrer et al., 2018) and to examine the influence of digital transformation on the corporate world (Legner et al., 2017). However, in sport management literature, there is a lack of research about value creation on digital platforms. Therefore, this study will investigate three research questions:

- Who are the relevant value-creating actors on digital sport platforms?
- How do the actors interact in the value creation on digital sport platforms?
- Which value creation possibilities erupt in sport management due to digital transformation?

Theoretical Background and Literature Review

The field of sport management is an exciting research area to investigate this phenomenon, also because special features of sport must be considered for strategic sport marketing decisions (Smith & Stewart, 2010). Therefore, Woratschek et al. (2014) introduced the Sport Value Framework, which guides the basic understanding of value creation in sport for this study.

Digital transformation is triggering significantly the change of existing business models due to geographical independence and instant interactions between different actors (Vial, 2019). Moreover, the digital transformation entails three disruptions: consumer behaviour, competitive landscape and data availability. These disruptions rely on the development of more sophisticated digital technologies (Legner et al., 2017). These technologies facilitate platforms, which create novel opportunities for value creation allowing different actors to integrate their own skills and knowledge to co-create value.

In sport management, there are heterogeneous actors on digital platforms, for example, fans, which are emotionally bound to a sports club; hence, they will demonstrate higher willingness to integrate their resources. Value co-creation on digital sport platforms

enhances the actor-club-relationship and might result in an increased referral and repurchase behaviour, on- and offline. Furthermore, digital technologies enable the redefinition of offerings in sport, e.g. enhancing the in-stadium experience by providing virtual reality technology. Sport organizations gather data from actors integrating resources on their platform. The availability of data empowers them to personalize and differentiate the experience of their actors. Moreover, it enables other actors (e.g., sponsors, media, etc.) to address potential customers more accurately.

Research Design, Methodology and Data Analysis
Two case studies will be analysed to investigate the digital transformation of value creation on sport platforms. The first case study examines GoPro's digital brand community platforms, which serve as a basis for sport enthusiasts from different sports to interact with each other. The second case study explores a connected stadium of a Swiss top sport league proposing diverse new co-creation opportunities for stadium visitors. Both case studies will be based on document and online content analyses to illustrate the nature of value propositions and new ways of value creation. Furthermore, semi-structured interviews with different actors will provide insights into the resource integration activities. Data collection will be conducted in June 2019 and results will be presented at EASM conference. This study provides an in-depth analysis of the digital transformation of value co-creation by different actors on sport platforms.

Results/Findings and Discussion
Little is known how value co-creation on digital platforms in sport occurs. This study has considerable potential to explore the resource integration activities on sport platforms. The case studies identify the relevant actors on digital platforms in sport and disentangle the value-creating interactions between them. Furthermore, this research reveals differences and similarities in the value co-creation process on two distinct digital sport platforms. Moreover, this study maps new possibilities of value creation determined by the digital transformation.

Conclusion, Contribution and Implication
This research will present empirical findings considering the digital transformation of value creation in sport management. As the digital transformation is unambiguously influencing sport management in various fields, this study enhances sport management research. Moreover, it presents a new approach on how value co-creation in sport could be captured. This will lead to a better understanding of the phenomenon and important implications for sport platform managers.

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How Do Sponsorships Affect Employees of Large Versus Small Companies?

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Aim and Research Question

Sponsorship, especially sport sponsorship, is a central marketing communication tool for both large companies as well as small and medium-sized enterprises (SMEs). Most existing research has focused on sponsorship effects on external target audiences, in particular on consumers. Recent research, however, emphasized that sponsorship can also exert effects on a company's internal target audience, that is, its employees (Farrelly et al., 2012; Farrelly & Greyser, 2007; Khan & Stanton, 2010; Meenaghan et al., 2013). Yet, little research to date has analyzed how sponsorship affects employees; even less research examined if sponsorship works differently for employees of large companies and SMEs, although theoretical considerations support such an assumption. Therefore, we employ a quantitative survey design to investigate the following research question RQ: How does sponsorship affect employees in small and large sponsor companies?

Theoretical Background and Literature Review

The conceptual model draws from existing research on sponsorship effects on external and internal target audiences and proposes that sponsorship can influence employees' job satisfaction and commitment (e.g., Farrelly et al., 2012; Hickman et al., 2005). We argue that these sponsorship outcomes are influenced by employees' knowledge of the sponsorship, their perceived external prestige of the sponsorship (PEP), and their participation in the sponsorship (Hickman et al., 2005; Hofer & Grohs, 2018; Khan & Stanton, 2010). We suggest that these drivers work differently for large and small companies. We expect that sponsorship knowledge and participation will be higher and exert stronger effects on the outcome variables in SMEs, because links between employees are closer, information travels faster, and company departments are less separated and less specialized. On the other hand, we expect that PEP will be larger and exert stronger effects for employees in large companies, because their sponsorship investments are larger and they provide more resources for activating the sponsorship for external audiences.

Research Design, Methodology and Data Analysis

Data were collected shortly after the 2017 CHIO Aachen, the world's biggest equestrian event. Employees of 37 event sponsors participated in the data collection; 17 were large companies like DHL, Mercedes and Rolex, and 20 were SMEs (<250 employees and annual turnover ≤50 million Euro, according to the EU recommendation 2003/361 by the EU Commission). Data were collected with a standardized online survey questionnaire, resulting in 253 completely filled out questionnaires (response rate: 36%, 87 from SMEs, 166 from large companies). Established 5-point scales from previous research measured the constructs job satisfaction (4 items, α = .95), commitment (5 items, α = .85), sponsorship knowledge (2 items, r = .80), and PEP (3 items, α = .79). To

measure participation employees indicated if and how they took part in the sponsorship (sum of 14 yes/no items).

To analyze differences in terms of sponsorship knowledge, PEP, and participation between large companies and SMEs, we regressed these three variables on company size (large company vs. SME), controlling for a range of variables, such as employees' interest in equestrian sports, duration with the company, department, and position in the company. To analyze effects of sponsorship knowledge, PEP, and participation on employees' job satisfaction and commitment, we regressed the latter on the former for employees from large companies and for employees from SMEs, again controlling for the same variables as before.

Results and Discussion

Results showed that in SMEs employees' sponsorship knowledge was significantly higher (M_{SME} = 3.81, M_{Large} = 2.97, $p < .01$) and participation was marginally higher (M_{SME} = 1.60, M_{Large} = .79, $p = .07$) than in large companies. Unexpectedly, however, PEP was not significantly different (M_{SME} = 3.59, M_{Large} = 3.63). For employees of SMEs knowledge influenced job satisfaction ($\beta = .28$, $p = .01$), but PEP and participation did not. Only participation, on the other hand, had a marginally significant effect on commitment ($\beta = .23$, $p = .06$). For employees of large companies, PEP influenced job satisfaction ($\beta = .18$, $p < .05$) and commitment ($\beta = .28$, $p < .01$), and knowledge and participation did not. These results indicate that large companies and SMEs are indeed different in terms of 1) how sport sponsorships are perceived by their employees, and 2) how these sponsorship perceptions affect job satisfaction and commitment.

Contribution, Implication, Limitations, and Further Research

The study shows that paths to sponsorship success in terms of job satisfaction and commitment are different for large companies in comparison with SMEs. These findings provide guidelines for sponsorship managers of large and small companies how to design sponsorships effectively for internal target audiences. However, further research needs to consider two important limitations: First, a more comprehensive model is required (and will be presented at the conference) that also accounts for indirect (mediating) relationships. Second, longitudinal or experimental research is needed to establish causal (as opposed to correlational) effects.

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Cognitive Biases in Management Decisions in Sport Sponsoring

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Aim of abstract and research questions

Important management decisions are rarely made objectively due to being influenced by biases. Biases themselves are created by conscious as well as unconscious decisions. This research will further evaluate the cognitive biases, also referred to as 'mental errors caused by our simplified information processing strategies' (Heuer, 1999, S. 111). Subconsciously influenced management decisions have a comprehensively positive as well as negative effect on the outcome of decisions. Since the part about sponsoring decisions is still insufficiently researched, this paper will concentrate on the main cognitive biases. Sport sponsoring established itself over the last couple of decades as an important part in the communication mix for a company. The IEG's Guide to Sponsorship states that sponsoring is the fastest growing marketing medium, because social priorities are changing, personal values are shifting, two-way communication is wanted and the efficiency of measured media is decresing (IEG, 2017). This fact substantiates the importance of knowing which biases are present in the sport management decision-making processes. Even though there is a striking growth in sponsorship spending, much of how sponsorship works and what makes it effective is still unknown. (Thjomoe, Olson, & Bronn, 2002) This research attempts to provide some insight into how decisions are made by managers in the sponsoring era and what biases influence them. Accordingly, the following research questions are stated:

RQ1: What biases are most common in management decision making in sport sponsoring? RQ2: Which ones have high impact?
RQ3: Which ones are risky for the company?
RQ4: When in the sponsoring process do they occur?

Theoretical background

More than 191 cognitive biases were identified by psychologists and behavioural economists since the 70s. As there is no summarized work about biases and their relevance for management decisions, 18 recent research papers on the topic form the basis of a systematic bias clustering. Anchoring, availability heuristics, confirmation bias, framing effect, fundamental attribution error, groupthink, hindsight bias, in-group bias, loss aversion, optimism effect, overconfidence bias, representativeness heuristic, self-serving bias, status- quo bias, and sunk-cost fallacy were the 15 biases defined as relevant for this study.

Irrational decision-making is obviously also very present in sport sponsoring. Overall sport sponsoring objectives are directly linked to achieving the company's overall objectives of sponsoring. Meenaghan, Farelly et al. and Howard and Crompton have identified factors for sponsors. Although, no past studies have linked the decision-making process in sponsoring with biases.

Methodology and research design

Scarce knowledge about the decision-making process in sport sponsoring provides the need for an exploratory design, which will be conducted as a qualitative two rounded Delphi study. This method is a popular and proven tool identifying issues in decision-making processes. This technique collects expert opinions to accomplish the most reliable consensus of the expert group, which demonstrated validity and long-range accuracy. (Okoli & Pawlowski, 2005) Manager can reflect the concepts of biases better, since most of them have to be briefed about them. The depth of reflection is much higher in the Delphi method, because managers are given the chance to look over their first answers again and explain and analyse them (Linstone & Turoff, 1975).

15 B- and C- Level manager build the group of experts. The data will be collected with two rounds of semi-structured interviews. The planned duration of each interview will be 60 minutes. The results of the first round were transformed into an Excel spreadsheet and arithmetic mean and standard deviation was calculated. Round one was conducted in May, the second round will take place in June where experts will be asked more in detail about their previously given answers and asked about their opinion on the analysed results.

Results

As the Delphi rounds have started mid-April 2019, there are results of the first interview round at this time. These results show, that the five most frequent biases in decision-making in sport sponsoring are: anchoring, availability heuristic, framing effect, groupthink, and in- group bias. The six biases that have the biggest damage are: confirmation bias, groupthink, optimism effect, overconfidence bias, and self-serving bias. Final results will assuredly be ready to be presented at the conference in September 2019. The developed hypotheses of this research can be used for further research in the field of biases in sport sponsoring and the results of this paper already add value for managers to be aware of the most common, relevant and harming biases in decision making.

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STRATEGY, LEADERSHIP AND STAKEHOLER MANAGEMENT IN SPORT

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Session Chair: Harry Arne Solberg

The Bright and Dark Pathways From The Board Members' (De)Motivating Style To Volunteers' Motives For Volunteering in Sports Clubs

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Aims and research questions
Retaining volunteers is one of the biggest problems of nonprofit sports clubs (Wicker & Breuer, 2013). Therefore, it is essential that board members in sports clubs focus on factors that influence volunteers' turnover intentions such as volunteers' motivation (Galletta et al., 2011) and group-task cohesion (Doherty & Carron, 2003). The former is defined as an energizing force that induces volunteers' action (Galletta et al., 2011), the latter as volunteers' experienced unification around their tasks (Doherty & Carron, 2003). The question arises then as to how board members, who are appointed by the sports club's members to manage the organization's activities, can take up the challenge to enhance motivation and group-task cohesion of volunteers in the sports club such as coaches, cafeteria staff …. In sport management literature, it is increasingly assumed that, in order to increase volunteers' motivation and cohesion, board members in sports clubs need to rely on a motivating style (e.g. Balduck et al., 2010). Furthermore, the role of the board members' motivating style in fostering volunteers' motivation and cohesion in sports clubs may be specifically crucial because volunteers such as coaches and cafeteria staff, in contrast to employees, can withdraw their service from the organization at will. Therefore, this study offers a fine-grained insight into how a board members' (de)motivating style is related to volunteers' motivation and group-task cohesion in sports clubs.

Theoretical background and literature review
In order to investigate the board members' (de)motivating style and its relationship with volunteers' motivation and cohesion, we relied on Self-Determination Theory (SDT) (Deci and Ryan, 2000). This theory differentiates between a board members' autonomy-supportive and structuring style (i.e. motivating styles) and a controlling and chaotic style (i.e. demotivating styles), with the former supporting the volunteers' needs for autonomy, relatedness and competence, and the latter thwarting these needs (for examples, see Research design). SDT also distinguishes between volunteers' autonomous motivation (i.e. optimal form of motivation), controlled motivation (i.e. suboptimal form of motivation) and amotivation (i.e. maladaptive form of motivation).

Furthermore, in order to obtain a more detailed insight into the board members' (de)motivating style, we measured their (de)motivating style within a number of concrete management situations specifically related to nonprofit sports clubs. To select relevant management situations, we relied on the Competing Values Framework (CVF) (Quinn and Rohrbaugh, 1981). The CVF is built around a horizontal axis, which represents the internal focus versus external focus dimension, and a vertical axis, which relates to the stability versus flexibility dimension. The intersection of these two axes corresponds to four management approaches: internal processes (internal, stable), human relations (internal, flexible), open system (external, flexible) and rational goal (external, stable) (for examples, see Research design).

Hence, we relied on the SDT and CVF to investigate how (a) the motivating style board members rely on in concrete management situations (as identified within the CVF) relates to volunteers' autonomous motivation and group-task cohesion (i.e. bright pathway), and (b) a board members' demotivating style relates to volunteers' controlled motivation and amotivation (i.e. dark pathway). Additionally, we examined whether these relationships can be explained by volunteers' need satisfaction and need frustration.

Research design, methodology and data analysis

A random sample of 31 nonprofit and voluntary Flemish sports clubs, providing disciplines such as football, tennis, basketball and gymnastics at recreational level, participated in our research. In total, 231 volunteers were involved in our study. To measure volunteers' perceptions of the board members' (de)motivating style within the context of seven management situations, we developed a new questionnaire based on SDT and CVF. An example of a situation was ''A meeting with volunteers is organized to evaluate the sports club's activities" (internal process model). Examples of responses related to this situation were "The board creates opportunities for volunteers to provide input for the meeting" (autonomy support) and "The board does not spend a lot of time on the preparation of the meeting" (chaotic). The other variables, volunteers' need satisfaction, need frustration, forms of motivation and cohesion, were measured with validated questionnaires. In order to investigate the relationships between these variables, we relied on Structural Equation Modeling.

Results/findings and discussion

Results revealed a bright pathway from a board members' motivating style to volunteers' autonomous motivation and group-task cohesion, via need satisfaction, and a dark pathway from a board members' demotivating style to volunteers' controlled motivation and amotivation via need frustration. We also found a direct association of a motivating style to group-task cohesion.

Conclusion, contributions and implications

Whereas sport management literature has often focused on rational management processes (e.g. Balduck et al., 2010), our results indicated that also the (de)motivating style board members rely on in sports clubs is crucial for volunteers' motivation and

group-task cohesion. Implementing these insights in sports clubs might have a positive impact on volunteer retention.

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The General and Facet-Specific Job Satisfaction of Voluntary Referees

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Aim and Research Questions

Referees are essential for nearly every sporting competition, but their numbers are decreasing in several countries and over different sports leading to organisational problems (Giel & Breuer, 2019). A recent review on sports volunteering revealed that future research needs to particularly focus on voluntary referees and officials (Wicker, 2017). Consequently, this study's aim is examining the voluntary referees' general and facet-specific job satisfaction based on a validated job satisfaction scale in the context of German voluntary football referees. Understanding what drives referees' satisfaction is important to provide a satisfying refereeing environment. Therefore, the following research question guides this research: which aspects determine the general job satisfaction of voluntary referees?

Theoretical Background and Literature Review

Out of numerous theories explaining job satisfaction, the effort-reward imbalance model (Siegrist, 1996) is assessed to particularly fit this study's purpose. The model focuses on the reciprocity of exchange in occupational life and analyses the imbalance between high effort spent and low reward received leading to a stressful experience at work. Taking into account similar rewards (i.e., expense allowance, esteem and promotion prospects), this study examines how job satisfaction is influenced by the balance of football referees' efforts and rewards.

Based on the Job Descriptive Index, Haarhaus (2015) constructed and validated a short measure to assess general and facet-specific job satisfaction (KAFA). The 30 items of the KAFA were found to be a reliable and valid measure of general job satisfaction and the five job satisfaction facets work, coworkers, promotions, pay and supervision.

Research Design, Methodology and Data Analysis

3,650 German voluntary football referees responded to the KAFA items in an online survey distributed by the German Football Association (DFB), in which the five job satisfaction facets were adapted to the specific volunteering context to referee activity, colleagues, promotion prospects, expense allowance and esteem. A confirmatory factor analysis (CFA) was executed with a random sample of n=1,824 voluntary football referees to analyse the KAFA's suitability explaining the referees' job satisfaction.

Common literature (e.g., Hu & Bentler, 1999) suggests a range of indices to evaluate model fit: (1) absolute fit indices like the exact model fit (χ^2: p>.05), the normed model fit (χ^2/df<5), the standardised root mean square residual (SRMR<.08) and the root mean square error of approximation (RMSEA<.06) with its confidence interval (lower<.05; upper<.1) and closeness of fit (pclose>.05) as well as (2) incremental fit indices like the comparative fit index (CFI>.9). The asymptotically distribution-free estimator was used to compute the model.

Results/Findings and Discussion

The sample consists of 1,824 predominantly male (95.8%) voluntary football referees from Germany with an average age of 34.5 years. All five facets of job satisfaction show very good indices for both reliability (Cronbach's Alpha=.712-.904; construct reliability=.869-.925) and convergent validity (AVE=.573-.714). Also the general job satisfaction basically meets the respective thresholds (Cronbach's Alpha=.668; construct reliability=.825; AVE=.498). Moreover, discriminant validity is confirmed for all six latent constructs.

The CFA reveals that the voluntary referees' general job satisfaction (R^2=.636) can be significantly explained by the five job satisfaction facets. The model fit indices are particularly good when the facets are correlated with each other. No covariances between error terms were added. Besides the exact model fit (χ^2(390)=1402.312, *p*<.001) being significant due to the large sample size, all absolute fit indices (χ^2/df=3.596; RMSEA=.038; confidence interval=.036-.040; pclose=1.000; SRMR=.071) suggest an overall very good model fit. Only the incremental fit index CFI (=.817) is below its threshold of .9, as the latent constructs are correlated. This more complex model is favoured, because the more parsimonious model without the correlating job satisfaction facets has a worse model fit. Indeed, the model is still parsimonious enough as demonstrated by the normed model fit. Furthermore, this approach supports the underlying effort-reward imbalance model arguing that efforts and rewards have to be balanced and are therefore related with each other.

The (referee) activity itself (λ=.553) shows the greatest practical significance on general job satisfaction comparable to previous research (Haarhaus, 2015), followed by esteem (λ=.250), while the colleagues (λ=.115), the promotion prospects (λ=.104) and the expense allowance (λ=.078) are comparably weak indicators. This research adds the intergroup behaviour, whose importance was shown by theories like the social identity theory, with the factor 'colleague' to the effort-reward imbalance model (Siegrist, 1996).

Conclusion, Contribution and Implication

This study reveals that particularly the referee activity itself determines the voluntary referees' general job satisfaction, while the received expense allowance has the lowest influence of all job satisfaction facets. It thereby contributes to the existing knowledge applying a validated job satisfaction scale to the context of voluntary referees. As volunteer recruitment and retention is expensive, the knowledge about voluntary referees' determinants of satisfaction can support the responsible federation in creating a satisfying refereeing environment. Furthermore, satisfied referees might be less likely to quit and thus to further increase organisational problems in sports.

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Sport Official Development: Improving the Experience

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Aim

Sport Newfoundland and Labrador (Sport NL), the research entity, identified the need to be responsive to the unique needs and challenges facing its member provincial and regional sport organisations (PSOs and RSOs)), supported by Kellett and Warner (2011). A specific area identified was the capacity of sport officials, individuals who apply the rules of the sport on the field of play, and whose decisions influence the outcome of a community, competitive or elite sporting contest. This initiative, supported by Cuskelly, Hoye, and Evans (2004); Kellett and Warner (2011) and Turkiye Basketbol Federasyonu (2014), recognises that referee education and resources are essential services to advance sport organisations in their quest to create a sustainable supply of quality sport officials. Providing support for sport official development may lead to improved performance, experiences and retention rates of sport officials. This improved performance may also lead to an improved sport participant experience.

The purpose of this study was to identify how to improve the capacity of sport officials. Research objectives aimed to identify how to:

1) Improve the capacity of sport officials
2) Ensure sport officials were integral partners in the sport delivery system
3) Assist in recruitment and retention of sport officials
4) Improve educational resources for the PSOs/RSOs, assisting in the development of sport officials.

Theoretical Background/Literature Review

Sport officials are integral to sport. Sport official recruitment and retention have become critical issues for sport organisations. Globally, many sport organisations suffer from referee management challenges such as education, training, recruitment and retention (Cuskelly, Hoye, & Evans, 2004; Kellett & Warner, 2011). Through their National Associations of Sport Officials Australia, New Zealand and the United States emphasise support of sport official capacity.

Research Design/Methodology/Data Analysis

Data was collected over 18 months using a mixed-methods approach, comprising six research phases including: 1). three roundtable discussions with sport officials; 2). 27 face-to-face semi-structured interviews with sport organisation influencers from six major sport organisations, including two government bodies, three provincial sport directorates and one University institution; 3). telephone and/or face-to-face semi-structured interviews with 36 sport officials; 4). two self-completion surveys, distributed via Survey Monkey, with more than 300 individuals, including 258 referees and 45 PSOs; and 5-6). two presentations to the Sport NL Board sought feedback. Phases of the research, designed to elicit perspectives that would fulfil the research objectives thus providing options for Sport NL to improve sport official capacity, were analysed by

NVivo 10, Survey Monkey's qualitative and quantitative analytical tools, and thematic content analysis.

Limitations of this study are that Sport NL requested its members to distribute the Sport Official Service Review survey. It is unknown how many individuals were invited to participate. Also, respondents were grouped based upon the decision style of the sport official such as whistle sports, technical oversight sports, judged sports or a combination of technical/judged sports. The results of the survey may be skewed based on the potential of a higher return rate from one specific sport.

Findings/Discussion

Several key findings were identified. Firstly, there is a need for increased access to educational and development opportunities to aid sport official retention. Secondly, sport organisations do not seem to have the capacity to support sport official development due to prioritising activities such as athlete and coach development. Thirdly, due to limited sport organisation capacity, sport officials seem to be expected to take personal responsibility for their own development. Next, there is a need for sport organisations to review their traditional sport official development pathway and move to a personal/individual approach via increased interaction and mentoring opportunities. Finally, generic sport official education and development could benefit from a champion to support and advocate their cause, and positively impact referee capacity. Each of these findings focused Sport NL's desire to improve their services and minimise the adverse experiences, and thus decline of, sport officials.

Conclusion/Contribution/Implication

Recommendations include:

1. Implement a 'Three-Phase Sport Official Education and Development Programme' with the first phase setting the stage, the second creating a community of sport officials and the third building capacity in the sport official community.
2. Establish a 'Sport Official Collaborative' to create conversation about sport officials, maintain dialogue regarding the future of sport official development, set individual organisational directions regarding sport officials, communicate with respective constituents and oversee the development of a sustainable sport official strategy.
3. Increase Sport NL's support of sport official development through improved human resource management and organisational culture within the sport community towards sport officials, recognition of their efforts, increased financial resources and sport official information exchange.

In the future sports must consider building the capacity of their sport officials beyond traditional referee development courses. Application of the above recommendations could enrich the referee experience and sport official capacity thus providing a sustainable pool of quality sport officials. Further and continuing research is being conducted internationally (Europe) and in larger metropolitan areas of Canada.

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Level of Abuse and Intention to Quit Amongst Football Referees in France and the Netherlands

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Introduction

Players and sports match officials (referees, umpires etc.) are an integral and essential part of sport. Though officiating is an important role for all levels of competitive sport, the significance of the role has arguably increased with the rapid growth in the commercialisation of sport, presenting challenges for officiating. Officials are now under ever increasing pressure and scrutiny to ensure that players abide by the rules and regulations of the competition and that they themselves are consistent and transparent in their decisions. Sometimes this pressure can lead to (unintentional) mistakes and errors of judgement, which can result in the official receiving verbal and physical abuse from fans, players and coaches (Cleland, O'Gorman, & Webb, 2018; Webb, Rayner, & Thelwell, 2019). One implication is that such behaviour towards officials cascades through the sport and consequently many sports have observed a significant decline in referee numbers particularly at the amateur level and substantial challenges lie in retaining volunteer officials (Giel and Breuer, 2019). Given the above, the current study is motivated to address two related research questions:

a) What demographic, level of competition and league specific determinants influence the verbal and physical abuse faced by officials.
b) To what extent is the intention to quit of official influenced by verbal and physical abuse and perceived organisation support.

Literature Review

A small but growing body of literature has investigated the intentions of sports officials' to remain or stay in their roles. A feature of previous studies is that experiences of verbal and violent behaviour together with perceived organisation support (POS) or satisfaction associated with organisational training and support opportunities are considered important factors related to the retention of match officials (Webb et al., 2019; Hong, Jeong, & Downward, 2019). Moreover, the form of abuse can matter. In the context of amateur German football, for example, Giel and Breuer (2019) find that violent behaviour reduces the likelihood of retaining referees. In contrast, experiences of verbal behaviour appear to be less prevalent, and often seen as a "normal" part of the game (Ridinger et al., 2017).

An area that has attracted less attention is the extent to which verbal and physical abuse and intentions to quit vary by gender. The majority of recent research has focused on the male game and male officials. However, given national and international focus on expanding the number of female referees in football (UEFA, 2016), it is imperative that research begins to consider female referees. In the current research both abuse and the impact on male and female referees are investigated in the context of their organisational support.

Methodology

As an extension of previous research examining the situation facing referees in England, this study, through collaboration with amenable associations extends the analysis to the European context, data for this study is based on responses from questionnaires administered to football referees operating in France and the Netherlands. An online survey was sent to both active and non-active referees across France and the Netherlands through the distribution lists held by the federations in both countries (the French Football Federation (FFF), and the Royal Dutch Football Association (KNVB)). Respondents represented referees at all levels, from mass participation to those that officiate in the top divisions domestically. The dataset comprises a total of 4,637 observations of which 3,408 are from France with the remaining 1,229 from the Netherlands. Based on the research question we investigate binary and ordinal response regression models to explore the extent to which demographic, level and league specific determinants influence verbal and physical abuse and in turn how verbal and physical abuse together with POS influence referees intention to quit.

Results

In the case of the French sample, we find evidence that respondents with more experience (or older respondents) are more likely to incur both verbal and physical abuse. However it is noticeable that in the Dutch case, verbal incidents of older referees is less likely. Female officials in the French leagues are also less likely to encounter abuse.

In terms of the intentions to quit, there is evidence to suggest that referees with more experience are more likely to quit in the next 12 months. There is also some evidence to suggest that females are more likely to quit, particularly in the Dutch league. Consistent with previous studies, those who are satisfied with training and promotion opportunities are less likely to quit as are those who have a referee coach.

Conclusion

Despite general campaigns such as Respect in England, and the relaunch of the UEFA Respect policy (#EqualGame), the results suggest that more tailored strategies and interventions are required based on country-level and gender differences, coupled with policies aimed at promoting positive behaviour and respect towards referees in the media, rather than constantly challenging decisions and therefore eroding referee's authority at all levels of the game.

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For the Greater Good? Value Co-Destruction and Sport Fandom

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Aim

The aim of this study is to examine the inter-relationships between value co-creation and value co-destruction in modern football. The authors expand the discussion on resource misuse, illustrating evidence of unilateral and interactional (co) destruction and reveal that perceptions of resource misuse are accumulative. This study also addresses a call for research (Uhrich, 2014) to distinguish between the intensity of value co-creation (VCC) and value co-destruction (VCD) across different platforms.

Theoretical Background and Literature Review

New figures from Deloitte (2019) value the European football industry at £25bn. However, the growth in the size of this market is juxtaposed with the emergence of issues that continue to concern football fans and can cause them to temporarily or permanently exit the market. Millward (2011) observes that rising ticket prices, inconvenient and irregular kick-off times, the prioritising of commercialisation ahead of team performance as well as 'sanitising' match atmospheres and regulating 'traditional' fan practices, mean there is a disconnect between 'traditional' fans and the value proposition. The concept of value co-destruction (VCD) is one approach to explore ways in which football fans perceive there is a misalignment between market actor requirements and activities (Plé & Cáceres, 2010).

VCD is concerned with how, in consumption contexts, expectations, resources, services or experiences are misaligned, misused, or misappropriated, and the ways in which consumers and other stakeholders may experience devaluation through the process (Smith, 2013). This study expands our knowledge of VCD into a complex consumption context, namely football, involving multiple actors, forms of consumption and value being transmitted across platforms (Uhrich, 2014).

In creating a Sports Value Framework (SVF) Woratschek et al. (2014) note that focusing on the intra level (e.g. issues within a group) and the micro level (e.g. relationships between actors) can help gain 'a profound understanding of value co-creation processes from a particular actor's perspective' (pg.15). It is also acknowledged that the influence of consumers on the value (co)creation or (co)destruction of sport events requires further investigation. This research builds on these concepts.

Research Design and Data Analysis

A qualitative study was conducted with football fans to examine in-depth the inter-relationships between VCC and VCD on different platforms in order to understand how football fandom can be better managed to create value. A qualitative approach allows complex and conflicting views to be fully explored. Using definitions of fandom we recruited football fans as opposed to spectators. A purposive sampling approach was used by a market research agency instructed to recruit to online discussion forum (n=20)

followed by snowball sampling to recruit fans of 4 teams (n=20). Using the methods outlined by Strauss and Corbin (1990), open, axial and selective coding was employed: (i) to examine the similarities and differences in the responses using the constant comparison method to question the phenomena reflected in the data, (ii) to give special attention to the context and interactions among actors on singular attributes and, (iii) to select the main story underlying the analysis.

Findings and Discussion

Our research illustrates both unilateral and interactional (co) destruction in the context of football which reflects how and in what ways actors participate in the market. Commercialisation of football is seen as unilateral destruction by fans, although this perceived resource misuse also has an impact on co-creation between fans as families can be perceived as 'excluded' from participating on a physical joint platform with other (fan) actors. Importantly, it was revealed that football fans are able to co-create/co-destruct with different actors in the system (often during the same experience). The implications are that levels of engagement and active participation can influence the value creation experience both positively and negatively.

We also note that participants move between platforms and change their relative degree of (active) participation. This means the role of the actor in the football market is not fixed and is often dependent on the intersection of parenthood and sport fandom and/or the longer term consequences of life altering transition on consumer behaviour. Fans often describe themselves as having the same 'values' of the team they support and in this regard co-destruction is generally experienced with a view to improving the prospects of the club (for the greater good) as opposed to resisting or permanently exiting the platforms on which fandom occurs. This suggests that those engaging in co-destructive practices perceive they are doing so for the long-term greater good of all actors.

Conclusions and Implications

From a sport management perspective it is important to understand football fandom in the context of VCD as the alternatives to VCC and VCD for existing fans can be (temporary) withdrawal. A decline in the number of new and/or younger fans as well as the growing estrangement traditional fans have towards their clubs may result in a significant reduction of the lifetime value of a loyal customer unless VCD is effectively managed.

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Session Chair: Trish Bradbury

Servant Leadership for Multidimensional Sport Employee Well-being: Relationships, Health, and Happiness

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Aim and Research Questions

Leadership in sport has been a popular topic of inquiry for decades, and one that covers many dimensions; but the study of servant leadership in sport is a relatively new trend (Welty Peachey, Zhou, Damon, & Burton, 2015). Servant leaders are those who are selfless, authentic, and act out of humility in the interest of others, and therefore often influence important outcomes in organizations. A premise of the current study is that employee well-being should be at the forefront of these outcomes to enable human flourishing and organizational performance (Grant, Christianson, & Price, 2007), and servant leadership could play a pivotal role. In sport, scholars have begun to explore the effect of servant leadership in limited segments, but there is a need to broaden the scope to others. Thus, our central purposes herein are (1) to investigate the role of servant leadership within the professional sports environment, and (2) to explore how servant leadership contributes to the overall well-being of employees. To this end, we test a model that incorporates life satisfaction, physical health, and cooperation as outcomes of servant leadership in a sample of 490 employees from professional sports organizations.

Theoretical Background and Literature Review

The emerging theory of servant leadership distinguishes itself from more traditional perspectives due to its primary focus on follower development rather than organizational objectives (Welty Peachy et al., 2015). The consideration of servant leadership in the sport context has lagged behind significantly in comparison to the mainstream management and leadership literatures. This concept was established by Greenleaf (1977), where leaders have a steadfast commitment to follower growth and development. Personal well-being is considered a complex construct relating to optimal experience and functioning. A foundational definition of well-being is the global assessment of an individual's quality of life according to his or her own chosen criteria (Shin & Johnson, 1978). A large body of research has focused on subjective well-being, a form of psychological well-being. However, when considering well-being in a holistic manner, scholars across multiple disciplines often include the following three dimensions: psychological (happiness), social (relationships), and physical (health) (Grant et al., 2007). Servant leadership focuses on follower development in a broad

range of areas such as personal and career development, community and supportive relationships, and other individual priorities relating to general health. We therefore argue that servant leadership is strongly positioned as an approach capable of developing sport employees holistically and having a positive effect on their psychological, social, and physical well-being.

Research Design, Methodology and Data Analysis
The participants were employees from professional sports organizations (N = 490) who are members of Major League Baseball (MLB), Major League Soccer (MLS), the National Basketball Association (NBA), the National Football League (NFL), and the National Hockey League (NHL). The data were collected using an online survey emailed to a random sample of business operations employees working in these sports legues. This survey used items previously shown to be valid and reliable in the literature to collect the data, and analyses were conducted to address the potential for nonresponse and common method biases. The main analysis utilized structural equation modeling techniques, with the final phase assessing the significance of the relationships between the focal constructs in the hypothesized research model.

Results/Findings and Discussion
Results from confirmatory factor analysis indicated sound convergent and discriminant validity for all of the latent constructs and good overall fit with the data. The structural equation modeling results indicated that all the relationships in the hypothesized research model were positive and significant, providing support for all the stated hypotheses. Specifically, servant leadership was found to be positively associated with employee life satisfaction, cooperation, and physical health. These findings support previous work in the positive organizational behavior literature which focuses on identifying and developing positive aspects of the sport workplace that can lead to exceptional performance. For example, with the harmonious nature (e.g., Papadimitriou, Winand, & Anagnostopoulos, 2017) of the servant leadership approach, future research should consider its potential as a facilitator of positive organizational behaviors in sport more generally.

Conclusion, Contribution and Implication
The results provide support for servant leadership as a facilitator of multidimensional well-being for employees in the professional sports environment. This research specifically builds on the work of Welty Peachey et al. (2015) who outlined the need to consider servant leadership's potential impact beyond the intercollegiate sport context. Additionally, it contributes to other recent investigations seeking to identify factors which enhance employee well-being in the sports environment (e.g., Kim, Perrewé, Kim, & Kim, 2017). By considering the leadership for sport employee well-being approach, future studies are able to build on this framework in relation to additional leadership styles and follower outcomes.

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The Pursuit of Dual Careers in Australia: An Examination of the Role of Student-Athlete Services on Performance and Well-being

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Aim & Research Questions

This study examined (a) the range and importance of support services in university student-athlete programs across Australia, and (b) the potential differences these services have on various sub-groups of student-athletes' performance and well-being (e.g., elite vs. emerging, regional vs. metro student-athletes). The research question driving the study is, 'What and how do the services that 'dual-career University programs' offer, contribute to student-athlete performance and well-being?'

Theoretical Background and Literature Review

Transformative Services Research (TSR) aims to move beyond commercial oriented outcomes of services towards the role services in play in enhancing well-being and quality of life (see Anderson et al., 2013). Student-athlete programs have the potential to enhanced well-being and future life quality. Empirical evidence regarding support services and whether the programs contribute to participants' well-being is scant. Previous work takes a consumer behaviour approach of why student-athletes choose a university to attend based on market-focused attributes or service quality (e.g., Gabert, Hale, & Montvalo, 1999; Ko, Durrant, & Mangiantini, 2008; Popp, Pierce, & Hums, 2011). Earlier work supports the commercial market orientation of university student-athlete programs, particularly in the US system, where collegiate athletics is a means of revenue production (see e.g., Sack, 1987). Other streams of work note the challenges of dual student-athlete roles (e.g., Aquilina, 2013; Cosh & Tully, 2015; Dubuc-Charbonneau & Durand-Bush, 2015; Lu, Heinze, & Soderstrom, 2018; Kamusoko & Pemberton, 2013), but with little detail on the support services important for coping with the challenges. Further these studies are couched in disciplines of education, public health or psychology, marking an opportunity for a fresh service-oriented lens. This study seeks to address this gap by understanding what support services are important to students-athletes when actually participating in a student-athlete program and how these programs may contribute well-being and performance. Following the interdisciplinary nature of TSR (Anderson & Ostrom, 2015), this study is embedded in the academic/vocational level at the (semi-) professional stage of Wylleman and Lavallee's (2004) holistic athlete career (HAC) model. In particular, their recent work (i.e., Wylleman, Reints, & De Knop, 2013) which relates to elite athlete management is used to guide an exploratory examination of important services of university student-athlete programs support and how these programs may contribute to well-being and performance.

Research Design & Data Analysis

A questionnaire was administered via the governing body of university sport in Australia, UniSport. The initial sample of n=1,111 was cleaned and resulted in *n=867* student-

athlete respondents from 27 universities across seven Australian states and territories. The questionnaire collected data on six areas: academic supporting services, athletic supporting services, self-development services, supplementary services, factors influencing participation in student-athlete programs and the contribution of student-athlete programs on performance and well-being. Scale items within each service cluster were guided by a composite of items from existing quantitative work, along with Australia Government guidelines of important services (e.g., Czekanski & Barnhill, 2015; Gabert et al., 1999; Ko et al., 2011; Paskus, 2006; Popp et al., 2011; Sport Australia, 2019). Two open questions were incorporated to gain deeper insight into athlete experiences. The analysis involved two researchers independently interpreting responses in line with the open-ended ended question to construct codes. The two researchers then contrasted codes, resulting in agreement on a general set of themes. The scale items were analysed using SPSS, including factor analysis, reliability tests, average mean scores, MANOVA and ANOVA.

Results/Findings and Discussion

Academic support was most important followed by athletic, supplementary and self-development support. Although, these services were ranked on their level of importance, results indicate minimal differences in mean scores, supporting holistic provision of services, aligning with Wylleman and Lavallee (2004) HAC model. There were significant differences between sub-groups of student-athletes regarding the level of importance of some services, highlighting the need to design holistic support services based on universities' individual cohorts. Student-athlete programs positively impacted general physical and mental health and well-being. Open-ended response findings unpack specific benefits of the programs on student-athlete academic and sporting performance, and well-being. These outcomes show the potential for student-athlete programs to improve well-being and quality of life balance during and after participation in the program.

Conclusion & Implication

This study adds to knowledge by using the academic/vocational level, at the (semi-) professional stage of the Wylleman and Lavallee (2004) HAC model as basis for catalysing the TSR agenda in student-athlete program context. Findings demonstrate the practical benefit of embedding service objectives underpinned by the TSR, alongside traditional market-oriented objectives, in developing student-athlete programs focused on positively impacting well-being and performance. Without such programs, it may be difficult to sustain well-being while concurrently pursuing study and sport. the application of the TSR helps provide a pathway for bridging the gap between emerging and elite athletes. This highlights the need for the government to review, promote and support the student-athlete pathway into the future.

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What Makes Replacement of Head Coach Successful?: Evidence from Professional Italian Football League

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Aim and Research Questions

Professional football industries rather frequently see a head coach being sucked and replaced by another. The efficiency of such decisions, however, is not well justified in the existing studies. In this research, we will have a closer look into these decisions made by clubs and effects of such decisions on the team's field performance. In so doing, we will distinguish certain types of dismissal and replacement from others, in terms of differences in skill sets, experience and personal traits between those of new and former head coaches. The purpose of this study is to identify certain types of replacements are more desirable or should be discouraged. The result of this study would help clubs to make more efficient decisions when firing and hiring their head coach.

Theoretical Background and Literature Review

The predictions suggested by theories that link between a managerial turnover and performance of organisations are conflicting. The common sense hypothesis suggests that dismissal of a head coach who is supposedly responsible for unfavourable performance would lead to the improvement in the performance by replacing them with more effective head coach (Grusky, 1963). On the other hand, the vicious cycle theory predict an adverse effect of managerial change on performance due to the disruption caused by change in leadership (Grusky, 1960). Gamson and Scotch (1964) suggest that the club's decision to sack their manager is merely to placate stakeholders discontented by the unfavourable performance (the scapegoating theory). Some also argue that regressions to mean will improve their performance after the streak of bad results regardless of the replacement (Bas ter Weel, 2011). Empirical evidence regarding the turnover of leadership and performance in both corporative setting and in football industry in particular is also inconsistent, see for instance, van Ours and van Tuijl (2016) and references therein. This inconsistency in theory and evidence may stem from the lack of understanding regarding what is the more "effective" replacement mentioned in the common sense hypothesis. Our hypothesis is that the effectiveness of replacement is dependent on what types of changes are made regarding the head coach characteristics. These are relevant hence some evidence suggest that managerial characteristics do matter when predicting a match outcome (Detotto *et al*. 2018).

Research Design, Methodology and Data Analysis

Our analysis is based on the observations from Italian top tier football league (*Serie A*) in season 2001/2002 to 2017/2018. Data has been collected from their official website, bookmakers' websites and newspapers available online. To investigate the effectiveness of managerial change, we first identify different types of replacement based on changes in managerial characteristics. For instance, this could be dismissal of Italian manager

followed by replacement with non-Italian manager. We compare these changes as treatment and compare the average performances over the following ten matches of teams in treated group and those of control group. To take into account the selection bias, our sample is adjusted by mean of propensity score weighting. In so doing, we estimate the probability of dismissal that could take place every after match, which will be used to calculate the propensity score. When considering the key characteristics of head coach, we follow the skill set, experience as a coach and player, personal traits and connection with the club examined in Detotto *et al.* (2018).

Results/Findings and Discussion

Our preliminary results are as follows: The team performance improves for the following home matches while there is no evidence of such an effect on away matches. As far as characteristics changes are concerned, we find that some performance measures improve when they replace a non-Italian manager with an Italian manager. Having been a vice coach of the team prior to the assignment or having been active as a manager in Serie A in the previous year positively affect performance of home matches. Sucking a manager who has finished playing career in the team and replace with a person who does not have such a connection with the team deteriorates match results.

Conclusion, Contribution and Implication

The fact that the change in manager has a positive effect on the home matches may imply that these changes are favourable for supporters. Given that the recent match is likely to have ended with a negative result, the crowd might respond positively to see some changes have been made to improve the situation. At the same time, the negative association of sacking a coach who has a previous connection with the team deteriorates the home match results. This may suggest that the fans are sensitive to what kind of changes are made in terms of features of a manager. Hence, the effectiveness of managerial change may rely on whether a club can earn the agreement from their supporters.

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A Comparative Study of the Spanish and British's Sport Systems

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Aim and Research Questions

An analysis of the status of the Spanish and British's sport models has been undertaken. The comparative study of the Spanish system with one of the European countries with better sporting results, could have a translation to the Spanish sports system to improve the efficiency of the system, the coordination and management of the associative sector, the organization and excellence of the sports federations and, ultimately, about its impact on high performance and international representation.

Theoretical background

Sport has become a major socio-economic marvel of the modern world, with broad media coverage and both active and passive participation. Sporting success is associated with the international projection and reputation of a country, considering, in addition, that the Olympic Games (OGs) are one of the most outstanding sporting and social events worldwide (Brundage, 1973), where the achievements have a great impact in the life of human beings settling in their memory (Bucur, Macovei, & Margineantu, 2015).

Sport has historically developed along two paths: the federated structure and its multi-level competitions, and the Olympic movement (Chappelet, 1993; Giannoulakis et al, 2008). These models currently work together very successfully and reproduce their structure on a national level. Although sporting models are diverse across different cultures and countries, the "federated model" has been the most widespread and successful.

The SPLISS (Sports Policy factors Leading to International Sporting Success) study outlined key factors that influence international sporting success, which it called 'Pillars.' which are defined in figure 1 and represent an inside-out perspective of an Sport System in accordance to the resource based view. Even though this approach is becoming more familiar in public and economic research, this is not yet the case in sport policy research (Brown, 2014).

Research Design, Methodology and Data Analysis

Using data analysis, the reality of the sport systems in both countries in the last 5 Olympic Games has been examined. The sports results were analysed together with the public funding received in the Olympic cycles in both country, to prepare Sydney 2000, Athens 2004, Beijing 2008, London 2012 and Rio 2016 OGs were analysed. The data was collected from entities and organizations of a public and private nature, through direct consultation with responsible sports entities, as well as accessing their official documents.

Results/Findings and Discussion

Statistically significant differences (p<0.05) in all the variables analysed, except for the cost of an Olympic medal where the average is 8,8 for Spain and only 5,7 for UK were founded.

Also, the average amount of public subsidies received by the National Governing Bodies of the UK is higher than those obtained by the Spanish Federations. Values are clearly higher in the obtaining of medals by the UK than those obtained by Spain.

In the case of Spain, Barcelona 92 OG was the most successful, linking with the implementation of the ADO (Olympic Sports Association), which has been progressively decreasing, from 79 million euros in 1992 to 37 in Rio 2016, which could have very negative consequences in the near future (Cabello, 2017).

Additionally to the British economic strength, it would be interesting a further analysis of the legal and structural differences of its model, the qualification of the grassroots sport professionals and the link between school sport and the sport performance, which could explain why its management is more efficient and effective.

Conclusion, Contribution and Implication

The organizational structure of the Olympic federative sport in the UK is more efficient than the Spanish one, investing more money in its sports federations, which leads to better international results and greater efficiency in the ratio of the cost of an Olympic medal than Spain, although they would be more analysis is needed to be able to determine all the causes.

This study reinforces what has already been described by Cabello (2017) and González et al (2018), about which the Spanish Sporting Model requires an extensive debate to reconsider many core elements, starting with the assumption that the current model, largely federated, is no longer the exclusive pillar of sporting activity. We therefore highlight the need for a rethink, working on the basis of institutional coordination to improve the efficiency of the Spanish Sporting model.

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STRATEGY, LEADERSHIP AND STAKEHOLER MANAGEMENT IN SPORT

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Session Chair: Josef Fahlen

A Competing Values Perspective on Social Impact in Community Sport

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Aim and Research Questions

The overarching aim of this research is to investigate the values that influence community sport organisation (CSO) engagement in social impact activities. Specifically, this study is guided by the following research question: What leader and/or organizational values are driving, or inhibiting, CSO involvement in social impact activities?

Theoretical Background and Literature Review

CSOs occupy an important role in providing sport and recreational opportunities at the community level. Notably, CSOs are also broadening the scope of their efforts beyond sport provision to engage in social impact activities that attempt to address wider social issues and promote social engagement in their communities. Many of these activities fall within humanitarian, environmental, or philanthropic domains (Misener & Babiak, 2015). These social impact activities may, however, be limited or facilitated by a CSO's organizational capacity and availability of resources (Doherty, Misener, & Cuskelly, 2014). Further, CSOs interact with an extensive network of diverse stakeholders with competing values relating to the role that sport organizations play in their communities. For instance, some stakeholders may believe that CSOs function to provide competitive sport or participation opportunities, while others may believe that they function as a means of community development or health promotion (Robertson, Eime, & Westerbeek, 2018).

The competing values approach (Quinn & Rohrbaugh, 1983) provides a theoretical lens to investigate the espoused values of CSOs, and their leaders, as they relate to their social impact activities. Specifically, the competing values approach acknowledges the notion of value choice and contradiction, in that organizations may espouse values that inherently oppose one another in order to achieve organizational goals. This approach integrates the conflicts and tensions that are present within organizational contexts by outlining opposing values dimensions, based on organizational focus (internal vs. external), structural preference (stability vs. flexibility), and managerial concern (means vs. end). Grabowski, Neher, Crim, and Mathiassen (2015) proposed a fourth dimension, motivational trait, to capture the competing values of head versus heart that often govern behaviours and choice in voluntary organizations.

Research Design, Methodology, and Data Analysis

This research takes a critical social sciences perspective (Cannella & Lincoln, 2011), which allows the researchers to challenge assumptions about sport-based values while acknowledging contradictions, language, and participant perspectives. Semi-structured interviews were conducted with Presidents from 30 CSOs in Ontario, Canada (20 who were engaging in social impact activities and 10 who were not purposely engaging in any activities outside of direct sport service provision). Sampling discrepant cases allows for clear pattern recognition of the central themes and concepts associated with the phenomenon under investigation. The interview guide included questions relating to the social impact activities in which CSOs were engaging, and the espoused values around these activities related to organizational focus, structural preference, managerial concern, and motivational trait. Interviews were audio-recorded and transcribed verbatim.

The data collection is now complete and analysis will begin in May 2019 whereby data will first be inductively analyzed to identify emergent themes and sub-themes relating to social impact activities and the values underlying those activities. The emergent themes and sub-themes relating to the values underlying the social impact activities will then be categorized based on the a priori opposing values dimensions outlined within the competing values framework. Data analysis will be completed by July 2019.

Findings and Discussion

It is anticipated that emergent themes will demonstrate the tensions that exist when clubs attempt to diversify their actions and engage with their communities in non-traditional ways. For example, we expect that the actions of some clubs are primarily driven by values connected to sporting excellence versus others which are driven by values connected to community engagement. Other tensions may emerge related to competing values around resource efficiency versus investing in efforts to build citizenship in the wider community. Based on the interview guide, we also anticipate that these dimensions will be mapped to various ways that CSOs engage in social impact, thereby highlighting how values influence and drive the particular actions of clubs. Together, these findings are expected to contribute to the development of a values-based framework of social impact activities in the community sport context.

Conclusion, Contribution and Implications

This research offers a new perspective on social impact in community sport by explicitly examining the organizational and/or leader values which drive these actions. This research will contribute to better understanding the reasons why CSOs engage in a range of both sport-based and socially responsible activities, while providing insight into the nature of espoused values in the community sport context. The community sport sector will benefit from an enhanced understanding of potential incongruence in organizational and/or leader values, and the implications that this might have on organizational goals.

A Stakeholder Perspective on Ethical Leadership in Amateur Soccer

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Aim and Research Hypotheses

Following a broader trend in business ethics and related fields, ethical leadership is gaining research attention in sport management (Constandt & Willem, 2019; Welty Peachey et al., 2015). Ethical leaders – conceptualized as *moral persons* (e.g. being trustworthy, respectful, and fair individuals) and stimulators of ethical behavior as *moral managers* (e.g. being open communicators and role models through action) – are thereby believed to be part of the management solution to tackle organizational integrity issues (Constandt & Willem, 2019). Nevertheless, both in business ethics and beyond, ethical leadership is currently studied from a narrow and limited angle, in which focus is put on the perspective of the leaders and/or their direct followers (Heres, 2015). Accordingly, several scholars advocate a broader and more in-depth stakeholder perspective on ethical leadership, in which necessary attention is given to how different (both internal and external) stakeholders co-construct the desired meaning of (ethical) leadership (Heres, 2015).

To consider their mutual impact, sport management is in a clear need for research that builds on the diverse, reciprocal relations between sport leaders and their stakeholders (i.e. everyone who impacts or is impacted by the sport organization) (Kihl et al., 2010). Although a stakeholder perspective on ethical leadership is thus relevant to all kind of sport organizations, amateur soccer clubs pose an interesting context in which to employ such a perspective (Constandt & Willem, 2019). After all, media increasingly report on scandals in amateur soccer related (but not limited) to violence, sexual abuse, racism, and match-fixing (Constandt & Willem, 2019). Also, soccer is characterized by a specific stakeholder constellation, in which different stakeholder groups represent different expectations and perceptions (Constandt & Willem, 2019). Distinct perceptions of ethical leadership in amateur soccer are believed to be partly caused by (social) distance and (dis)trust between leader and stakeholder (Constandt & Willem, 2019). Given this context, this study addresses the following two research hypotheses:

H1: Different types of stakeholders differ in their perceptions of ethical leadership on behalf of the board of directors in amateur soccer clubs.
H2: These differences are caused by several personal and stakeholder group related factors (e.g. trust and social distance).

Theoretical Background and Literature Review

Ethical leadership is defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown et al., 2005, p. 120). Despite its popularity, this definition and accompanying empirical work have been criticized for their vagueness and limited scope, focusing exclusively on leaders and their most nearby followers (Heres, 2015).

Although such a narrow perspective is certainly relevant, more distant stakeholders are both influenced by, and influencers of leadership decisions. However, knowledge on what they think about ethical leadership remains scarce (Heres, 2015). Therefore, research has been encouraged to adopt a broader stakeholder perspective, analyzing the factors constructing the perceived meaning of (ethical) leadership (Heres, 2015; Kihl et al., 2010). Applying stakeholder theory enriches ethical leadership scholarship, which currently heavily relies on social learning and social exchange theory (Brown et al., 2005).

Research Design
A sequential mixed method design was implemented, containing both quantitative and qualitative data collections (Creswell & Plano Clark, 2011). A survey first examined whether the mean perceptions of ethical leadership differed according to the targeted stakeholder group (*H1*). Albeit many different stakeholder groups are relevant to soccer, we focused on three essential stakeholder groups to start with (i.e. players, coaches, and parents). In total, 664 stakeholders of Flemish (Belgian) amateur soccer clubs (i.e. 448 players, 114 coaches, and 82 parents completed a survey including Brown and colleagues' (2005) "Ethical Leadership Scale" (ELS, 5-point Likert scale, 10 items). The ELS was slightly adapted to be in line with the specificity of the sport (and soccer) context. Subsequently, semi-structured interviews (*n* = 20) are used to interpret the survey results in a more in-depth manner, focusing on the underlying personal and stakeholder group related factors contributing to these different perceptions (*H2*). These interviews included board members as well, to compare stakeholder perceptions with self-perceptions.

Findings and Discussion
A one-way ANOVA of the survey data indicated significant differences in mean ethical leadership scores between different stakeholder groups (F(3, 641) = 5.23, $p < .01$), with parents (*M* = 3.31) and players (*M* = 3.29) being more critical than coaches (*M* = 3.67). The interviews have been started in Spring 2019 and accompanying results will be ready for presentation at EASM 2019.

Contribution and Preliminary Conclusion
Although the second part of the data collection has yet to be finished, present (and envisioned) results contribute to the sport management literature, examining the relevance of different stakeholder groups in the constructed meaning of ethical leadership (Billsberry et al., 2018; Kihl et al., 2010; Welty Peachey et al., 2015).

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A Game Without Penalty: Purchasing A Professional Football Club, A Rational Crime?

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Aim and Research Question:

Despite recurring deficits, most of the French professional football teams have changed owner over the last years (22 over 40 since 2010). Indeed, from 2010/2011 to 2017/2018, 22 of the 40 professional French clubs changed the combined losses of the Ligue 1 and Ligue 2 reached €657 millions. It is therefore difficult at first sight to capture the attractiveness of investors for this industry. This research aims to advance a new strategic explanation for the detention of a professional football club: purchasing such organization for criminal ends could be rational.

Theoretical Background and Literature Review:

To our knowledge, Mauws, Mason & Forster (2003) have provided the only paper which systematically analyzes the attractiveness of the professional sports industry. They showed that investors are not attracted simply by the professional clubs but more by the other secondary advantages they bring.

This research advances a new explanation based on economics of crime (Becker, 1968). It must be noticed that this article does not aim to demonstrate the illegality or the immorality of certain actors in this sector (Terrien & Durand, 2018). This paper belongs to techno-scientific stratum (Compte-Sponville, 2004). It poses questions about the rationale behind the ownership of a club for criminal ends and relegates to the background debate on legality and morality (juridical-political and ethical strata).

Adapting Becker's seminal model allows to define several variables which have an effect on the expected utility gain of an investor purchasing a professional football club. This approach has been already adapted in the sport industry to deal with gambling and players' corruption (e.g. Forrest and Simmons, 2003). Seven variables are identified in this model: probability of crime detection, probability of using the club for criminal purpose, current wealth, gain in wealth from an undetected use of club for criminal purpose, financial penalty if the crime is detected, indirect penalty from a loss of reputation if the crime is detected, utility linked to the fact of the crime itself. The expected utility gain linked with the crime depends on the values of the variables. If the expected utility gain is positive, then it would be rational to purchase a professional football club for criminal purpose.

Research Design, Methodology and Data Analysis

19 semi-structured interviews were performed and primary data were analyzed (shareholders and/or chairman and executives of professional football teams, executives from merchant banks and from regulatory bodies, a specialised lawyer). To minimize the risk of organisational hypocrisy, snowball sampling was employed to select people to be interviewed.

It should be noted here that this paper did not start out to discuss whether professional sport clubs may be purchased for criminal reasons. Rather, the main hypothesis to solve the paradoxical attractiveness of the French football industry was about the renewed interest in external factors (e.g. new TV rights in Ligue 1). Thereafter, serendipity raised the issue of criminal purposes for debate.

Results/Findings and Discussion

This paper shows that it would be rational for an investor to own a club for criminal ends. Except from the utility linked to the fact of cheating itself (which is individual), all the variables from the model encourage to commit a crime. Then, it appears that it would be rational to purchase a professional club for criminal reasons (money laundering and retrocommissions).

The removal of the Third Party Owner may explain some of this phenomenon: *"hedge funds or agents buy a club to do TPO through their clubs which become a sort of figurehead, an empty shell"*. Purchasing a football club is just way to control the chain of a football player.

Several factors in the market structure of the professional sport industry have led to this situation, whether it be in terms of the clubs (financial vulnerability), the passivity and/or the complicity of political figures at federal or governmental levels. Those factors mean that it can be said that the industry of football is criminogenic.

Conclusion, Contribution and Implication

This paper identifies several consequences for this criminal behaviour. The main one is clubs are financially more vulnerable. The financing of the new owners of the French football clubs comes mainly from investment funds at prohibitive rates (in the region of 15%) which the clubs must pay back. From thereon, the financial costs increase, just like the retrocommissions, the interests of the club stop being a major factor in the decision-making and shareholders can no longer be the last resort payer. If there are financial problems, the salvation of the club relies on the clemency of the investment funds which will become owner.

Several improvements to governance mechanisms are suggested to fight against this existing situation. They emerge at the club (e.g. greater transparency), at the regulatory bodies in football (e.g. regulation of the agents) or at the legislative (e.g. more deterrent sanctions) levels.

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How Controversial Are Investors' Clubs In European Football? Survey Findings On German Fans

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Aim and Research Questions

The German Bundesliga has a reputation as a fan-friendly league in European professional football. However, among other controversial issues of the claimed overcommercialisation, heavily investor-funded new clubs without tradition and committed fan base are criticised by many fans as "plastic clubs" that undermine fair competition and fan culture. In the German case, these are Red-Bull-owned RB Leipzig and TSG Hoffenheim, funded by SAP founder Dietmar Hopp, as well as the company-owned clubs Bayer 04 Leverkusen and VfL Wolfsburg (Volkswagen). They are objects of humiliations and even hatred by fans of other clubs, expressed by choreographies, banners and chants inside the stadia and in social media (Popp, Horbel, & Germelmann, 2018). Thus, the research questions arise (1) how controversial these clubs are among active fans, i.e., partly organised, frequent stadium attendees, and (2) how they can be integrated in this active fan community in the sense of raising the social acceptance of "plastic clubs" by targeted communication and governance measures.

Theoretical Background and Literature Review

Economic research on stadium attendance focuses on aggregated figures of matchday attendance (e.g., Villar & Guerrero, 2009). It is only recently that studies try to explore disaggregated micro data on defined consumer groups, such as season ticket holders (Schreyer, Schmidt, & Torgler, 2016). Likewise, this paper analyses a segment of attendance demand by focusing on active football fans referring to supporters' categories (in terms of identification or attachment) and behaviour (supporter vs. customer behaviour) discussed in the sport sociological literature (García & Welford, 2015). The attitudes towards "plastic clubs" are operationalised in a survey by statements on these new clubs in the discourse of the active fan community in social media and fanzines, recently confirmed by the exploratory findings of Popp et al. (2018) on Facebook groups against RB Leipzig. The dislike of the new clubs and their supporters, expressed by the established fans, is understood in this study as a form of taste for discrimination according to the economic theory of human behaviour by Becker (1971).

Research Design, Methodology and Data Analysis

The data was gathered by an online survey of predominantly active fans in Germany (*N*=1,033 visits with 69% finishers, i.e., *N*=714), while considering the views of supporters of the new clubs (15% of respondents). The multi-purpose questionnaire covers items on fan identification, reported attendance, attitudes towards the league governance and new club entries as well as sociodemographics. The attitudes towards "plastic clubs" (without naming specific clubs) are measured by item batteries of

statements in the discourse of the active fan community (e.g., whether the supporters of new clubs could be integrated in their community, whether the new clubs are harmful for fan culture or displace traditional clubs) (Popp et al., 2018). At the beginning of season 2015/2016, the survey was placed in more than 30 national and club (1st and 2nd league) internet fora and promoted by social media. While the age (M=35.4, SD=11.2 years) and income distribution (M=3.3, i.e., 1001-2000€ monthly net income, SD=1.4 with 6 income groups) in the sample is quite balanced, better educated respondents predominate (54% with academic degree). 75% can be categorised as active fans.

Thus, the data represents a clustered convenience sample that captures active fan groups while covering control groups (less active fans, supporters of the new clubs). For the key analysis, model variants of (ordered) Logit regressions will be run on different constructs of dislike towards new clubs measured in 5-point Likert scales, considering a set of about 30 explanatory variables proposed by the theoretical framework (e.g., attendance, fan identity, attitudes towards commercialisation). The econometric results will be presented at the conference.

Results/Findings and Discussion

The early descriptive findings show that, though 63% of the respondents believe that more customer-type supporters of the new clubs displace traditional fans, half of the respondents think that the new fans can be integrated in the fan community. However, nearly 80% refuse the option that the Bundesliga should be opened for club investors like in the EPL. Moreover, 60% agree that the commercialisation of football harms the fans. But half of the respondents blame the general impact of the economy on other societal areas for this development in football. 30% believe that the well-financed "plastic clubs" may contribute to a higher excitement of the championship. However, 57% are convinced that the new clubs harm the fan culture.

Conclusion, Contribution and Implication

In the econometric analysis, it will be interesting to find out about the inner structure of these attitudes and preferences. This will enable to detect, all else equal, which attitudes and characteristics of the respondents explain best the dislike towards the "plastic clubs". These insights will be helpful to derive policy implications for a more balanced governance of the Bundesliga with respect to the interests of active fans.

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STRATEGY, LEADERSHIP AND STAKEHOLER MANAGEMENT IN SPORT

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Session Chair: Milena Parent

Partner or Perish: The Experiences of Third Sector Sports Organisations Across England in an Era of Austerity

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Aim and Research Question

Third sector sports organisations (TSSOs) play an integral role in meeting community needs and combating critical social issues. However, these organisations face growing performance pressure from a multitude of stakeholders which can in turn impact upon their management and governance (O'Boyle & Hassan, 2014). Hence further investigation into the organisational capacity of TSSOs to manage and deliver services under pressure is necessary (Taylor & Taylor, 2014). This paper examines the strategies employed by TSSOs operating in England, in response to changes in the external policy and economic context, in order to sustain their success in the long term. The research question is: Can TSSOs maintain and build their organisational capacity in a context of austerity?

Theoretical Background

This paper employs Hall and colleagues' (2003) framework of organisational capacity which was developed specifically for the non-profit sector. The framework outlines five dimensions that comprise organisational capacity; financial resources, human resources, infrastructure and resource capacity, planning and development capacity and relationship and network capacity. Organisational capacity refers to an organisation's potential to achieve its mission and objectives effectively (Horton et al., 2003) with the overall capacity of a non-profit organisation to produce its intended outcomes "a function of its ability to draw on or deploy a variety of types of organisational capital" of which human capital is seen as central (Hall et al., 2003, p.4). Hall and colleagues' (2003) framework has been used extensively in research focusing on community sports organisations in Germany (Wicker and Breuer, 2013) and Canada (Misener & Doherty, 2009) but has not been employed across a broad range of TSSOs within England.

Sample, Methodology and Analysis

TSSOs are self-governing, non-governmental organisations which are value-driven and principally reinvest their surpluses to further their objectives, which incorporate sport or physical activity. This includes sports charities, social enterprises, Community Sports Partnerships (CSPs), National Governing Bodies (NGBs) and not-for-profit sports clubs. This paper presents a mixed methods analysis of data collated from a sample of all of these different types of organisations in England.

A survey was disseminated to a sample of TSSOs and was ultimately completed by 114 respondents. Qualitative case studies were then undertaken with seven TSSOs which had completed the survey. These organisations were selected based on the size of their reach (i.e. how many beneficiaries these organisations serve), their age and location. In-depth qualitative interviews were conducted with 18 staff and volunteers across these organisations. The interviews were transcribed verbatim and were analysed using a flexible deductive approach to thematic analysis.

Results

The results illustrated the difficulties that TSSOs in England are facing, in relation to their financial capacity; including challenges surrounding securing grant funding and the need to diversify revenue streams through sales of products and services. Other challenges identified by TSSOs included volunteer recruitment and gaps in staff training. Specifically, the survey revealed that TSSOs are heavily reliant on collaboration (relationship and network capacity), with 54.9% of respondents reporting that their organisation needs to collaborate in order to survive. The TSSOs confirmed that they choose to collaborate in order to share delivery resources and ultimately deliver to more beneficiaries. The qualitative case studies confirmed that the TSSOs find collaboration to be extremely important and this was fundamentally interlinked with all organisational capacity dimensions. The organisations confirmed that they collaborate to share delivery sites (infrastructure and process capacity), to jointly bid for grants (financial capacity), to share staffing resources (human resources capacity) and to plan ahead together when developing projects (planning and development capacity).

A key paradox revealed by the research was that, in a period of austerity, the TSSOs' greater need for increased organisational collaboration means that despite organisations stating that they are against mission drift, they are prepared to broaden their services if it means securing collaboration.

Conclusion and implications

The results suggest that while TSSOs are struggling across some organisational capacity dimensions, they seem to be using others – such as relationship and network capacity – to drive their performance forward. TSSOs are heavily reliant on collaboration to keep them afloat. While Hall et al. (2003) emphasise human capital as key to the development of all other organisational capacities, this study has shown that collaboration is also increasingly important for TSSOs and has a significant impact on the other dimensions of organisational capacity.

The research will prove valuable for policymakers and other TSSOs as it offers a greater understanding of the challenges these organisations face, and how to provide further support and training to aid collaboration. Future research should investigate whether austerity, and in turn extensive collaboration, may challenge the variety – and affect the provision – of specific services offered by TSSOs. Furthermore, while the TSSOs confirmed they are collaborating more than ever before, it would be interesting to understand what broader factors influence collaboration and whether this changes over time or during the TSSO lifespan.

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Examining Interconnections of Preconditions, Process And Outcomes Of Collaboration Among Nonprofit Sport Clubs

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Aim

Non-profit sport organizations collaborate to overcome challenges such as resources scarcity or changes of their environment. For example, sport clubs collaborate with like-minded organizations to share infrastructures or acquire knowledge. Although collaboration is a well-studied topic in sport management, limited studies have focused on collaboration among nonprofit sport organizations. Collaborations are commonly described using a three-part approach, namely preconditions, process, and outcomes. While each part has separately attracted considerable research interest, little is known about the links between these different parts. However, examining these interconnections is important to gain knowledge on the effectiveness of collaboration that remains overlooked by the sport management literature. By investigating these interplays, this study aims to fill a gap in the sport collaboration literature. In doing so, this research intends to bring new insights on reasons of success and failure of collaboration among nonprofit sport clubs.

Theoretical Background and Literature Review

The preconditions part of the collaboration model refers to characteristics of partner organizations and motivations to collaborate. For instance, six motives that incite sport organizations to collaborate – asymmetry, reciprocity, necessity, legitimacy, efficiency, and stability – are generally highlighted in the literature. The process part refers to mechanisms that contribute to the well-functioning of the collaboration. Thomson and Perry (2006) identified five dimensions constituting this part: governance, administration, mutuality, norms and autonomy. The outcome part includes the impact of collaboration and the effectiveness perceived by the partners. To examine the latter, this study focuses on the subjective evaluation of one partner.

The interconnection of these three parts has received some attention in the general literature. Chen (2010) found that the effects of most preconditions on the perceived outcome were mediated by several aspects of the collaboration process as the trust between partners. In the sport context, Misener and Doherty (2013) pointed that "several connections between relationship processes and outcomes were evident and warrant additional research" (p. 146). Hence, based on the above literature, we formulated the following hypotheses:

- Preconditions to collaborate are significantly associated with the perceived effectiveness of the collaboration among nonprofit sport clubs (H1).
- The collaboration process is significantly associated with the perceived effectiveness of the collaboration among nonprofit sport clubs (H2)

- The collaboration process mediates the relationship between the preconditions and the perceived effectiveness of the collaboration among nonprofit sport clubs (H3).

Research Design, Methodology and Analysis

The data were collected with an online survey between February and April 2019. With the support of sport federations and municipalities, the survey was sent to all 6000 sport clubs from the French-speaking part of Belgium.

The survey was distributed to the president or to the most appropriate representative of the sport clubs. In total, *n* = 641 clubs affirming to collaborate with another club are included in the analysis. This sample represents 56 sport federations.

The survey included 41 questions. A five-point Likert scale of 16 preconditions, adapted from Chen (2010), measured the extent to which each precondition influenced the decision to collaborate. The 17-items collaboration scale of Thomson, Perry and Miller (2007) measured the process of collaboration. A five-point Likert scale, derived from Chen (2010), measured the perceived effectiveness of the collaboration. The scales have been translated in French and pretested on a small sample including experts and sport clubs managers.

Using IBM SPSS 25, the four-step procedure of Baron and Kenny (1986) will be applied to analyze the data. This method allows testing the mediator effect of a variable on the relationship between an independent variable and a dependent variable. In this paper, the independent variables refer to the motivations to collaborate, whereas the dependent variable refers to the perceived effectiveness of the collaboration. The process of collaboration is the mediator variable between motivations and perceived effectiveness.

Results and Discussion

Although findings are not yet available, the authors guarantee that they will be available for presentation at EASM Conference in September 2019.

Conclusion, Contribution and Implication

Theoretically, this study will contribute to the existing body of knowledge on collaboration. Measuring this interconnection through the means of quantitative scales is innovative and partially responds to the calls made by Babiak, Thibault and Willem (2018) to extensively investigate the effectiveness of collaborations in sport. In this way, this paper will help to understand how sport clubs effectively reach their objectives with collaboration. Doing so, this study will also contribute to provide new insights on the specific features of collaborations among sport organizations.

Practically, this research will offer to sport clubs an overview of the leverages available to effectively collaborate with like-minded organizations. Notably, our results will offer guidance to sport clubs on how the process of collaboration can mediate the effect of preconditions. In other words, although some sport organizations can be constrained to collaborate, they have a bearing on the effectiveness of the collaboration by the means of management levers.

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Organisational Efficiency Of French Olympic Federations: Application over the 2011-2017 period

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Aim and Research Question

Federations are organizations with multidimensional and idiosyncratic objectives according to one train of thought among the theories of organisational management (Winand, Vos, Claessens, Thibault & Scheerder, 2014). Starting from this standpoint, the paper aims at providing an analytical framework for empirically assessing performance of 29 French olympics federations over the 2011-2017 period.

Theoretical Background and Literature Review

Federations manage limited resources with the goal of achieving the highest results in several dimensions among others elite sport success and mass sport participation. Considering the fall in public spending for non-profit sport organizations, it is necessary for them to achieve a better use of their resources. This observation reflects the importance to assess performance of those organizations.

Therefore, various government or national non-profit sport organisations have commissioned reports to investigate performance especially for federations (O'Boyle & Hassan, 2014). There are also plenty of papers that deal with non-profit sports organizations performance (for a review, see Winand et al., 2014). Most of them establish typology analyses. Nevertheless, they could be of limited use to help improve performance in providing guidance for a federation who wants to switch from one cluster to another one.

On the other hand, some papers propose a framework to understand the performance of federations (e.g. Bayle & Robinson, 2007). If the diagnosis is enlightening, this approach may suffer from an insufficient assessment of organisational performance of federations (O'Boyle & Hassan, 2014).

Another approach may be of interested to assess organizational performance of federations and to help less well-perfoming organisations: the Data Envelopment Analysis (DEA) method. It has been mainly confined so far to the study of professional club efficiency in the existing literature. Nevertheless, DEA could be applied to professional sport leagues (Terrien & Andreff, 2019) and to federations (de Carlos, Alén & Pérez Gonzàlez, 2016). It is worth noting that Portuguese regulatory body used the DEA method to assess performance of their federations to decide about the allocation of public funds (Barros & Santos, 2003).

Research Design, Methodology and Data Analysis

10 semi-structured interviews were performed with presidents, national technical directors and elected members of several French federations. This qualitative analysis makes possible to define a production function for those organizations.

Defining the targeted outputs is one of the most challenging issues of designing a performance-measurement framework for the study of multiple idiosyncratic-objective organisations (Terrien & Andreff, 2019) like federations. Indeed, among their different outputs, some of them may favor elite sport success, while others may be dedicated to develop mass sport participation, whereas others could manage to balance conflicting goals (Winand et al., 2014). Therefore, the most sensible way of resolving such dilemma is to consider that a multi-output production function is required for evaluating whether the observation performs relatively well.

Such prerequisite immediately gears the research toward using a DEA methodology. This method considers only the inputs consumed and the outputs produced. Therefore, it enables a multi-output evaluation without taking any assumption dealing with the weight of each output.

Furthermore, the production function defined to assess French federations lies on a two-stages DEA approach which make possible to draw a distinction between strategic objectives and operational goals (Winand et al., 2014). Such modelling allows to assess performance on three crucial points in which a federation has to perform to make the most of their potential: to attract the necessary inputs; then to transform them efficiently; finally, to achieve targeted outputs.

Results/Findings and Discussion

The results display the (in)efficiency scores for 29 French Olympics federations over the 2011-2017 period. To understand where the problems come from, several quantitative tools have been developed in this research.

First, the two-stages DEA method allows to identify if the efficiency issue comes from the conversion of inputs into "throughputs" (optimal allocation of public funds expenditures into resources) and/or from the conversion of "throughputs" into outputs (deployment of resources)". Benchmarking best practices at the process level may assist the less well-performing organisations in signalling them which other federation' experience would be worth to be taken as an example on the path toward their own organisational improvement. The DEA method also provides a delineation of peer efficiency groups for each federation under evaluation (one and two-stages models). Therefrom is derived one managerial recommendation about using peer groups as national benchmark for improving federation efficiency. The Malmquist index is also used to assess the evolution of productivity over the period of analysis.

The framework adapted for assessing the organisational performance of French Olympic federations allows to identify the inefficiency sources. Thanks to those results and the analysis of the semi-structured interviews, it is possible to define several potential factors of success of performance. They will help to further open the 'black box' of organisational performance of French federations.

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Conceptualising and measuring intangible Olympic legacy for National Sport Organisations

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Aim and Research Questions

The study addresses the question of what constitutes intangible legacy from the Olympic Games for National Sport Organisations (NSO) and how it can be measured. This is an important conceptual and practical question as it concerns the fundamental role of legacy for the future of the Games and Olympic Movement (IOC, 2017).

Theoretical Background and Literature Review

In the space of some 20 years (1998-2019) the notion of legacy has been transformed from a relatively negligible by-product of the Olympics, to a normative concept promoting institutionalized forms of behaviour and capable of delivering benefits to a wide range of stakeholders. Yet, despite attempts for developing legacy frameworks (Dixon, *et al.,* 2011; Misener, 2015; Preuss, 2018) there is a distinct lack of knowledge of what is intangible legacy and how it can be studied and measured. This knowledge is critical for event promoters as they are required to provide proof for those intangible benefits in order to justify public funding.

This study builds on Preuss' (2018) framework which purports that legacy occurs because of changes in six fundamental structures including urban development, policy and governance, human development, innovations, social beliefs and environmental enhancement. Girginov (2018) further conceptualised legacy as a process of capacity building which includes an emergent combination of attributes, assets, capabilities and relationships. There is also a broad agreement in organisational literature that the intangible capital of the firm is composed of three categories – human, structural and relational capital (Grasenick & Low, 2004). Regardless of the terms used by different conceptualisations of intangible assets and impacts, there is a great deal of overlap and complementarity between them.

Research Design, Methodology and Data Analysis

This paper is part of a two-stage study and utilizes a longitudinal multiple case study approach, from 2007, when the London 2012 Olympic legacy visions were formally articulated, to the present day. We report here the process of conceptualising intangible legacy and developing an instrument for measuring it. The focus of the study was on NSO which play a central role in delivering the Games, serve millions of members and actively support governments' wider welfare agenda. First, we surveyed literature and empirical investigations and formulated a definition of intangible legacy. This definition allowed identifying six main proxy variables related to NSO, which also correspond to the three main long-term benefits identified by the IOC's (2017) legacy framework including organised sport development, social development through sport, and human skills, networks and innovation. These proxy variables were operationalised through a

series of 72 measurable indicators. We then conducted two focus groups with 10 and 8 Olympic NSOs to test out the conceptualisation and operationalisation of intangible legacy and refined the instrument.

Results/Findings and Discussion

The ultimate point of any intangible legacy is the creation of public value as defined by NSO. It concerns the relationship an NSO forms with the Games that help it grow, develop, and become successful. Thus, public value is not delivered but concerns NSO's perceptions and experiences of the Games (Maynhardt, 2009).

Any intangible legacy of the Games is produced because of sport organisations' ability to mobilize and deploy resources. Four important implications follow from this. First, pre-existing group organisation largely determines the ability of a sport to generate resources. Second, there are different mechanisms for resources access including self-production, aggregation, co-optation and patronage. Third, different typed of interactions take place in the process of resource mobilization and utilization. Finally, it is of critical importance to examine the target groups which interact with the Games and are the main beneficiaries of intangible legacy. NSO serve a large group of stakeholders including internal members (i.e., staff, volunteers, coaches, athletes) and external partners (i.e., government agencies, sponsors, media). Deriving a measurement system for intangible legacies is especially difficult as the knowledge of their mode of creation is largely correlational rather than theoretical. Classified and displayed indicators represent a selected base for interpretation of an organisation's ongoing business activities. In terms of an organisation's management, indicators should be connected clearly to the process of mobilizing resources for goal achievement leading to overall success. They should describe measurement points as a chain through the process of public value creation.

Conclusion, Contribution and Implication

The principal outcome of this study is to generate an empirically-derived understanding and a methodology for measuring the intangible legacies for NSO representing the main pillar of Olympism that is sport. This is in keeping with the Olympic Movement's Agenda 2020 prioritization of sport and education as its core business. The study addresses a major gap in the current legacy thinking and practices concerning the lack of attention to resource development, exchange processes, and resource access mechanisms that have been triggered because of staging the Olympics in the context of NSO. This has never been achieved before.

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Financial Failure Of Sports Events: Why History Repeats Itself And What To Do With It?

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Aim and Research Questions

Academic literature has documented that many major sports events fail to deliver the expected financial results. Surprisingly, the problems in the history do not seem to go away. This was confirmed in our analyses that is based on empirical data from four major sport events hosted in Norway over a time span of 23 years: The 1994 Lillehammer Winter Olympics, the 2011 FIS Nordic World Ski Championship in Oslo, the 41st World Chess Olympiad 2014 in Tromsø and the 2017 UCI World Road Cycling Championships in Bergen.

The Winter Olympics were the largest event with 1.2 million spectators, 61 competitions, investments in venues of NOK 7.3 billion and 12,000 volunteers. The skiing championship attracted 300,000 spectators and incurred investments in venues of NOK 1.8 billion. The other two events had no investments in venues. The cycling championship counted 700,000 spectators and 2,000 volunteers while the chess Olympiad had a few thousand spectators and 500 volunteers.

Despite differences in size, these events shared the destiny of undesired economic consequences. The Lillehammer Olympics and the World Skiing Championship had significant cost overruns on the venues. The cycling championship organizer went bankrupt, while the organizer of the Chess Olympiad could avoid bankruptcy only because of a voluntary composition with the creditors.

The intention of this paper is to identify common factors and underlying patterns that repeatedly lead to the negative financial outcomes. Furthermore, we point at suggestions towards improved financial management of sports events.

Theoretical Background and Literature Review

The sport economic literature has plentiful evidence about the systematic economic underperformance of major sports events. Many events had significant financial deficits caused by cost overruns, underachievement of revenues or both. Other events have left behind "white elephants", i. e. venues and infrastructure that are overdesigned for post-event use. (Andreff, 2012; Solberg, 2018; Zimbalist, 2015). Our research identifies important factors that explain this phenomenon. The analyses are guided by theoretical perspectives from stakeholder and agency theory (Mitchel et al., 1997), the soft-budget syndrome (Kornai et al., 2003), auction theory (Andreff, 2012; McAfee and McMillan, 1987), and other ideas from general welfare economic theory.

Research Design, Methodology and Data Analysis

The data comes from more than 62 face-to-face semi-structured interviews with individuals involved in the organization of these events. The length of the interviews varied from 50 min to 2 hours. Some of the questions were predesigned with respect to

the role and tasks of the respondents. Additional questions were added during the interviews. The questions focused on the interviewees' experiences during the course of the events, from the idea until after the event. The questions touched on the challenges regarding time line, complexity of the event, financial and risk control, relations between stakeholders, and more. Supplementary to the interviews, we have analyzed more than 200 documents including guidelines from international sport federations, published reports on economic and societal impacts, governmental reports, and protocols of the organizational boards.

Results/Findings and Discussion

Our empirical analysis identifies the following common factors for economic underperformance: (1) Organizing committees are often too small and had few employees with a lack of experience. The organizers were unprepared when facing the true complexity of the tasks after the event had been awarded. (2) In the early planning stage, attention is often directed to winning the events. The cost side, however, received moderate attention. (3) In order to receive governmental funding, they emphasized on the creation of positive externalities like tourism promotion or the improvement of peoples' health condition, which later became an administrative burden for small organizations. The workload related to generating externalities reduced the available time and efforts for organizing the core activities of the events. (4) The revenue predictions turned out to be overoptimistic. Revenue estimations were based on costs instead of market. (5) Another challenge was the underestimated interplay of multiple stakeholders. Conflicting interests, asymmetric distribution of information, and unequal distribution of power among stakeholders led to unfavorable cost accountability, cost awareness and risk sharing. Some stakeholders had legitimate rights to operate as free riders. Other stakeholders required changes in the scope of the event, which in turn led to additional expenses and strain on skills and time. (6) The fixed deadline contributed to cost increases.

Conclusion, Contribution and Implication

We have analyzed systematic forces that drive the financial underperformance of sports events. These forces will always be present and are difficult to avoid. With our research, we aim to increase the awareness about these forces among the applicants and future organizers. Furthermore, we point at precautionary measures that limit negative economic effects. This includes the institutionalization of knowledge transfer from previous events, the establishment of risk sharing mechanisms, improved stakeholder analysis and management, and the provision of necessary skills and administrative resources to organizational committees.

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BROADER, NEW AND CRITICAL ASPECTS OF SPORT MANAGEMENT

Session Chair: Rob Wilson

Are English Premier Fans Ready to Accept Video Assistant Referee?

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Aim

Referee errors in football matches have existed for long time and are still an unresolved challenge. To assist referees and reduce those errors, differing degrees of technologies has been being applied in sports, such as Television Match Official in rugby and Decision Review System in Cricket. Whereas in football, Video Assistant Referee (VAR) has been first introduced in the top-flight European football leagues such as the Bundesliga and the Serie A since the 2017-18 season. However, England is lagging behind adopting those technologies with its conservative attitude towards such innovation. Currently, VAR is not being applied in the EPL as the clubs voted against its inclusion. However, the system will be implemented in the EPL from 2019-20 season. When VAR was adopted in the FA Cup and UEFA Champions League in 2018-19 season (but not in EPL), football fans expressed enormous discomfort and concerns with the technology (BBC Sport, 2018). Therefore, this research aims to explore the possible determinants of EPL fans' attitude towards VAR. More specifically, the study examines the impacts of relative advantage, complexity, compatibility, trust in referees and personal innovativeness on their attitude.

Theoretical Background and Literature Review

A new technology involves both benefits and risks, thus an individual wants to weigh the risks and benefits before deciding to embrace the technology (Horst, Kuttschreuter, & Gutteling, 2007). VAR would not be an exception. Although football fans are not the parties which actually execute the technology, their point of view should be taken into consideration when adopting and evaluating diffusion of VAR. This is because fans, as many researchers have long insisted, are considered as stakeholders in sport who affect and are affected by sport organisations (García & Welford, 2015).

Grounded on Diffusion of Innovation (DOI) theory as a fundamental framework, this research explores how football fans evaluate VAR in the initial stage of innovation adoption. Theorised by Rogers (1995), DOI suggests that the rate of innovation diffusion is affected by an innovation's relative advantage, complexity, compatibility, trialability and observability. These constructs of DOI, are revealed to influence attitude towards innovation (e.g., Sahin, 2006). Relative advantage refers to the degree to which an innovation is seen as being superior to its predecessor. Complexity is the degree to which an innovation is seen by potential adopter as being relatively difficult to use and understand. Compatibility refers to the degree to which an innovation is seen to be

compatible with existing values, beliefs, experiences and needs of adopters (Rogers, 1995). These three constructs are found to be more relevant from meta-analysis research (Tornatzky & Klein, 1982). This research tests how EPL fans perceive relative advantage, complexity and compatibility of VAR, and how these three constructs influence fans' attitude towards VAR.

In company with the DOI constructs, trust in referees who officiate VAR and personal innovativeness, are also proposed as determinants of attitude. According to Huijts, Molin, and Steg (2012), trust in actors who are responsible for the technology (e.g., regulators of the technology) have been found to affect technology acceptance. In addition, according to Lu, Yao, and Yu (2005), personal innovativeness, which refers the willingness of an individual to try out any new technology, influences an individual's technology adoption. Hence, this study postulates higher levels of trust in football referees and technology experience may positively influence attitude.

Methodology

Using a convenience sampling technique, 300 questionnaires will be collected from young EPL fans attending a university in the East Midlands in the UK between June and July 2019. Items in an initial version of questionnaire will be adapted and modified from various literature: relative advantage, complexity and compatibility (Carter & Bélanger, 2005); trust in officiating referees (Van Slyke, Belanger, & Comunale, 2004); personal innovativeness (Lu et al., 2005); and attitude towards VAR (Ajzen & Fishbein, 1980). Using LISREL 8.80, a two-step approach (Anderson & Gerbing, 1988) of structural equation modeling will be employed. The internal structure (overall model fit, reliability and validity) of the measurement model through a confirmatory factor analysis will be assessed. For the hypothesis testing, the structural model will be assessed to estimate path coefficients.

Conclusion/Implication

With empirical findings on attitude towards VAR using DOI theory, this research will provide a foundation for understanding the development of attitude towards VAR and guide implications for practice. The findings would help administrators understand what needs to be improved and considered for a better VAR introduction, especially from fans' perspective. A deeper understanding of fan's thoughts would eventually narrow the gap between fans and practitioners. Also, due to the competitive nature of the sport industry, the industry is characterised by its continual introduction of new technology (Seifried, Katz, & Tutka, 2017). However, there is still a surprising dearth of knowledge about innovation management in sport industry. Therefore, this study would provide a deeper insight into onward technology throughout sport industry.

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When Referees See Red: Decision Accuracy of Football Referees

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Aim and Research Questions

Football referees' job is to ensure fair play and to protect players' safety. Thereby, they need to make quick decisions in situations that often involve high uncertainty. In such situations, the 'correct' application of the 'Laws of the Game' can be up for interpretation, which may introduce bias (Dohmen & Sauermann, 2016). This is problematic, as referee decisions can have a decisive impact on the outcome of a game, for example, when sending a player off, particularly early in the game. Depending on the importance of the game, the consequences of a wrong decision for players, teams, fans, and other stakeholders can be far-reaching, which puts referees under immense pressure. The goal of the present study is to analyze the influence of referees' expertise on decision accuracy and to investigate a potentially moderating influence of game time.

Theoretical Background and Literature Review

Referees are – sometimes unconsciously – influenced by factors that can lead to decisions perceived as wrong, or unfair. This includes the well-documented home advantage as well as biases with respect to players' nationality or vocalizations (Pina, Passos, Araújo, & Maynard, 2018). Another potentially biasing influence is game time. Prior research showed that referees tend to issue fewer yellow cards at the beginning of a game, which could be due to a need for calibration in the first minutes of play(Unkelbach & Memmert, 2008). However, it may also be that yellow card situations allow for a somewhat broader rule interpretation than red card situations. The present study provides evidence on this question.

Prior research suggests that expertise helps reduce bias and thus has a positive effect on referees' decision accuracy (Pina et al., 2018). However, the available studies were conducted with professional, and in many cases, elite referees (e.g., Catteeuw, Helsen, Gilis, & Wagemans, 2009). No evidence is available to what extent the findings generalize to referees with lower levels of expertise, which is an important question, given that hundreds of millions of people around the globe are actively involved in the game (Kunz, 2007).

Research Design, Methodology and Data Analysis

Referees (N=198) with different levels of self-reported expertise (i.e., league of refereeing) assessed 30 tackle situations taken from international matches through an online survey. Thereby, the displayed game time for each video (early, medium, late) was experimentally manipulated. To eliminate potential biases, teams and players were disguised. Decision accuracy was assessed by comparison to an expert consensus decision of two FIFA referees (Spitz, Moors, Wagemans, & Helsen, 2018). Two generalized additive mixed models were estimated in R to analyze potential influences

on decision accuracy. The models differed only in the definition of their dependent variable, which was either the percent of correct decisions or the rigidity of the decisions. All data, materials, and methods will be made publicly available.

Results/Findings and Discussion

Expertise improved decision accuracy. For example, for high expertise referees, the probability of making an incorrect decision was 21% lower compared to low expertise referees. Education also reduced decision error, while age or gender had no effect. Foul severity had a negative effect on judgment accuracy. In other words, that referees' decisions were too soft for more severe fouls. While game time did not affect judgment accuracy, referees tended to make softer decisions early in the game.

Conclusion, Contribution and Implication

The results suggest that referees, particularly those with lower levels of expertise, may be too soft in their application of the Laws of the Game for tackle situations, which would put the players' safety at risk. If so, the Laws may not serve as a high-quality decision aid, particularly in situations involving uncertainty. Future research should further evaluate the quality of the Laws of the Game as decision aids for referees and assess potential needs for improvement. For example, are referees aware of the Laws, are they confident on how to interpret them, or are they afraid of awarding hard sanctions?

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Empirical Results on the Team Manager - An Overlooked Position with Growing Importance?

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Aim and Research Question

In German sports clubs, team management describes tasks and positions that are not directly related to the sporting sphere itself (thus, not to the head coach). However, these are closely linked to the players and the team around those. It is about organizational tasks that serve the team. Examples of such tasks would be travel planning for away games, onboarding activities for new players (especially from abroad) or the coordination of players' appointments with their stakeholders (e.g. media or sponsors). The German Football Association (DFB) revealed that in practice, a team manager's range of tasks in professional football is customarily neither clearly formulated nor uniform. In addition, the question arises whether it is indeed realistic that DFB upholds the expectation that its team managers operate as executives, who simultaneously lead and supervise the team beyond their sports focal point? Hence, the aim of this study was to gain a better understanding about the tasks of team managers in German professional football, the organizational integration thereof and their educational background. Based on these three variables, the study is a first step toward identifying best practice and defining the team manager profile.

Theoretical Background

Team management theories can be derived from organisational research, HR management and project management (Müller et al., 2018; De Vries et al., 2016). Nevertheless, it is necessary to identify which tasks belong to team management in the context of German professional football. Team management in sports clubs is an area of research that has received little attention and represents a research gap until now. Only some aspects have been taken into account so far. Frawley et al. (2018) e.g. addressed the need for more sport-related leadership-development research, which is not focused on athletes and coaches but on administrators and the team behind the team.

Methodology

A pilot study of 12 interviews with professional football club representatives and/or team managers was conducted in order to support the development of appropriate survey questions. This was followed by a quantitative survey in November 2018. Of the 82 team manager positions currently held in German professional football (1st league, 2nd league, 3rd league, Women's Allianz-Bundesliga and DFB), 74 took part in the survey. This corresponds to a response rate of 90%. In the number of responses per division, the Bundesliga led with 94%. The lowest response rate of 67% was recorded in the Women's Bundesliga.

The data analysis took place in two steps. The descriptive evaluation made it possible to develop a team manager framework with the corresponding task areas. The next step, the analysis of correlations, aimed at the development of best practice models and the understanding of appropriate team manager constellations.

Results and Discussion

The team manager framework, which was developed from the results, divides the tasks that typically fall within the scope of team manager activities into five areas: Travel and event management, reporting and federation work, staff management, budget and material management, as well as strategic marketing and development. Travel and event management, with the highest distribution value in the survey, is the team manager's central task. Among other tasks, major differences between clubs were evident. This was also the case between club and federation. This was proven by ANOVA tests in SPSS (e.g. in regard to leading the coaching staff, which ranges from the sport psychologist to the bus driver, or in regard to budget responsibility and association work). These differences were frequently also related to the integration of the team manager into the organisation (above all staff vs line position) and his/her role as a manager.

The team manager is concurrently an executive and staff member as he/she is involved both strategically and operationally. The extent to which the manager is regarded as a leader (5 = applies, 1 = does not apply), differed significantly from division to division. While in the Women's Bundesliga the team managers were regarded as managers with a value of 4.9 (based on department manager level), this is the least case in the DFB (2.9). From the Bundesliga down to 3rd league, the values are very similar at 3.6 to 3.7 (still prevalence towards the manager). This difference was statistically proven by the ANOVA test with a p-value = .002.

Conclusion

Further correlation analyses indicated dependences of the team manager position on the profile of the position holder. Nevertheless, the team management position in German professional football is overall a rather operational role. Research thus reveals a dilemma between a leadership position on the one hand, and a job profile comprising operational tasks on the other hand. The next step in this comprehensive research project will focus on measuring team managers' performance and success. This is prerequisite in order to derive best practice designs for the team manager role.

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The Perspective of a Professional tennis player in Terms of the Country's Economic Strength and the Number of Tournaments.

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Aim and Research Questions

Becoming a professional tennis player is the dream of a lot of children starting with this sport. There are many factors that are critical and crucial at different times in player development, but in our article, we focused to the issue from macro level view. The aim of the article is to find out whether the number of tournaments in different categories, GDP and average wage has an impact on the country's tennis players' success. We defined success as entering the first hundred ATP, WTA or Junior ITF rankings. Furthermore, we were interested in transition from junior to professional sport, because it is crucial and nowadays extremely discussed. We assume that these macro indicators significantly influence the behavior of juniors and the motivation to transition to professional tennis. Also, GDP and average wage has an impact on the financial support of tennis players and a number of tournaments in the country, allowing them to play these tournaments at home and thereby increase the chances of achieving the expected achievements. On the other hand, high average wage can change the player's decision to pursue university studies or work in proper business and thus ensure a more comfortable life instead of an uncertain tennis career.

Hypotheses:

H1: If is higher the average wage in the country, then is the higher number of TOP 100 ITF junior rankings players for the country. We assume that the higher average wage is related to the ability to finance junior players by parents and sponsors.

H2: If is higher an average wage in a country, then is lower number of professional players in the TOP 100 (ATP, WTA) for that country. We assume that the higher average wage in the country, causes the lower motivation for the players to be in professional sport.

H3: There is a dependence between the number of tournaments in the country and the number of players in the TOP 100. We assume that a higher number of tournaments in the country will allow more starts in tournaments and thus more likely success.

H4: There is a dependence between the number of tournaments and the country's GDP. We assume that the economic strength of a country is related to the ability to organize tennis tournaments.

Theoretical Background and Literature Review

Numerous authors did research focused on the relationship between sport and macroeconomic (Erben 2003) or economic impact of professional sport on local economies (Lertwachara and Cochran 2007). Socioeconomic status of young athletes' parents was examined by Post et al. (2018). Similar research in tennis was focused on the importance of junior circuit in the development of professional players (Reid et al. 2007;

Reid, Crespo and Santili 2009), tournament structure and nations' success in professional tennis (Reid et al. 2007) and ranking trajectories of players and their influence on career success (Kovalchik, Bane and Reid 2016). However, their main research area of professional tennis players included only women.

Research Design, Methodology and Data Analysis

As part of our research, we collected data for 12 years, covering the years 2004 and 2016 for all European countries. Collected Data represented the achievements of tennis players in the categories of men, women, girls and boys for all the countries of Europe. Also, the numbers of tennis tournaments for all European countries and all relevant categories over the reporting period were summarized. In addition, economic data on GDP and average wages per country were collected. We used statistical and prognostic models to verify our hypotheses.

Results/Findings and Discussion

All results have not been evaluated yet, but we can now state that our hypotheses have been confirmed. Data wil be testing also in terms of gender, age and time interval. There were several interesting findings e.g. In Slovakia lives 5.5 million inhabitants and about 5000 registered tennis players and when the ratio between population and number of players in the first hundred ATP and WTA rankings in 2004 and 2016 is taken, Slovakia is the sixth best country in Europe. There are many questions we have been trying to find answers to. It is the economic strength of a country important to the number of tournaments and the success of players? Is a success in junior age important for professional sports?

Conclusion, Contribution and Implication

We think that mentioned factors that play a strategic role in answering the question of whether a tennis player wants to do sports and professional. It is a combination of possibilities to pursue this challenging individual sport, but also a degree of success and financial security for the future. We believe that with this macro view we will bring a more comprehensive view of the issue and help the tennis federations as well as the states to develop a concept for the preparation of successful tennis players.

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Do Women Create Their Own Glass Ceiling? Using Theory of Circumscription and Compromise to Analyze Women Athletic Administrators

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Aim and Research Question

The aim of this study is to detect individual glass ceiling barriers of women trying to reach top management levels in sport organizations through the theory of circumscription and compromise developed by Linda Gottfredson (1981). The study aims to explore individual glass ceiling barriers of women athletic administrators' in NCAA (national collegiate athletic association) by using a qualitative design. The research questions are: How do women describe individual barriers throughout their sport administration career? How can women overcome these barriers?

Theoretical Background and Literature Review

Although women are making progress in becoming a part of the work-force since 1950's, they are still underrepresented in senior levels of administration. Despite the corporate world, sport is another field where women are underrepresented in senior management levels. Globally there are only two women presidents running international sport federations out of thirty-five (Burton & Leberman, 2017) and in the U.S. percentage of women athletic directors in NCAA Division I in 2016-17 year is only 11.2% (Lapchick, 2017). The term 'glass ceiling' emerges in the 1970's to explain the reasons of underrepresentation of women in top levels of administration. In 1995 The U.S. Federal Glass Ceiling Commission classified glass ceiling barriers in three levels; 1.societal, 2.internal-structural and 3.governmental barriers. Recent studies indicated that this classification did not fulfill the glass ceiling barriers, and that individual factors were a major barrier that should be considered by scholars too (Sartore & Cunningham, 2007; Claringbould & Knoppers, 2012; Burton & Leberman, 2017). Gottfredson's (1981) theory of circumscription and compromise claims that individuals seek out careers based on their own self-concepts. According to Gottfredson; self-concept can include individuals' views of their personality, interests, skills, and/or place in society. Our genes, the environment we grew up and past experiences frame a circumscription (limiting or restriction) process where we reduce vocational alternatives that conflict with our self-concept. Compromise is the process by which we give-up our most preferred alternatives for less compatible but more accessible ones. This perspective helps us build our glass ceiling barriers unconsciously. Individuals compromise when implementing vocational goals, which can mean changing or sacrificing a part of their self-concept. Gottfredson's theory strongly relates with women who make a choice on pursuing a career in sport administration or not. A woman's personality, interests, skills, social or multiple role preferences can have a positive or negative impact on her career development. Therefore individual glass ceiling barriers can be built by individual self-conceptions which can result to the underrepresentation of women in top management levels.

Research Design, Methodology and Data Analysis

Due to the exploratory nature of the content, qualitative method was used to interview nine senior-level and six mid-level women athletic administrators employed at NCAA Division 1 institutions in 'power five' athletic conferences. All 15 semi-structured interviews were conducted through conference calls that lasted from 40 to 100 minutes in length. A pilot study was conducted with senior women athletic administrators to test the clarity and relevancy of the questions. N Vivo 12 qualitative analysis was used to transcribe recordings.

Results/Findings and Discussion

Individual barriers were identified under four main themes: 'personality traits', 'self-limiting behaviors', 'multiple roles', and 'struggle to set goals'. 17 sub-themes emerged under main themes. 4 sub-themes in Personality traits; Being an Introvert, Being too much emotional, Uncomfortable in taking risks, Uncomfortable in conflict management. 4 sub-themes in Self-Limiting Behaviors; Not wanting to work on evenings and weekends, Resistance to change location, Resistance to travel, wanting to stay in a secure and stable position. 5 sub-themes in multiple roles; Mother role, Partner Role, Caretaker of parents, Outside work responsibilities, Domestic Responsibilities. And finally 4 sub-themes in struggling to set goals; Family-Career Conflict, Negotiated Resignation, Not being sure of what to do in the future, Lack of support systems around. The emerging themes to overcome individual barriers were found as; be willing to move geographically, being goal oriented, being passionate, being an extrovert, being more aggressive, being more assertive, being more vocal, developing systematic planning skills, doing a lot of homework and being a hard worker by no means.

Conclusion, Contribution and Implication

Gottfredson's (1981) theory was used as a starting point to consider how women view their "personality, interests, skills, and/or place in society" as an individual glass ceiling barrier in pursuing administrative careers. According to Burton and Leberman (2017), aside from examining the experiences of women coaches in US sports system there is not any research to date that has explored self-limiting behaviors of women in sport leadership positions.

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Procurement as a Strategic, Professional and Professionalised Function in International Sport Federations

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Aim and Research Questions

The aim of the study is to identify the current state of affairs in sport federations in this respect with a view to identifying what measures might be taken that could improve the performance of procurement in sport federations. This presentation will deliver the results of a preliminary empirical study that is part of a project that seeks to answer the following main research question: what is the extent of strategic recognition, professionalism and professionalisation of procurement in federations of both Olympic sports and the more commercialised sports? Phase one of this study looks at the international and European level.

Theoretical Background and Literature Review

Procurement is the activity of an organisation in acquiring goods, works and services from the marketplace - an activity that, when carried out by individuals, is often called simply "buying" or "purchasing". It is also referred to as supply chain management or commissioning to emphasise the whole acquisition life cycle, but we use "procurement" to reflect the professional terminology, as in the title of the Chartered Institute of Procurement and Supply, and governance terminology.

There is little research on this activity in sport (Kauppi et al, 2013; Arrowsmith, forthcoming). In many organisations, procurement has been increasingly recognised as a strategic function; Reck and Long (1988) identified four development stages from "passive" (procuerment merely responding to requests and is clerical) to "integrative" (procurement as a fully integrated inter-organisational strategy). With recognition of its strategic nature has come professionalism – development of specialist knowledge, skills and qualifications – and professionalisation– recognition of procurement as a profession. Closely connected with this is the internal organisation of procurement, covering e.g. level of representation and report, extent of centralisation or outsourcing, degree of specialisation, and the extent to which it operates in a cross-functional setting. This will be influenced by factors such as the stage of development and procurement's importance to the organisation's mission, which with non-industrial sport organisations will often not be profit-oriented but involve e.g. effective delivery of an event or of services.

Alongside formal governance rules and mechanisms the degree of strategic recognition, professionalism and professionalisation is critical in achieving an organisation's objectives in procurement and hence to achieving the organisation's objectives as a whole. Such strategic recognition, professionalism and professionalisation can then itself contribute to the better development and operation of those governance rules and mechanisms. The importance of these institutional aspects of procurement, alongside the rules and mechanisms themselves, has

increasingly recognised by international institutions in the public sector context, such as with the recent designation of professionalisation as one of the six strategic goals of European Union public procurement policy (European Commission, 2017).

Research on procurement as a strategic function has focused on industrial organisations and the public sector (Flynn and Davis, 2014). However, these issues require study also in the unique contexts of sports federations, teams and events (Arrowsmith, forthcoming). Federations procure complex services, both through their role in Local Organising Committees (LOCs) and independently – e.g. UEFA's recent multi-year procurement of ceremonies and transport services for its major tournaments. These activities are critical for value for money, including delivery of successful events, integrity, and the CSR agenda (all previously analysed in both procurement literature and sport literature but not from a sport procurement perspective). Procurement strategy is important both for quality of outcomes in organisations' policy these three areas and to avoid reputational problems (for example, the death of migrant workers on the Qatar World Cup stadia) (Arrowsmith, forthcoming). Its importance is also enhanced by the increasing role of both governance standards and legal rules in sport procurement, illustrated by the procurement focus of the International Partnership Against Corruption in Sport and application of public sector procurement frameworks to some LOCs (e.g. the 2010 South Africa FIFA World Cup) and federations; this adds an important compliance dimension. Anecdotal evidence indicates some recognition of this in federations – e.g. UEFA has recently taken significant steps to promote procurement as a strategic and professional function within the organisation (Arrowsmith, forthcoming) – yet some federations have no strategic or professional approach.

Results/Findings and Discussion
Data collection is in progress. Preliminary results will be available in Seville.

Conclusion, Contribution and Implication
We want to demonstrate the importance of developing a greater understanding of procurement in sport federations within the field of sport management, which will enable improved performance in terms of key procurement goals of value, integrity and the CSR agenda.

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BROADER, NEW AND CRITICAL ASPECTS OF SPORT MANAGEMENT

Session Chair: Hallgeir Gammelsaeter

How Science Has Linked Environmental Sustainability To Sport? - A Systematic Literature Review Framing The Sport Actor's Role.

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Aim and Research Questions

This research aims to carry out a systematic review of the literature on the environmental pillar of sustainability and its relation to sport, focusing on the individual dimension of the sports actor.

Theoretical Background and Literature Review

Sustainable development is an urgent necessity today, posing problems both at the organizational and individual levels. It is therefore imperative to incorporate the citizen in actions that lead to sustainability (Akenji & Chen, 2016). In the sporting context, the importance of including individual perspectives in the implementation of environmental sustainability is recognized (Mallen & Chard, 2011). However, the review studies that have been published on the scientific research that has been produced about the relationship between sport and the environmental theme, focus almost exclusively on the organizational context (Orr & Inoue, 2018; Trendafilova & McCullough, 2018; Walzel, Robertson, & Anagnostopoulos, 2018). Within this framework, the objective of the present research is to fill this gap by carrying out a systematic review of the literature on the environmental pillar of sustainability and its relation to sport, focusing on the individual dimension of the sports actor.

Methodology and Data Analysis

The used methodology was a systematic quantitative literature review (Pickering & Byrne, 2014). Data were collected from four scientific databases - Scopus, Web of Science, Sage and Science Direct - and were scrutinized by the inclusion and exclusion criteria pre-defined in the PRISMA protocol. These criteria exclude studies without reference to any recreational and leisure activities, thus eliminating passive recreation and studies that focus sport through a sustainable mobility or walkability perspective, thus eliminating the daily routines beyond the leisure perspective. In total, 103 scientific articles were included. The data analysis was done using the methodologies of systematic quantitative literature review and content analysis, supported by the software Nvivo 11 and EndNote X7.

Results and Discussion

The results point to an increasing tendency of scientific publications on the subject over the period 2013-2018, as well as to a centralization of the affiliation of the respective authors to the universities of North America and Europe, with predominance of the research carried out in the United States of America.

In the theoretical framework of the scientific articles included in this study, the psychological theories were emphasized, with planned behaviour theory being the most used, followed by the place-attachment and the new ecological paradigm.

The research question transversal to most of the studies included in this review sought to understand the factors that contribute to the environmental behaviour of sports actors. Although in a smaller number, other studies presented objectives that focused on the evaluation of the behavioural change of sports actors and the environmental impact associated with their behaviour.

Undoubtedly, tourism was the area most investigated by the studies that focused on the theme of this review. It should also be noted that recreational nature sports practitioners were the most studied actors compared to spectators, sport staff and local residents. Dominatingly, research focuses on natural areas, as practice scenarios, and on hiking and diving, as the most referenced sporting activities. On the contrary, with regard to the sports actors, the investigation of the formal context of the competition is practically absent.

As a consequence of the implications advanced by most studies, the management area also emerged, evidencing the need to include the sports actor in environmental management, considering its environmental profile and its incorporation, as a major stakeholder, in a more participatory management type.

The results also revealed that environmental information plays a relevant role in the behavioural change of sports actors, both in short messages applied to the specific context of sport, and in more extensive programs dealing with sustainable behaviour. Along with environmental knowledge and awareness, ecological attitudes and values have also been identified as factors that promote environmental behaviour in sports actors. Gaps in relation to the investigation of sports actors' attitudes towards sustainable consumption have also been identified for two reasons: a) the first concerns the small number of articles dedicated to this sustainability vector; and (b) the other is related to the narrow focus on the themes of sustainable diet, the use of more sustainable transport and the consumption of more environmentally friendly sports products.

Conclusion and Contribution

The present study contributes to the systematization of knowledge about the sports actor, in its individual dimension and in its relationship with sustainability, diverging from the approach developed in previous studies that focused on the organizational dimension of sport in relation to environmental sustainability. By characterizing the individual perspective, this research also provides the synthesis of scientific knowledge about individual motivations, which should be equated in the development of more environmentally sustainable sports practice offerings. These findings also contribute to

the individual pro-environmental behaviour research in general, summing up the factors which promote and constrain the adoption of such behaviour.

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In Scope: Environmental Impact And Accountability Of Sport Organisations

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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 addresses means and measures used by professional sport clubs in order to account for their environmental impact.

Background and Literature Review

The academic sport management literature has been shy to describe and scrutinize sports' impact on natural environments (Orr & Inoue, 2018). Those studies available predominantly focused on sport events and tourism (Wicker, 2018). Similarly, the sport industry itself is falling short on systematically measuring and reporting its ecological impact. For instance, the German professional football (soccer) club VFL Wolfsburg remains an outlier in terms of externally conducted and certified carbon emission reporting.

Taking greenhouse gas emissions as a prominent example, it has become standard in most industries for organisations to report on Scope 1 (direct emissions, e.g. steaming from operating own car fleet) and Scope 2 (indirect emissions, e.g. emissions caused through consumption of acquired energy). A recent trend among more ambitious and sustainability-oriented companies is to also include Scope 3 emissions, called "value chain emissions". These organisations accept responsibility for impacts "outside of their own walls", i.e. from the goods it purchases to the disposal of the products it sells (both upstream and downstream of their operations).

While, again, even leading sport organisations remain silent on the above, Bunds, Kanters, Venditti, Rajagopalan, Casper and Carlton (2018) traced commuting behaviour in organized youth sports and revealed significant environmental impact due to the decentralized nature of community sport provision. Wicker (2018) surveyed regular sport participants across 20 sports and, among other, that individual/outdoor sport participants had the highest average emission levels compared to team/racket sports.

Albeit not explicitly stated by respective authors, both studies are very recent efforts to focus on Scope 3 measures. However, both are not organisational-centred and therefor, lacking direct relationship to concepts like corporate social responsibility, corporate sustainability and environmental accounting of individual sport organisations (Breitbarth, Walzel, Anagnostopolous & van Eekeren, 2015). Hence, they do not deal with organisational and managerial motivation/resistance to accept ecological responsibilities in general and to address (negative) environmental impact caused (Schaltegger & Burritt, 2018).

Research Design and Methodology

This new research project comprises of three layers: a) mapping ecological impact research and measurement in sport organisations; b) empirically investigating fan mobility and match-day logistics as most relevant contributors to Scope 3 emissions; c) exploring organisational/managerial views on ecological responsibilities. The first two layers are center to this conference contribution.

Both the mapping exercise and the empirical investigation are underway with the latter based on the case study of a professional football (soccer) club in central Europe. Advanced measuring approaches used by two leading CO2/mobility advisories (CO2OL, EcoLibro) provide the backbone to the surveying and calculation of fan mobility and sport logistics, contributing to Scope 1/2/3 accuracy. Particularities of sport business require adequate value chain mapping and justifiable boundary setting (World Resources Institute and World Business Council for Sustainable Development, 2011)

Results and Findings
Not yet available.

Conclusion, Contribution and Implication
The majority of total corporate emissions come from Scope 3 sources, which means that also sport organisations have been missing out on significant opportunities to improve the environmental impact of their operations. 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. Environmental management, measurement and reporting have become standard in other industries. With many sports depending on favourable environmental conditions, the sport sector should be pro-active in contributing to conservation, healthy surroundings and sustainability leadership.

Scope 3 thinking also supports strategies to partner with suppliers and customers to address climate impacts throughout the value chain. It allows sport organisations to address the United Nations Sustainable Development Goals – and even benefit by doing so from the reputational benefits granted from policy and public stakeholders, as well as operational efficiency.

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A Surfing-Related Sports (SRSs) Taxonomy Based on Power And Environment Requirements

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Introduction

Surfing and SRSs like body-boarding and kitesurfing (amongst the most popular activities) are growing worldwide in terms of participants, places where it is possible to practice them (e.g. wave-pools) and surf destinations. In 2013 SRS's participants were estimated to be more than 35 million, with an average yearly growth of 15% from 2000. This growth in participation put the roots in western societies after World War II due to the availability of leisure time and sufficient income to participate in sports for some social groups.

Background

In Anglo-Saxon countries pioneering SRS's entrepreneurs spread an ideal image of surfing as an athletic, healthy and environmentally-sensitive lifestyle. This lifestyle has helped the creation and growth of a global market that includes tourism, sport and event industries in several nations worldwide. Furthermore, participation has been boosted by the change of consumer habits (from collective thinking to individualism which includes escapism from normal life, adventure seeking and human connection to nature) the development of technology, the increase of knowledge about SRSs and the policies about sports. The increase of knowledge has allowed innovations in terms of materials (e.g. soft plastics), board technology (board design and the development of features like detachable fins), wetsuits (flexible materials and design) and new tools to understand and predict the physical aspects of the environment (e.g. software and sensors to predict weather conditions) helped by the rise of the Internet which has also led to decrease the inherent uncertainty of SRSs. In addition, new forms of knowledge creation (physical co-creation or through the web 2.0) have enhanced innovation processes (e.g. development of kites). Nowadays, there are many derivatives and modes of surfing practised which have been driven by a commodification process creating confusion about the nature of SRSs. The objective of this paper is to present a taxonomy about SRSs based on the nature of the power needed to surf (wave-based, wind-based and self-propulsion) and the environment required in order to provide a comprehensive classification to help SRSs companies (e.g. surf schools and surf-shops) and related administrations (e.g. NGOs and governments) to understand 'when' and 'where' the different SRSs are performed.

First, wave-based is the most common kind of power employed for practising SRSs. Most of definitions of surfing (either using short or long boards) refers to the act of surf a wave standing on a surfboard. Bodyboarding, stand-up paddle-surf (SUP), skim boarding, bodysurfing and ultimately foil surfing are the main SRSs that require (natural) waves to surf. In addition, tow-in surfing was developed in order to surf big waves (around 30 feet) using a jet-ski (or other kind of personal watercraft) to reach the

required speed to catch the wave. They can be practised over natural surfaces (oceans, seas or rivers) or mixed environments (like the artificial reefs located in some beaches in the Gold Coast, Australia). On the other hand, artificial-waves are gaining attraction since technological advancements have brought wave quality (in terms of power and shape mainly) to previous wave-pools and future surf events can benefit from them. Surfing and bodyboarding have been performed already in such infrastructures, although SUP and bodysurf are potentially suitable for this kind of facilities that minimise the weather uncertainty.

Second, wind-based power is directly linked to windsurfing and kitesurfing, which are mainly performed in the natural environments including oceans/seas (beaches), rivers and lakes. On the other hand, dams are also resources where it is possible to practise wind-based surfing.

Third, to a greater or lesser extent, a minimum (human) propulsion is needed for all SRSs (especially when talking about the take-off), although when there are not waves (flat conditions) or wind at all (clam) only few SRSs can be practiced. SUP requires paddling to surf and foil surfing adds a longer fin to provide momentum and it is possible to add a small engine that allows the surfer to practice the sport without waves, while wakesurfing uses a boat to gain momentum.

Outcome

This taxonomy should help surf schools and surf shop managers, as well as public administrations in order to understand 'when' and 'where' SRSs can be practised, showing that new SRSs like SUP and foil surfing have potential to be practised anytime challenging the classic concept of surfing. On the other hand, it seems important to note adaptive surfing in all SRSs and the rise of surfing-related e-sports (e.g. YouRiding.com) which have not been explored. Moreover, virtual and augmented reality applied to surfing, neither which have been explored, and the e-sports could be mixed in future and represents a potentially interesting field of study that challenges the classic conceptualisation of sport and the nature of power and environmental requirements for SRSs presented in this paper.

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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, constantly changing needs of active and passive sports consumers 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 in 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 the following question: *What is the status quo of innovation ecosystems in sports and what research gaps must be addressed in future?*

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), by additionally applying an in-depth perspective back to the historical roots of the concept which arise from the fields of: Evolutionary Economics; Innovation Management; System, Network and Cluster Theory.

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 such as two of the worldwide leading sports equipment manufacturers, first division football clubs and non-professional sports clubs 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 but also on an empirically-based approach, in order to synthesise a profoundly qualified research agenda from a dual perspective. (Bodemer & Ruggeri, 2012).

Results/Findings and Discussion

The data analysis of the representative literature review and problem-oriented interviews are still in progress but will be finished until the end of August.

First tendencies of the representative literature review, which already includes 546 systematically selected references, provide an empirically profound understanding of an existing lack of research on the micro (firm) level of general innovation ecosystem research in terms of pro-active hub-based management approaches. 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 and meso 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. Seizing that call, first work on the relationship between interorganisational behavior and innovation within sports clusters is undertaken by Gerke (2017).

First 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 thorough 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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BROADER, NEW AND CRITICAL ASPECTS OF SPORT MANAGEMENT

Session Chair: Markus Kurscheidt

Host Country Image and Political Consumerism: The Case of Russia 2018 FIFA World Cup

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Aim

The aim of this study was to investigate whether the 2018 FWC consumers engage in political consumerism to reduce a perceived dissonance between host country image and involvement with the World Cup. Political consumerism has been defined as the deliberate consumption (or non-consumption) of products or brand for political or ethical reasons (Copeland, 2014).

Theoretical Background and Literature Review

Recently hosted sport mega-events (SME) have had problems related to human rights (Brannagan & Giulianotti, 2015; Schofield, Rhind, & Blair, 2018). As the host of the Sochi 2014 Winter Olympics and the 2018 FIFA World Cup (FWC), Russia has been reported as a country where human rights are not always respected (Van Rheenen, 2014). Schofield et al. (2018) proposed that consumers of SMEs have acted with moral disengagement to justify hosts' low ethical standards (e.g. poor human rights practices) and buy products related to sport events. They defined moral disengagement as a process where people self-convince themselves to create a moral distance from unethical behaviours of hosts. This distance disables self-condemnation and allows consumption without feelings of guilt (Schofield et al., 2018). After reviewing the literature, we found no empirical evidences for moral disengagement. Alternatively, we have drawn on cognitive dissonance theory (CDT, Festinger, 1962) to propose that people may change their attitudes toward a SME if they hold negative opinions toward the host country image. CDT posits that when individuals realize they have dissonant cognitions, they tend to change their attitudes and behaviours to attain consonance.

Research Design, Methodology and Data Analysis

Data were collected a month before (n = 258) and a month after (n = 159) the Russia 2018 FWC. Respondents (n = 417) were invited from a British university website to respond to an online questionnaire about the 2018 FWC and Russia, the host. In the first data collection, respondents were mostly female (60%), with a higher education diploma (84.6%) and average age of 31.9 years (*SD* = 11.8). In the second data collection, respondents were mostly male (60%), with a higher education diploma (52%) and average age of 25.1 years (*SD* = 9.3). We used gender, education and age as control variables to test the model. Involvement with FWC was measured on a semantic differential scale (Shank & Beasley, 1998) with seven bipolar adjectives (e.g. 1- *boring*, 7-

exciting). Russia (host country) cognitive and affective images were measured, each one, through five items adapted from Wang et al. (2012) and responded on a 7-point agreement scale. Political consumerism (Copeland, 2014) was measured through six items, answered on a 6-point agreement Likert scale. Data were analysed via descriptive statistics and covariance-based structural equation modelling. In the model, involvement with FWC and Russia cognitive and affective image are exogenous variables (antecedents), while political consumerism is the endogenous variable (consequence).

Results/Findings and Discussion

The measurement model fit the data acceptably well, before (RMSEA=.072; CFI=.973; TLI=.970) and after the 2018 FWC (RMSEA=.076; CFI=.961; TLI=.956). Cronbach's alphas indicate good internal consistency before (.884 to .930) and after (.742 to .932). AVE of all constructs were above .50, indicating good convergent validity. All AVEs were larger than the squared correlations between pairs of constructs, before and after the event, indicating no concerns with discriminant validity. Descriptive results showed that, before the event, respondents had low cognitive (*M*=3.67; *SD*=1.15) and even lower affective (*M*=2.52; *SD*=1.08) perceptions about Russia image. After the event, cognitive (*M*=4.11; *SD*=1.16) and affective (*M*=2.63; *SD*=1.21) perceptions about Russia improved a little. Before the event, respondents expressed moderate perceptions about involvement with FWC (*M*=4.34; *SD*=1.65) and political consumerism intentions (*M*=4.49; *SD*=1.22). After the event, respondents reported higher involvement with FWC (*M*=5.46; *SD*=1.39). Political consumerism behaviours (*M*=4.55; *SD*=0.92) were close to the reported intentions. The structural model presented acceptable fit indices, before (RMSEA=.072; CFI=.973; TLI=.970) and after the event (RMSEA=.080; CFI=.959; TLI=. 954). The path coefficients from involvement with FWC and host country affective image to political consumerism were negative and significant, before (γ=- 0.791;*p*<.001; γ=- 0.598; *p*<.001) and after (γ=- 0.649; *p*<.001; γ=- 0.242; *p*=.008) the event. Our interpretation is that (a) higher involvement with FWC led to less political consumerism attitudes and behaviours, and (b) lower evaluations of affective host image led to more political consumerism attitudes and behaviours.

Conclusion, Contribution and Implication

Our results showed that involvement with FWC did not prevent negative perceptions about host country image. Low values of host affective image were associated with high values of political consumerism. This should send a warning signal to FIFA (and other SME owners, such as the IOC), who should be aware that granting hosting rights to countries with low concerns for human rights could damage the value of the event. Our empirical evidences support previous conceptual articles (Lenskyj, 2016; Van Rheenen, 2014) that have already pointed to the risks of hosts with poor human rights practices.

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Effect of Sport on Public Diplomacy: Focusing on 2018 FIFA World Cup Case

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Background
Diverse countries take part in bidding processes to host international sporting events. However, there are still controversies regarding the hosting of these sport mega-events in economic, social and environmental perspectives. In this point, public diplomacy can be one of methods in support of hosting these events in certain country because international sporting events have the possibility to impact public diplomacy of hosting country.

Aim & research questions
The purpose of this study is to draw the effects of international sporting events on public diplomacy focusing on 2018 FIFA World Cup case. First research question is whether international sporting events, especially FIFA World Cup, have effect on the public diplomacy or not. The second research question is what the features of these effects on public diplomacy from international sporting events, especially the FIFA World Cup, are.

Theoretical background
Public diplomacy is defined as direct communication toward foreign governments from certain government to influence on the policies of those governments (Gilboa, 2008). To have influence on development of transportations and technologies, public diplomacy has widened its target from foreign governments to foreign public or citizens (Signitzer & Coombs, 1992). Although the definition of public diplomacy varies by scholars, it aims to influence, directly or indirectly, on opinions and attitudes of foreign public by using attractions such as the value, culture, and ideology of nations (Zhou, Shen, Zhang, & Zhong, 2013). To be specific, the attractions can be derived from art, music, and sport, etc. Among those, sport can be one of good channels to deliver messages to public because people participate in sport with intrinsic motivation and it makes participants enthusiastic(Funk & James, 2004; Hirschman & Holbrook, 1982).

Methodology and data analysis
This study utilizes twitter mentions analysis. The subjects were twitter mentions from June 20th, 2018 to July 31st, 2018 that contain "South Korea" as a keyword in its text. Tweets of users were collected in Python by applying "Get Old Tweets" procedure developed by Henrique and collected data were analyzed by text sentiment analysis packages in R developed by "okugami79". These sentiments analyzed by comparing the words with pre-built sentiment dictionary for text analyses derived by the NLP modeling procedures. The dictionary provided the polarity of words such as positive, negative or neutral and compared the mentioned words to give sentiment scores for each mention. To draw final results, this study compared response rates between June 27th and 28th and the average of whole day in July. The selection of these dates was due to defending champions Germany's lose against South Korea in the last group stage match and have

been eliminated from the World Cup at group stage on June 27th. It was one of the biggest shocks in the World Cup history. The reason for selecting this case is that it was the first victory of Asian country against German team at the FIFA World Cup. The case was reported by various countries' media beyond German's and Korean's. By considering the goal of public diplomacy, it is worthwhile to analyze the case because the match was widely mentioned by foreign public outside of Korean and Germany.

Findings

For result related to first research question, South Korea's World Cup game effects on the public diplomacy of South Korea. It can be evidenced by incredibly increasing mentions containing "South Korea" during those two days. Practically, the total number of mentions on June 27th was increased 20 times (74,545) by the average of whole days in July (3,336). Additionally, on June 28th, the number of mentions tripled the average mentions (11,845). Moreover, for features, there were similar amount of increasing ratios among total, positive, negative, and neutral for those two days. To be specific, for June 27th, the total number of mention is about 23 times increased and positive, negative, and neutral ones are also increased as similar as total. For June 28th, the trend was the same as that of 27th.

Conclusion

The 1988 Seoul Olympic automatically influenced on Korea's public diplomacy since it was held in Korea (Manheim, 1990). However, the case focused by this research is quite different because foreign public nothing to do with the match paid attention by mentioning Korea. Specifically, foreign public outside of Korea as well as Germany mentioned Korea at their own SNS account. Therefore, the situation showed power of sports related with public diplomacy.

Contribution

This research contributes to figure out specific mechanism of sport concerned with public diplomacy by analyzing a case, Korea-Germany match at FIFA World Cup. From the practical perspective, professionals working on national sporting event can increase value of their events by considering the mechanism. They can plan events to attract more foreign spectators as well as enhance public diplomacy. In conclusion, international sporting events can have effects on public diplomacy.

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Soft Power and a Mega Sport Event: Assessing the Projected Image of the Host Country in the Context of Hostile Bilateral Relations between Post-Soviet Countries

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Aims of the research

This study explores the influence of a mega sport event on shaping the image of the host country in the context of hostile bilateral relations between two Post-Soviet states. By utilizing the concept of country image, the study traces perceptional changes of Russia's image associated with hosting the 2018 FIFA World Cup and how the hosting shaped behavioral intentions among Georgians.

Theoretical background

Sport has been recognized as an effective medium to assume soft power in international politics through its capacities to rouse positive perceptional and attitudinal changes (Grix & Brannagan, 2016). With regard to mega sport events, researchers have examined how such hallmark events might shape a host country's image in conjunction with the subsequent attitudinal changes. Scholars have used theories such as country image (Gripsrud et al., 2010) and country/destination image (Kim et al., 2014) to investigate the linkage between hosting mega sport event and the projected image of the host. Although there have been studies on the impact that mega sport events have on the image of the host country, limited attention has been given to examining this in the context of strained bilateral relations. Several studies outside of sport management have investigated the influence of political events on shaping country image in the context of hostile interstate relations (e.g., Mavi Marmara incident between Israel and Turkey). In particular, Alvarez and Campo (2014) distinguished the affective and cognitive dimension of country image. Although the relationship between Moscow and Tbilisi is characterized as hostile, Georgians possess wide range of perceptions towards Russia reflecting their historical ties. Hence, in addition to country image, the concept of international stereotypes was utilized in the current study in order to segregate the population based on their perceptions on Russia for an accurate assessment.

Research design, methodology, and data analysis

Using modified country image (Alvarez & Campo, 2014) and international stereotype scales (developed through an expert panel review and qualitative interviews with 12 residents of Georgia), 964 questionnaires were collected a month before (n = 629) and within a week after the 2018 FIFA World Cup (n = 335). The study used data gathered from the 335 Georgians who completed a questionnaire both before and after the event to examine their perceptional changes of Russia and their behavioral intentions (e.g., visit intention, positive word-of-mouth).

Results, discussion, and implications/conclusions

The results revealed an acceptable model fit for the CFA ($\chi2$/df = 949.963/226, RMSEA = .069, CFI = .929, TLI = .915). Furthermore, there was a good fit ($\chi2$/df = 799.356/236, RMSEA = .060, CFI = .949, TLI = .934) for the path model, whose constructs consisted of cognitive country image in terms of respect and reputation and level of development, affective country image, overall country image, and behavior intention. The results of the path analysis for the pre/post events indicated that the level of development and affective country image both had an association (significant/positive) with overall country image and behavior intention (p < .01). On the other hand, the construct of respect and reputation was not significantly associated with both overall country image and behavior intention in the pre-event context (p > .05), which was later shown to be significant after the event (p < .01). Furthermore, the descriptive statistics and the t-test results confirmed that for Georgians, the affective dimension of Russia had a greater weight on overall country image formation than the cognitive dimension (p < .01). In addition, there was no significant difference between different categories of an international stereotype (i.e., same country, ally, conditional partner, enemy, and barbarian neighbor) in the perceptional changes of Russia's country image among Georgians (p > .05). With the finding related to perceptional changes, the study revealed the positive influence of a mega sport event even in the context of hostile interstate relations. However, the perceptual changes found were mainly observed in the affective dimension, while non-significant changes occurred in the cognitive dimension, which suggests the difficulty of changing people's beliefs through the sport. Further results and implications of the study will be discussed at the presentation in depth.

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Analysing The 2019 Rugby World Cup Value In Political Capital Development, Civic Participation And Human Rights Enhancement

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Aim

The project aim is to critically examine both the potential and actual use of the 2019 Rugby World Cup in Japan for developing political capital, civic activism and human rights.

Theoretical Background and Literature

The 2019 Japan rugby world cup marks the first time that this event has been staged in Asia, showing the continued ambition of World Rugby to grow the game around the world. Although Japan may not be seen as a traditional rugby nation, it does in fact have a long historical association with the game, with references to rugby being played as far back as the 1870s, then later being introduced into elite educational establishments in the 1890s (Besnier 2012, p.497).

Longevity should not, however, be associated with breadth and depth to the participation, or necessarily a sport that is always viewed positively. Traditionally, rugby in Japan has been played at elite universities, or owned by large corporations, such as in Kamaishi, an old steel producing town, where the Steel Corporation gave their name to a very successful local rugby team – Nippon Steel Kamaishi. This has meant that rugby has often being associated with conservatism, elitism and traditional images of male masculinity, which can be used to exclude, rather than include (Besnier 2012, p.497). Schieder *et al* (2014) also gives an interesting insight into some of the challenges and narrowness of Japanese rugby culture, exploring issues of how Pacific islanders (particularly from Tonga) have been brought into the game, where some questions can be raised about exploitative motilies and how it raises some issues of racism in Japanese culture.

Research Design and Methods

This work is part of a broader EU funded research mobility project called EventRights, which seeks to explore and share knowledge on the extent that major sport events (MSEs) ensure a progressive rights focused agenda is pursued by awarding bodies, governments and other key institutions. This work has involved reviewing literature, analysing secondary data bases (the two parts presented in this paper) and will involve collecting primary data during the actual event in October 2019 (not presented or discussed in this paper, but which will utilise aspects of Pappalepore and Duigan's (2016) data collection method using digital portals).

The secondary data and literature was analysed using the Human Rights Model of Adams and Piekarz (2015), paying particular attention to any issues of displacement, freedom restrictions, protests, enhancement of environments, or opportunities for civic involvement and volunteering. This will be complemented by the work of Griffin (2008). Examples of the open secondary databases used range from: Polity IV, Freedom House,

Corruption Index, COHRE, and a variety of national and local new sites and community blogs/vlogs.

Findings

In comparison with the Olympics or Football World Cup, the Rugby World Cup, at this stage of the findings, the staging of the Rugby World Cup seems to exhibit more positives than negatives on the balance ledger of human rights impacts. In terms of the physical impacts of the development of the infrastructure, such as stadium construction, preliminary results show there have been fewer negative impacts, such as issues of forced displacements, as it has primarily used existing stadiums which have been up-graded. Indeed, in the instance of a new memorial stadium built in Kamaishi on the former school site destroyed by the 2011 Tsunami (the school has been rebuilt and relocated on higher ground), it has used the both the bidding process to win the rights to host some of the games, and the event planning process itself, as mechanisms to reengage communities with civic activism, in a town where the natural disaster compounded the economic problems created by the closure of the steel industry. This new stadium and event in Kamaishi, whilst not without its critics, has seen key stakeholder groups tap into the rugby heritage of the town, to try and restore civic pride, attract business and slow down the depopulation of the town, which, like a number of Japanese towns, it is facing the demographic challenges of having a larger, ageing dependant population, as younger people move away because of the lack of local job prospects.

Conclusion

The preliminary analysis shows that the Japanese Rugby World Cup is creating some interesting opportunities in terms of strengthening its civic activism and the non-profit sector. This latter finding is particularly interesting, as traditionally, this sector has been viewed as relatively weak in Japan (Henon, 2016), but as both the private and public sector have failed to deal with various economic problems and natural disasters, the non-profit sector has increasingly stepped in, to fill the void. In relation to the Rugby World Cup, preliminary evidence shows that the event has created a variety of points of leverage for civic movements, who can develop political capital, gain influence and create change.

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E-SPORT AND TECHNOLOGY

Session Chair: Bastian Bopp

Research on The Effects of E-Sport

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Research question

In recent years, rapid spread of IT innovation with industrialization has been seen in the field of sports, and also there is a growing interest in so-called, "e-Sports".

On the other hand, people tend to seek educational value in sports due to the historical background in our country where modern sports have spread and developed through physical education activities at schools. It is also true that the prejudice against e-Sports that use the game as an entertainment is still persistent. Therefore, this research tried to compare the abilities expected to be acquired through experiences of sports and e-Sports, and the research hypothesis from this study is that there is not much difference about mental effectiveness from sports and e-sports.

Theoretical background

Whether to treat e-Sport as a sport has been questioned (Parry, 2019, p. 5). Based on "play" as the essence of modern sport (Caillois, 2001), e-Sport seems to satisfy the requirement of sport. Regarding violence, e-Sport is transforming as modern sport has transformed. From a medical viewpoint, WHO (2018), etc., pointed to the risk of physical and mental disabilities from extended play, which suggests a severe physical burden on the player (Kauweloa, 2016, p. 13). Within this debate, e-Sport is rapidly developing (Miah, 2017). Existing sport associations and sanctioning bodies face urgent management issues as they scrutinize a vast number of new e-Sport events and organizations.

Methodology

This research focuses on the attitudes and beliefs of each sport players. Specifically, both those with e-Sport experience and those with sport experience were analyzed paying attention to the effects obtained from the sport, which is of interest in Japan, and the player's view or awareness of the sport. A web survey was conducted for two months from December 2018, where groups were asked to answer based on their respective experience. 137 valid samples were obtained. Regarding the benefits of sport, question 15-items were selected and used from the theory of social behavior by Fishbein and Ajzen (1975). Concerning the awareness of the sport, a hypothetical concept was constructed using 28-items scale about views of sport based on Aoki (2003). On the hypothetical concept, a factor analysis was performed, and with its subscales the analyses of variance and causal association between the scales were performed using

attributes such as years of experience, e-Sport type, etc., on those with sport and e-Sport experience.

Findings and Analysis

First, a factor analysis was performed using the maximum likelihood method on the effects obtained from sport practice, and two-factor solution was applied. "Physical effects" and "Mental effects" were set as subscales. The score difference between the groups is significant at 0.1% level in the three groups divided based on the presence and absence of experience of playing e-Sport or sport. As a result of multiple comparison with Tukey's HSD method (5% level), more physical effects were recognized by the group with a long history of playing sport and some e-Sport experience than the group with no e-Sport experience and the group that has longer e-Sport experiences ($F (2,137) = 19.2$, $p < .001$). However, in "Mental effects", while a significant difference between the groups was observed with an analysis of variance ($F (2, 137) = 2.722$, $p < .05$), no significant difference was found with multiple comparisons, which means the psychological effects of e-Sport experiences were recognized as with sport experiences. Then, a factor analysis was performed on the awareness of players. Two-factor solution was set, but no significant difference was indicated between the groups as a result of comparison by experience. Thus, there was no difference between the perceptions of sport players and e-Sport players.

As a result of the regression analysis on the effects and recognition of sport, no problem was observed in multicollinearity since the correlation between the independent variables was low (VIF = 1.051) despite the low adjusted R-square ($R^2 = .448$). Also, it turned out that "Physical effects" exert positive impacts on "Mental abilities" ($\beta =. 491$ ***), while "Psychological effects" exert positive impacts on "Cultural values" ($\beta = 808$ ***) & "Achievement of goals" ($\beta = 684$ ***) and negative impacts on "Mental abilities" ($\beta = -252$ ***). From this, it became clear that the psychological effects obtained in the course of the connections with others through competitive practices, discovery of the reason for living, etc., impacted players concerning their recognition of the realization of the richness of life, enjoyment of the culture, overcoming of challenges, acts of effort, etc., through each sport.

Additional remarks

From the results, we have observed certain continuity with the expected educational effects of sports for adolescents in Japan in e-Sport as well. It suggests the possibility of e-Sport spreading further. Finally, it should be noted that these results and conclusions were based on single survey with a limited number of samples and regions.

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Esport Spectator Motives and Consumption: Game Genres and Live-Streaming Types Matter

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Aim of the paper/Literature review

eSports have developed rapidly in the past decade, with eSports competitions becoming increasingly popular. League of Legends (LOL) had more than 200 million viewers in the 2018 League of Legends World Championships (Esports Charts, 2018). Institutionalized and expanding consumer and participant markets in eSports competitions are attracting large corporate sponsors, with the global eSports industry generating more than $900 million in revenue worldwide (Newzoo, 2018). One of the important factors of eSports is streaming (Sjöblom, 2017), with millions of people watching others play games on the Internet. In 2016, 10 million people watched live streaming, videos, and interacted on Twitch every day (Twitch, 2016). Peever (2012) found clear links between the different types of eSport game genres and personality types. People watch different types of games genres with different spectator motives. Past research has identified the spectator motives of eSport (Hamari, 2017) and explored live-streaming consumption (Hilvert-Bruce, 2018), but little is known about the spectator motives and consumption of watching different types of live-streaming and different types of game genres. This study therefore aimed to investigate the spectator motives and consumption of different types of live-streaming, and the different types of games genres.

Methodology

In total, 312 valid responses were collected from eSport fans via an online survey (i.e., Bulletin Board System, Facebook and professional forum) in Taiwan in March 2019. The scales measure 30 spectator motive items on the Motivation Scale for Sport Consumption (MSSC; Trail & James, 2001), evaluated on a 7-point scale (1 = strongly disagree; 7 = strongly agree). Consumption was assessed using three single-item open-ended questions, for example: "How many hours do you spend watching eSport per week?" (Hilvert-Bruce, 2018), and two questions are about live-streaming types and game genres, for example: "Which live-streaming types of eSport ("compete," "casual," "let's play," "talk show" and other) do you often watch online? (Sjöblom, 2017). The internal consistency measures for all constructs were above the recommended 0.6 (Cortina, 1993). The moderation effects were examined using the SPSS macro PROCESS (Hayes, 2013, Model 3).

Results and discussion

For Taiwan, the results confirmed the moderation effect of game genres ("action" and "MOBA") x vicarious achievement on subscription (Effect = -0.26, SE = 0.11, CI = -0.48 ~ -0.36) when spectators watched eSport via the "let's play" and "talk show" live-streaming types; game genres ("CCG" and "sport") x aesthetics on time spent (Effect = 0.08, SE = 0.04, CI = 0.002 ~ 0.177) when spectators watched eSport via the "let's play" and "talk

show" live-streaming types; game genres ("action" and "MOBA") x social interaction on subscription (Effect = -0.27, SE = 0.12, CI = -0.51 ~ -0.02) when spectators watched eSport via the "compete" and "casual" live-streaming types; game genres ("action" and "MOBA") x social interaction on subscription (Effect = -0.36, SE = 0.12, CI = -0.61 ~ -0.12) when spectators watched eSport via the "let's play" and "talk show" live-streaming types; game genres ("action" and "MOBA") x escape on donation (Effect = -12.5, SE = 6.12, CI = -24.8 ~ -0.69) when spectators watched eSport via the "let's play" and "talk show" live-streaming types; game genres ("action" and "MOBA") x knowledge acquisition on subscription (Effect = -0.25, SE = 0.11, CI = -0.48 ~ -0.02) when spectators watched eSport via the "let's play" and "talk show" live-streaming types; game genres ("CCG" and "sport") x knowledge acquisition on time spent (Effect = 0.08, SE = 0.03, CI = 0.003 ~ 0.159) when spectators watched eSport via the "let's play" and "talk show" live-streaming types.

Conclusions

This study investigated how eSport spectator motives influence their consumption behaviors based on the interaction effects of different types of live-streaming and different game genres. Findings suggest that if streamers and game publishers want to improve live-streaming platform (e.g., Twitch, YouTube) subscriptions, they should consider increasing spectators' "vicarious achievement," "social interaction" and "knowledge acquisition" motives when watching the "action" and "MOBA" game genres, and provide the "let's play" and "talk show" live-streaming types; they should not only increase spectators' "social interaction" motive when watching the "action" and "MOBA" game genres, but also provide the "compete" and "casual" live-streaming types. If they want spectators to spend more time watching eSport, they could increase spectators' "aesthetics" and "knowledge acquisition" motives when watching the "CCG" and "sport" game genres, and also provide the "let's play" and "talk show" live-streaming types. If streamers want to receive more donations, they should increase spectators' "escape" motive when watching the "action" and "MOBA" game genres, and also offer the "let's play" and "talk show" live-streaming types. This study helps to explain why many people are spending large amounts of time and money on eSport. Streamers and game publishers can take our suggestions to draft revised marketing strategies.

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E-sports: The Blue Ocean In The Sport Sponsorship Market

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Aim of Research

Large global companies invest tremendous amounts of money in premium sport sponsorships, such as big-five league European football, Major league sports in the US or Formula 1. In recent years, innovative sport sponsorship options have been introduced into this highly competitive field. The rapid development and growing popularity of e-sports has yet been realized by sponsors that invest in these newly emerging options. Examples are long-time sport sponsors like Mercedes-Benz or McDonald's that cancelled their football sponsorship to go break new ground in e-sports (Ashton, 2018). This paper, therefore, addresses the question why e-sports is able to extend the market of sport sponsorship. The study reveals sponsors' strategic options and the emergence of new dimensions within the sponsorship market.

Theoretical Background

In order to shape markets, specific competencies and skills are needed. Nenonen, Gummerus and Sklyar (2018, p. 571) define such resources as dynamic capabilities. With such market shaping behavioural manifestations existing markets can be changed and strategic advantages are obtained (Kindström, Ottosson & Carlborg 2017, p. 14). To better describe market shaping, this approach is considered in the light of Kim and Mauborgne's (2015) blue ocean strategy. In contrast to blue oceans, existing and competitive markets are considered as red oceans. Innovative actors do not focus on red oceans, they try to reach blue oceans to avoid competition in order to gain scare resources (Kim & Mauborgne, 2015). This strategic approach has not been transferred the context of sport sponsorship yet. We describe traditional sport sponsorship as acting in red oceans by competing to integrate scare resources in the value creation process. Blue ocean strategies stand for actively shaping new markets by investing in e-sports where innovative, digital activation of sponsorships emerge.

Research Methodology

For receiving new insights into the market shaping potential of e-sports sponsorship an exploratory research design has been used. Therefore, ten semi-structured interviews with decision makers from sponsorship practice were conducted and analyzed. To meet the dynamics of the sports sponsorship market the interview guideline is based on dynamic capabilities combined with blue ocean strategy's tools (Kim & Mauborgne, 2015; Tassabehji & Isherwood 2014). Data derived from the interviews is assigned to different categories indicating motives, similarities and differences in sport sponsorship investments in sports versus e-sports. Consequently, results are used to build theory around market shaping in sponsorship through e-sports.

Research Findings

The main results derived from the expert interviews indicate that the potential of e-sports as a blue ocean in sport sponsorship refers to its unique market characteristics. The emerging market potential of e-sports in comparison to sports is identified in the extension of existing sponsorship strategies. Sport sponsorship is associated with a broad public understanding and acceptance, it is also connected with high competition and a low level of flexibility as far as activation is concerned. The developing e-sports market provides benefits of a unique digital nature. Digital presence and innovative strategies are core components of companies' sponsorship activities. Moreover, experts are convinced, that this is in line with moderate competition, that goes hand in hand with a young, technology-affine target audience as well as huge activation potential through digital innovations. Reaching this audience with traditional sports is hard to achieve. Therefore, sponsors profit from the flexibility of the e-sports market to activate their rights by addressing the e-sport audience via live streams, events or social media.

Conclusion and Implication

The extended sponsorship market has been able to develop as sponsors use digital innovations to contribute to new paths of sponsoring. The sponsorship of teams, athletes or events in e-sports serves sponsors as a revolutionary way to reach new target groups. By that sponsors shape the current emergence of the e-sport market. The blue ocean approach in this context is thereby considered as innovative freedom and market shaping activities of sponsors. Large international companies are able to use the specific potential of e-sports in order to diversify their strategic sponsorship portfolio. As a result, they engage with a younger target audience that is characterized by a strong affinity with technology. This is applied by sponsors in e-sports as they activate their sponsorship via mass streaming channels like Twitch or YouTube to engage with their target audience. With growing interest and acceptance in e-sports, the full potential of e-sports sponsorship has not yet been activated. This calls for other sponsors to follow and define new ways in their sponsorship strategy.

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E-Sports as a Sponsorship Platform

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Aim

It is widely discussed where eSports fits within the definition of sport. eSports got more and more international adoption and acceptance, yet still, there is resistance as to whether eSports is a real sport in a traditional sense. It refers to the competitive nature of video gaming and it´s coordinated like a traditional sport. (Hamari & Sjöblom, 2017).

There is a great ecosystem behind eSports, with many different stakeholders. Among these stakeholders, the value can be co-created. Sport and eSport as a platform are not only about their core product but also about many other elements which prompt the value of co-creation. One way to get into this ecosystem is through sponsorship (Seo, 2013; Zheng & Mason, 2018).

The purpose of this study is to investigate sponsorship in eSports and more importantly, how to achieve the defined sponsorship objectives for companies effectively. Therefore, we should understand which eSports specific sponsorship possibilities exist and which of them are important to achieve the objectives.

Accordingly, the following research questions are stated:

RQ1: What are corporate sponsorship objectives when engaging in sponsorship in eSports?

RQ2: How far is there a connection between the specific eSports sponsorship dimensions and the corporate sponsorship objectives?

Theoretical Background

As mentioned before, co-creation is very important when it comes to sponsorships on the platform eSports. The Service-Dominant-Logic (SDL) includes the importance of value co-creation, emphasized in the seminal article by Vargo and Lusch (2004). In contrast to classical value creation, SDL involves all stakeholders (e.g. teams, leagues, media, event organizer, viewer) as active creators of value. The results are customized offering. Recent studies advised that the SDL may be well suited for sports management research (Vargo & Lusch, 2004; Woratschek et al., 2014)

This project views eSports as a sponsorship platform. In light of the SDL, the platform theory can be extended. The fundamental unit of exchange is the service, which consists of knowledge and skills. Choosing the sponsorship platform represents a crucial step in the sponsorship decision-making process because a platform which bridges the consumer side with the producer side can co-create the most value (Zheng & Mason, 2018).

Methodology

To answer the research questions of this project, a study with German companies, which are connected to the field of eSports in different ways, is conducted. The full-transparent online measuring instrument is an anonymized questionnaire. To get high-quality results, the goal of the study shouldn´t be veiled. The attendees need to know exactly what the

questionnaire is about.

The sample includes eSports experts from teams, media partners and platforms. Furthermore, it considers companies, which already have sponsorship in any shape or form in eSports. The questionnaire was pre-tested with eSports experts and tries to get 40 to 50 attendees during a one-month period. To ensure this attendees goal, the distribution of the online questionnaire is supported by a German media group which has connections to eSports platforms and international eSports associations. The structure is focused on the value potential of the eSports sponsorship dimensions according to corporate sponsorship objectives. These objectives are a compression according to Hohenauer (2014) and consist of: Access to Reach, Brand Adaption, Access to Business Contacts, Return on Investment, Access to (exclusive) Content. The sponsorship dimensions were gathered with eSports experts during the pre-testing. In order to make the questionnaire as compact as possible, the eSports sponsorship possibilities are summarized within these nine dimensions: In-Game Advertising, Team Sponsorship, Naming Right, On site Sponsorship, Jersey Sponsorship, Digital Advertising, TV Advertising, Merchandise / Licensing, Official Supplier.

To answer RQ1, the questionnaire asks it´s attendees with a Likert scale, which objectives they are most likely to choose from when thinking about a sponsorship engagement in eSports. To answer RQ2, the influence of the eSports sponsorship dimensions (independent variable) on achieving the corporate sponsorship objectives (dependent variable) is measured. The authors consider this method as an appropriate research tool, as it is developed according to the systematic of Hohenauer (2016). They see the possibility to identify the most prevalent sponsorship goal as well as connections to the sponsorship dimensions on the sponsorship platform eSports.

Results and Implications

There are no empirical results in this project yet due to the survey is still in the field. The results gathered so far however, show that there could be a connection between eSports sponsorship dimensions and corporate sponsorship objectives. The results of this study will offer relevant moderators and mediators for further research as well as future studies. Furthermore, this study could be the foundation for a management tool for eSports sponsorship. The authors will complete the research report until the end of July, so the project along with its entire results will assuredly be presented at the conference in September 2019.

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A Test and Refinement of Self-Determination Theory: Investigating the Relationships among Basic Psychological Needs, Motivation, Satisfaction, and Revisit Intention in eSports

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Aim

By applying self-determination theory (SDT) in eSport, this study aimed to test the relationships among basic psychological needs, motivation, satisfaction, and revisit intention among participants in an eSport camp in China.

Theoretical background

SDT postulates that all human behaviours stem from different types of motivations, and on the continuum from least self-determined to most self-determined are amotivation, extrinsic motivation, and intrinsic motivation (Deci & Ryan, 1985). An intrinsically motivated person performs an activity when s/he receives no apparent rewards except the activity itself, which therefore result in a most self-regulated regulation (Deci & Ryan, 1985). Deci and Ryan (1985) also proposed that when three basic psychological needs (BPN), namely autonomy, relatedness and competence, are satisfied, motivation will move along the continuum towards the self-determined side, connoting more internalisation and integration of the motivation. A plethora of studies investigated the impact of the psychological needs on intrinsic motivation and all provided empirical evidence of an overall positive relation between the basic needs and motivation. For example, satisfaction of autonomy or relatedness has been well supported for being a predictor of intrinsic regulation, and competence was also found to be positively related to intrinsic motivation though the relation was less strong (Quested & Duda, 2009). At the same time, motivation is argued to strongly mediate level of satisfaction (Oliver, 1980), so more and more academic attention is given to the study of motivation as an antecedent or mediator of satisfaction. In the meantime, the relations of satisfaction and behavioural intention as its consequence has also been studied and supported by proliferation of research across a wide range of industries (Cronin, Brady, & Hult, 2000). However, the paths among these constructs under SDT have never been examined before in eSports context. As previous studies call for further investigation of such relations in different industries (e.g., Cronin, Brady, & Hult, 2000; Deci & Ryan, 1985), a comprehensive model could therefore be potentially developed, using eSport event participants to include all these constructs and present the paths among them, which are BPN – Intrinsic Motivation – Satisfaction – Revisit Intention.

Methodology

Data were collected from 78 participants in a League of Legend training camp hosted by one professional eSports club in China. The basic psychological needs scale contained 14 items for three factors, which were perceived competence, relatedness, and autonomy (Quested & Duda, 2009). Motivation was measured by 18 items using

SMS-II (Pelletier, Rocchi, Vallerand, Deci, & Ryan, 2013). Satisfaction was measured by the 3-item scale developed by Oliver (1980), and revisit intention was measured using 3 items by Cronin, Brady, and Hult (2000). Participants responded to items on a Likert scale of 1 (strongly disagree) to 7 (strongly agree). For data analysis, a two-step approach (Anderson & Gerbing, 1988) of structural equation modeling was carried out. The internal structure (overall model fit, reliability and validity) of the measurement model through a confirmatory factor analysis was assessed. For the hypothesis testing, the structural model was conducted assessed to estimate path coefficients for the proposed relationships. All analyses employed in the study were performed using LISREL 8.72.

Results

The goodness-of-fit in the measurement model seemed adequate: $c^2(215) = 400.45$ ($p < .01$); $c^2/df = 1.86$; RMSEA = .096; IFI = .93; CFI = .92. The measures in the model were also deemed reliable and valid, except one item (PCom6) in perceived competence whose factor loading value (.31) was too low. Thus, this item was removed for further hypothesis testing. The test of the structural model showed that only autonomy in basic needs satisfaction significantly influenced intrinsic motivation ($\beta = .50$, $t = 3.31$), while perceived competence ($\beta = .10$, $t = 0.87$) and relatedness ($\beta = .25$, $t = 1.63$) were not, explaining 53% of the total variance of explained. Additionally, intrinsic motivation significantly influenced satisfaction ($\beta = .80$, $t = 6.14$), which in turn significantly influenced revisit intention ($\beta = .77$, $t = 8.46$), explaining 64% and 59% of total variance explained by their determinants, respectively.

Conclusion

The study delineated an effective model to present eSports events participants' basic needs, motivation, satisfaction and revisit intention. It provided the empirical evidence to support the proposition of positive relations among these constructs under SDT, though competence and relatedness showed less strong relations with intrinsic motivation. The study also developed reliable and valid measuring scales for the model in the context of eSports. The findings will broaden the realm of self-determination theory application and provide insights for future studies in the field of eSports research.

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Complexity and Dynamics in the Career Development of Esports Professionals

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Aim and Research Questions

This study proposes to provide a framework that reflects the dynamic process of the career development of esports professionals, drawing on the career transition framework of the Chaos Theory of Careers (CTC) (Pryor and Bright, 2003). The study aims to explain how the CTC best captures the complex, constantly changing and non-linear nature of career paths within esports and justifies its suitability compared to the widely used conventional transition/stage-based sports career theories (e.g., Stambulova & Wylleman, 2014; Wylleman, 2005). It aims to elucidate the career development, pathway and future of esports professionals. Both theoretical and practical implications are then discussed on its relevance to the career development in sports.

Theoretical Background and Literature Review

A nascent field of study, there are limited studies on career development of esports professionals. Among these studies, transitional theories have been used predominantly to examine the career progression and transition of esports players. Although such approaches have been extensively received, they have been under increasing criticism for the inclusion of a narrow range of variables relevant to individual's career and job environment (Arnold, 2004; McMahon and Watson, 2007). The development of technology and information has changed the work practices rapidly and dramatically. To capture some of the most important aspects of work in the contemporary era, Pryor and Bright (2003) introduced CTC that studies the concept and behaviour of complex, nonlinear dynamical systems. They suggest that the development of information technology in the 21st century has changed work practices. It has resulted in a complex dynamic system of career development that can be explained through CTC. This study offers a representation of esports development process and elucidates the career development for esports players.

Research Design, Methodology and Data Analysis

The application of CTC in esports is illustrated through a conceptual framework based on qualitative data collected through semi-structured interviews with esports professionals. Esports professionals in this study refer to personnel working in the esports industry and we have focused specifically on those who are working at the upstream and midstream of the industry. In-depth interviews were carried out to facilitate conversations about esports professionals' experiences as well as to obtain, through their perceptions, nuanced traits concerning the development of esports industry and its ecology. Through purposive sampling, a total of 35 interviewees from 15 esports clubs in China were selected, which consisted of entrepreneurs, chief coaches, managers and professional players. These participants were all males, with ages from

18-26, who have retired between 1-5 years as professional players. Each interview lasted between 45 minutes to 90 minutes.

Interview data were transcribed and analysed through Nvivo. We assigned each participant a pseudonym to ensure confidentiality and anonymity. This whole process leads to the inductive generation of the esports career development discourses as discussed in the findings.

Findings and Discussion

By fostering the application of the Chaos Theory to the career development of a new field of sports in a contemporary environment, our data analysis has led to the identification of five key interconnected discourses to help us understand the complexity and dynamics of esports career development. These are: a) *initial conditions*; b) *attractors*; c) *complexity, chance, and change*; d) *patterns and fractals*; and e) *construction*. Entry into esports appears to be haphazard and not governed by any predetermined pathways, yet there lies an unseen order hidden beneath the apparent chaotic process. Through the complexity of influences, choices made which might or might not have the effect they wanted and/or even chance events that affected their careers (in either positive or negative ways), they have still moved forward in their careers not by careful planning but by seizing opportunities that arose.

Conclusion, Contribution and Implication

This research advances the theoretical use of Chaos Theory through its application to empirical research in esports career development. This project moves the discipline of sport development forward by fostering the application of CTC to the understanding of development of sports in a contemporary environment. The findings provide practical implication to managers, coaches and players that uncertainty in careers is not bad and one should embrace the change and turn it into a positive force that drives the career in the slated direction. This understanding would help players, employers and supporting organisations manage and deal with chance events in the players' careers in terms of how to develop the right way of thinking and how to respond to the change. This study provides an exemplar of interdisciplinary collaboration, applying the study of sports, gaming and HR management to the case of esports development. This will open up and encourage a whole new line of research into sport development and management, encouraging application of theory and methods between previously distinct disciplines.

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SPORT LAW AND ETHICS

Session Chair: Alicia Jessop

A Safe Place to Be: Relational Risk Management for Male Coaches and Female Athletes

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Introduction

A Safe Place to Be: Relational Risk Management for Female Athletes, proposed a new understanding of risk and relationships. The female-athlete/male-coach relationship was examined utilizing sport management frameworks. In recent years, because of unacceptable behaviours, the courts have seen an increase in cases concerning coaches' and administrators' negligence and abusive conduct. This work is timely and very relevant in light of the important messages presented by the #MeToo Movement and the recent tragic developments at the intercollegiate (Michigan State) and national sport program level (USA Gymnastics and BC Skiing) regarding harassment and abuse.

Building on the Athlete-Centred Care Model, this work focuses on the impact of these relationships as well as implications from a policy perspective. Relational Risk Management includes three important elements: Contextual Sensitivity, Responsiveness and Trust, and Consequences of Choice. Enhanced communication positively influences an athlete's sense of safety and enjoyment and ultimately improves their sense of social connection and performance. In this study, these three elements assisted in the formation of a new care-driven model and a relational risk management plan for sport organizations, administrators, coaches, and female athletes.

Research Questions

1. What Relational Risks exist for female university athletes who have male coaches?
2. What policies presently exist in Interuniversity Sport Programs that focus on coach/athlete communication?
3. What are the requisites in communication in the male-coach/female-athlete relationship that provide a safe and enjoyable environment for both athletes and coaches?

Theoretical Background

Relational Risk is a term defined as a harmful action or destructive form of communication, from a coach to an athlete, which adversely affects the athlete's self-perception and confidence and could negatively influence future accomplishments. Examples of relational risk could be aggressive and demeaning (verbal and non-verbal) communication, a lack of appropriate feedback, threatening physical actions, and/or sexual harassment or abuse. This paper examines the coach-athlete relationship as it pertains to communication and, based on the findings, formulates a relational risk

management model for male coaches of female teams. The central tenet of this work is Kirby, Greaves, and Hankivsky's (2000) athlete-centred care model; it builds on Carol Gilligan's (1982) work on female moral development and difference of voice to frame the female athletic experience. In addition, Tannen's (1994) research on gender and communication establishes the background for expression between male coaches and female athletes. Coaching behaviours preferred by athletes were analysed from a gender comparative perspective (Frey, Czech, Kent, & Johnson, 2006). Additionally, gender relations from a constructivist perspective are also examined (Pfister, 2010). Finally, ethical approaches to coaching and communication (Lyle, 2019) are used to formulate the relational risk management model and plan for male coaches and female athletes.

Research Design and Data Analysis

Ethnographic methods were used to examine several groups of female athletes in various stages of success as well as players who decided to leave the game because of issues with coaching. At the time of analysis, the coaching demographic of the Women's Soccer Programs studied, 37 out of 45 coaches were male. A multiple case study method was used to examine teams with high, medium, and low levels of success. In addition, a group of athletes that left the sport due to coaching issues was also interviewed. Within each case, the individuals selected for interview were a starting player, a bench player, and two other athletes regardless of playing time, the coach, and the athletic administrator of the program. Methods utilized in this study included interviews, narrative analysis, document/policy analysis, and non-participant observation of the coach-athlete relationship.

Findings and Discussion

The examination of administrator, coach, and athlete responses revealed: positive and negative coaching characteristics, the impact of coaching feedback, and the consideration of athlete's emotions; had a substantial impact on the female team environment and the athlete experience. Ultimately, the recommendations of the participants were used in the formation of a Relational Risk Management Model. Relational Risk Management is the process by which administrators, coaches, and female athletes identify relational risks, determine appropriate modes of communication, and ensure productive action. The adoption of a Relational Risk Management Model may provide athletic administrators and coaches with a sound approach to communication that could improve relationships with their athletes. Moreover, this improved communication could positively influence the athlete's sense of safety and enjoyment, and ultimately improve performance on the field.

Conclusions and Contributions

The Relational Risk Management Model and the recommendations for a Relational Risk Management Plan will provide scholars and practitioners with a starting point for developing strong and successful working relationships. Eventually, the adoption of these plans will provide a safe and enjoyable environment for female athletes, and male

coaches while promoting a proactive environment for administrators of sport institutions.

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Tolerance of Faith-Based Homophobic Comments Made by Elite Athletes

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Aim

There is increased use of religious liberty to justify conservative positions on social issues (Gelen, Lewis & Djupe, 2018). Within this context, the purpose of this research is to explore fan/consumer/citizen and employer tolerance of faith-based homophobic comments made by elite athletes.

Background

The patriarchal gender order within western societies is, to some extent at least, reliant upon homophobia. Homophobia describes an irrational fear, hatred, aversion to or discrimination against people who are homosexual, or same-sex attracted. Homophobia includes antipathy, contempt, prejudice, aversion, or hatred toward homosexuality or people who are identified or perceived as being lesbian, gay, bisexual or transgender (LGBT). Bryant and Vidal-Ortiz (2008, p. 388) suggest that "in many instances homophobia has become a taken-for-granted term that is often deployed without adequate critical attention to its meanings and consequent effects." Homophobia is problematic because of its deleterious effect on the mental health of LBGT individuals.

Faith-based (or religious-based) homophobia is underpinned by a person's religious beliefs. Many world religions contain anti-homosexual teachings, while other religions have varying degrees of ambivalence or neutrality. People engaging in faith-based homophobia will often refer to their religious texts (e.g. Bible) to justify their criticism.

Sport is inherently homophobic. Reflecting increased societal support for the LBGT community, sport organisations are supporting and embracing the LBGT community. In part, this is underpinned by pragmatic motivations because sport managers realise that their sport needs to be attractive to multiple markets. As part of their efforts, sports organisations promote inclusivity and advocate against homophobia (Shaw, 2019).

Design and Implementation

We used an interpretive case study research design for this project. An interpretivist (constructivist) ontology holds that reality is socially constructed, subjective, and changeable. This is complemented by an interpretivist epistemology which assumes that subjective meanings and multiple interpretations underpin knowledge creation.

The case selected concerns homophobic comments made by Israel Folau. At the time of the comments, Folau played professional Rugby Union for New South Wales and for Australia. Folau grew up as a Mormon but joined the Assemblies of God fellowship in 2011. In April 2018, when asked by another Instagram user what God's plan for homosexuals was, Folau replied "HELL.. Unless they repent of their sins and turn to God." Folau cited his Christian faith when explaining his views denying that he was homophobic. Folau was not sanctioned by Rugby Australia, but agreed to a formal request to refrain from making disrespectful comments on social media. In April 2019, Folau posted a message on his Instagram account that said, "Hell awaits...drunks,

homosexuals, adulterers, liars, fornicators, thieves, atheists and idolators". The Rugby Australia Integrity Unit deemed that Folau had committed a high-level breach of the Professional Players' Code of Conduct warranting termination of his employment contract. At the time of abstract submission, Rugby Australia was making arrangements with the Rugby Union Players' Association (RUPA) to bring together the Code of Conduct hearing.

Outcomes, Reflections and Future Development

The case studies highlight three key issues: Freedom of religion, freedom speech and employer's rights to sanction an employee for their public comments.

Freedom of religion is a principle that supports the freedom of an individual or community, in public or private, to manifest religion or belief in teaching, practice, worship, and observance. Religious freedom implies the right to a set of beliefs, the ability to practice religious tradition and to freely express one's self in various (non-violent) forms. Freedom of religion encourages respect and tolerance for educational systems, places to assemble, distribution of material (e.g., literature, lectures or talks, newsletters, blogs, art), and other activities (Rieffer-Flanagan, 2019).

Freedom of speech is a principle that supports the freedom of an individual or a community to articulate their opinions and ideas without fear of retaliation, censorship, or legal sanction (Barendt, 2010). Freedom of speech is synonymous with freedom of expression. Under Australian law, the right is not absolute.

At the risk of oversimplification, under Australian law, an employer can sanction an employee for their public comments if the comments caused serious damage to the employment relationship, were incompatible with the employee's duties as an employee or damaged the employer's interests.

In an increasingly secular society, fan/consumer/citizens and employers have as much tolerance for the faith-based homophobic comments of elite athletes as they do for non-faith-based homophobic comments.

Future research should 1) utilise social media comments to better understand consumer sentiments towards Folau's comments; and 2) identify the determinants of tolerance for faith-based homophobic arguments.

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#ad, #anuncio, #publicité, or #werbung: A Comparative Examination of International Celebrity/Athlete Influencer Regulations

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Aim

Social media has created unprecedented access for sport brands to communicate directly with their consumers (Brison, Byon, & Baker, 2016). One of the most popular uses of social media is influencer marketing through partnerships with athletes and celebrities as endorsers. In a recent survey of 830 marketing companies, 92% of the firms identified influencer marketing as a key strategy, and 63% intended to increase their spending on influencers in the next year (Influencer Marketing Hub, 2019).

Although influencer marketing has provided exceptional returns for brands, it has not been without legal issues. In 2017, the Federal Trade Commission (FTC), the governing body for advertising regulation in the United States (US), sent letters to over 90 celebrities who appeared to be in violation of the FTC's Guidelines on Endorsements and Testimonials (FTC, 2017). These celebrities did not disclose they were either paid endorsers for the brands or that they received the products or services for free. The US is not the only country with regulations regarding the disclosure of material connections to brands. Thus, athletes and celebrities may find themselves in violation of multiple country regulations. Therefore, the aim of this research is to examine and compare several countries' advertising and marketing regulations regarding the disclosure of athlete/celebrity endorsements.

Purpose and Background

An influencer is any person or entity who has the power to persuade individuals to think or behave in a specific manner about a brand, product, or service (Influencer Marketing Hub, 2019). Typically, brands pay influencers to post comments and/or opinions about a product/service. Unfortunately, it is not always obvious to consumers regarding whether an influencer has been paid to promote a product/service. As a result, multiple countries have issued guidelines regarding the proper criteria for posting comments about products/services in which the individual has received either compensation or free product. These policies include being explicit that the posts are obvious marketing communications. This may be through identifying the post as an advertisement (#ad), that the individual received the product/service for free (#free), or that the individual was a sponsor or ambassador for the product/service (#BrandAmbassador[Company Name]; #sponsored).

Although policies and guidelines exist about what should be included in these posts, many influencers are failing to disclose these material connections. For instance, in 2012, the Advertising Standards Authority (ASA) in the United Kingdom (UK) determined that Nike was in violation of the British Code of Advertising Practice when footballers Jack Wilshire and Wayne Rooney failed to disclose themselves as endorsers during a Nike sponsored social media campaign (ASA, 2012). In 2017, German courts issued two separate rulings after receiving complaints regarding the lack of disclosure

by influencers. The rulings specified that #ad (required by US and UK regulators) was not sufficient disclosure. The courts stated influencers must use the German terms #werbung or #anzeige (translated to #advertisement) at the beginning of each post (Eikel, 2017). These are only a few examples of enforcement. Given that an athlete's post can reach consumers across multiple countries, these marketing messages without proper disclosures may violate multiple regulations. For that reason, this presentation seeks to provide guidelines for athletes and marketers to remain in compliance and to recommend strategies for legal representatives whose clients may be the focus of a regulatory investigation.

Design and Implementation

To offer global guidance for disclosure, a purposive sampling method was used to select several countries as the focus of this study. Researchers explored the advertising and marketing guidelines for 11 countries. These countries included Australia, Austria, Brazil, China, France, Germany, India, Ireland, the United Arab Emirates, the US, and the UK. Researchers will discuss the countries' regulatory authorities and the specific laws and statutes governing advertising and marketing, with a focus on principle similarities as well as any differences for influencer marketing. Researchers will also review several recent influencer cases.

Outcomes, Reflections, and Future Development

It is the responsibility of the advertiser and/or marketer to train influencers regarding proper disclosure of their brand partnerships (FTC, 2017). A single post could be in violation of multiple international advertising and marketing guidelines, resulting in costly investigations for both the athlete and the advertiser. For example, penalties under the US Federal Trade Commission Act (FTCA) can include injunctive relief, consumer redress, civil penalties, and referral to the US Department of Justice for criminal penalties. Thus, athletes and marketers alike should be educated regarding these global policies and the proper methods of disclosure.

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Examining the Extent of Trademark Squatting of NBA Athlete Names in China
Introduction

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Study Aims

To examine the phenomena of trademark squatting of transliterated foreign celebrity athlete names in China. To determine the seriousness of this under-examined social phenomena by investigating the extent of trademark squatting trademark squatting of transliterated names belonging to National Basketball Association (NBA) players.

Theoretical Background

Sports brands and leagues in North America and Europe have successfully penetrated Chinese markets (Amick, 2017). The National Basketball League (NBA) and English Premier League (EPL) are two examples of foreign sports leagues that are more popular in China than the country's domestic equivalents. The placement of sports league products in Chinese markets exposes the brands and athletes who comprise the league to a phenomena called "trademark squatting"; which is the act of registering for trademark protection any names or symbols that belong to and identify foreign brands (Hoover, 2011). Trademarks are legally protectable words or symbols that brands own, but consumers use as signals for distinguishing products within markets (Landes & Posner, 1987). Trademarks, particularly brand names, are core marketing assets because they stimulate memories (associations) in the minds of consumers about the quality of branded products and this differential effect provides the foundation for consumer-based brand equity (Keller, 1993). Trademark squatting is a global concern because numerous international brands and celebrities have been victimized by having the Chinese versions of their names (transliterated names) stolen by squatters in China. Transliterations are phonetic translations of words from alphabetic languages into words from character-based languages. Research has shown that a transliteration loophole exists in China that facilitates trademark squatting. Research has also suggested that celebrity athletes may be particular vulnerable to the transliteration loophole (Baker, et al., 2017).

Methodology

A case study approach (Yin, 2013) was used to better understand the phenomena of trademark squatting of transliterations for foreign athlete names in China. The purpose of this study was to examine the phenomena of trademark squatting of foreign athlete names and whether the phenomena poses a significant threat to foreign athletes based on the transliteration loophole. In order to do so a case study that focused on China was built A particular focus was placed on their trademark registry for evidence of trademark squatting of transliterated names that identify NBA players. indicators for both (a) trademark squatting and (b) good faith registrations were applied to trademark registrations for names that matched the transliterations for well-known NBA athletes

and the business records for those who registered the marks. The case was built using three major sources of data: 1) trademark registrations in China matching the transliterated names for foreign and well-known athletes, 2) business information on the entities that owned registrations corresponding to the transliterated names of foreign well-known athletes, and 3) verification from player representatives for the famous foreign athletes.

Results and Discussion

We found that 210 registrations (38 percent) of the 555 transliterations registered with the CTO had strong indicators of trademark squatting. From the sample of well-known NBA athletes, 55 (57 percent) were deemed to be probable victims of trademark squatting. Our communications with NBA player representatives failed to find one example of a registered transliteration that belonged to any of the well-known NBA athletes.

Conclusion and Implications

The results from this study revealed that trademark squatting of transliterated names for well-known NBA athletes is a serious problem in China. More than half of the NBA players whose names were sampled for this study were found to be possible victims of trademark squatting. That statistic should alarm NBA athletes as well as their brand managers and business partners. Foreign athletes who want to commodify their reputations in China need to own the rights to their transliterated names. Athletes who are victimized by trademark squatting in China will have to litigate for the rights to their names or purchase the rights from the squatter. Neither of the two options is inexpensive and both involve a degree of risk that the athlete will not be able to secure the rights to the names that identify them in China.

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When the Super Bowl Comes to Town: Ambushing a Local (Global) Brand

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Professional Practice Contribution

The National Football League's Super Bowl provides global brands with multimedia exposure and the opportunity to activate sponsorships on-site in unique ways within the host city. In 2019, Super Bowl 53 was held in Atlanta, Georgia, a major U.S. sports city and the global corporate headquarters of Coca-Cola. There was just one problem--the event sponsor of the Super Bowl was corporate rival PepsiCo, who took every opportunity to "splash" the city in its iconic blue logos around Mercedes-Benz Stadium and the city of Atlanta. Pepsi has been the official drink sponsor of the NFL since 2002 and the sponsor of the Super Bowl half time show since 2013 (Dosh, 2018). Meanwhile, Coke has called Atlanta its corporate hometown since 1892. Pepsi invading Coke's marketing space provides an ideal legal case study within which to examine ambush marketing, the dynamic legal rights of event sponsors, and how mega events have become increasingly vigilant in protecting sponsors' rights. The case also illustrates how non-affiliated brands attempt to create a market presence at events which they do not sponsor. Findings from the case study reveal the complex intersection of law and marketing issues and provide a novel case from which practitioners and scholars can learn.

Aim

The purpose of this case study was to explore the legal issues related to Pepsi's activation of official sponsor rights for Super Bowl 53 and to understand how rival global brands, Coca Cola in this case, work within the parameters of local advertising and brand protection laws to activate during a mega sport event. With a specific focus on Super Bowl 53, the researchers reviewed previous legal tactics and strategies used by the NFL to protect the on-site sponsorship space at previous Super Bowls. The researchers then identified responsive marketing tactics that were utilized in tandem with the legal regulations to further protect sponsorship rights. The researchers observed how non-affiliated brands, who the NFL would likely deem ambush marketers, still created a fan experience surrounding Super Bowl 53. From these analyses, innovative strategies emerged for protecting mega events and its sponsors from ambush marketing especially in a domestic market. These strategies will help shape further legal evolution of this issue and help inform industry best practices. This abstract relates to professional practice involving law, ambush marketing, and sponsorship issues at mega sport events.

Background

Mega sport events such as the Olympics and the FIFA World Cup have long been vocal critics of the practice of ambush marketing and the threat it poses to the financial stability of their events (McKelvey, & Grady, 2008). Unlike other mega sport events, the

Super Bowl has not specifically highlighted ambush marketing as the core problem but has used prevalent ambush enforcement strategies to attack the issue, such as controlling unauthorized uses of the trademarked term Super Bowl (Stabbe & Keegan, 2019) as well as trying to curb trademark infringement which occurs through sales of bootleg merchandise at the Super Bowl. On-site enforcement has relied upon setting up "clean zones" to give official sponsors a commercial barrier for on-site sponsor activation surrounding the event location. Yet, this strategy often triggers criticisms and potential legal challenges over restricting First Amendment rights of local businesses (Sliffman, 2011) in favor of protecting the corporate interests of mega sport events. At the request of the NFL, most Super Bowl host cities have chosen to set up a "temporary commercial zone" around the stadium which is reserved exclusively for use by NFL corporate partners. By looking at ways that a major event handles these commonly occurring brand protection issues, sport lawyers and marketing professionals can protect the event's sponsors and fulfill exclusivity and ambush marketing prevention commonly found in contemporary event sponsorship rights agreements.

Outcomes and Implications

This case study demonstrates how a host city uses a combination of existing local ordinances as well as temporary event-specific laws to provide additional layers of legal protection. The NFL, which now regularly stage in-season games in Europe and Mexico, must look beyond the Lanham Act as the primary legal mechanism of enforcing their trademark rights. Considered one of the most vigilant global sport properties, the NFL has relied upon a strong body of U.S. case law to make contractual promises about protecting their sponsors' exclusive rights. However, global expansion may frustrate this legal certainty as future host cities may push back on requests for additional legal protection for sponsors. The Super Bowl 53 case helps informs the current body of knowledge of legal and sponsorship issues at mega sport events and findings from this case study should provide practitioners and scholars with new perspectives. The case helps elaborate one of the biggest sports business story lines of 2019: why was Pepsi so successful in turning Atlanta blue while in Coke's corporate backyard for Super Bowl 53?

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SPORT LAW AND ETHICS

Session Chair: Annick Willem

Are The Swiss Armed To Knife Through Sport Corruption? An Examination Of Lex FIFA And Its Potential Impact

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Aim of the research project

Over sixty international sport organizations, including the International Olympic Committee (IOC) and Fédération Internationale de Football Association (FIFA) are headquartered in Switzerland. As such, the sport industry is a sizable local employer and serves as a powerful governmental lobby to receive a favorable legal climate. The 2008 Host State Act guarantees that Switzerland grants international sporting federations advantageous business conditions. As such sport organizations were shielded from most legal investigations. Swiss authorities can only investigate corporate bribery activities if it involves governmental officials or if it distorts market competition. Thus, until recently there were no legal provisions for Swiss prosecutors to investigate bribery within the sport industry.

Because of this auspicious environment, Switzerland has been criticized for not having a strong enough law to prevent sport bribery scandals. Some of the more infamous sport bribery incidents involving Swiss sport organizations include the 2002 Salt Lake City Olympic bribery scandal, the 2015 FIFA money laundering investigation, and the bidding disgrace surrounding the 2018 and 2022 World Cup bids from Russia and Qatar, among others. These events, combined with international pressure from the media, fans and anti-bribery organizations such as the United Nations Convention Against Corruption, has increased pressure on Switzerland to hold senior officials in the international sport organizations accountable for their corrupt actions.

In the summer of 2016, the Swiss Parliament revised the Swiss Criminal Code to make sport organizations and senior officials criminally liable for corruption to private actors (Swiss Code, Art. 322, 2016). "*Lex FIFA*" proposes to make it an automatic criminal offense for anyone to give or accept bribes directly to/from sports clubs and officials. Further, "*Lex FIFA*" creates a joint and severability standard that could add the sport organization to the illegal behavior of its actors (Swiss Code, Art. 29-7, 2013). Finally, the law requires the sport organizations to take reasonable measures to prevent criminal actions (Swiss Code, Art. 102, 2015).

The aim of this study is to examine the potential impact of the *Lex FIFA* law on sport corruption.

Theoretical background / literature review

This paper considers two infamous bribery scandals that were arbitrated by the Court of Arbitration for Sport concurrent to the passage of the Swiss law. The authors will analyze these scandals using the new *Lex FIFA* legal standards. First, *Blatter v. FIFA* (CAS 2016/A/4501), the arbitration board found the former FIFA President, Joseph Blatter, in violation of numerous sections of the FIFA Code of Ethics, including article 20 (Offering and accepting gifts and other benefits); and article 21 (Bribery and corruption). Blatter paid Michael Platini CHF 1,000,000 for his support in Blatter's election. One of the primary issues the board faced was the Code of Ethics general prohibition against bribery did not specifically includes bribery within the FIFA organization itself. Ultimately, CAS found that Blatter violated numerous provisions of the Code of Ethics. Blatter was banned from all football-related activities for six years and fined CHF 50,000.

Next, *Valacke v. FIFA* (CAS 2017/A/5003), the arbitration board found the former FIFA Secretary General in violation of the Code of Ethics article 20 (Offering and accepting gifts and other benefits). Valacke was a key participants in the unauthorized sale of 2014 FIFA World Cup Category 1 tickets to a sport marketing firm for an amount greater than face value. He coordinated the sale of World Cup television rights for below market value. Also, Valacke participated in the unapproved use of FIFA private jets that totaled more than US $11.7 million. Valacke was banned from football for a ten year term and a fine of CHF 100,000. The panel found Valacke's conduct to contain a very serious level of gravity since he acted against FIFA's best interests and cause financial damage to the organization.

Methodology, research design, and data analysis

Unfortunately, despite the fanfare that accompanied the passage of *Lex FIFA*, the law has not been applied yet. The non-use of the legal deterrent creates a void in the battle against sport corruption. However, this study seeks to examine the law by utilizing it in two bribery cases. The case study analysis is appropriate for exploratory research, employs a multi-perspective point of view, and evaluates the legal theories and fact patterns then compares the outcomes to the *Lex FIFA* requirements. Overall, this legal research improves managerial decision making (Moorman & Grady, 2011) by providing a real-world context.

Results, discussion, and implications/conclusions

By using this case study method, this presentation provides: (1) a historical review of the Swiss law; (2) its potential impact on international sport corruption as well as its limitations; (3) offer legal recommendations for international sport organizations to prevent future bribery scandals; and (4) present possible responses from the international sport organizations to the new law.

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Ethics Management and the Prevention of Match-Fixing: A Study on the Determinants of Being Approached to Fix

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Aim and Research Questions

Match-fixing, being the manipulation of sports competitions, is strongly expanding in terms of scope and prevalence (Kerr, 2017). As match-fixing is a major ethical issue that threatens the integrity and credibility of sport, ethics management by sports organizations is believed to be an efficient response (Constandt, 2019). Ethics management is conceptualized as the set of policies within an organization aiming to promote positive values and prevent ethical issues (Vanden Auweele, 2011). Hence, ethics management consists of both a values-based and a rules-based component (Maesschalck & Vanden Auweele, 2010).

This present study specifically examines the awareness of rules-based preventive measures against match-fixing by key sports club stakeholders. Moreover, since existing research has not yet measured the influence of these preventive measures on the willingness to report match-fixing cases (Spapens & Olfers, 2013), a first research question reads as follows:

RQ1: Which protective measures are known by athletes, coaches, and referees, and does this knowledge influence their willingness to report match-fixing incidents?

To prevent match-fixing, it is also important to garner knowledge on the determinants that influence the vulnerability of people and sports clubs (to be offered) to fix (Hill, 2013; Nowy & Breuer, 2017). Consequently, the second research question of this study is:

RQ2: Which determinants can predict the vulnerability of a respondent to be approached for match-fixing?

Theoretical Background and Literature Review

Under the impulse of many (inter)national governments, regulators, and sports organizations, a range of countermeasures against match-fixing has been developed (Serby, 2015; Tak et al., 2018). These countermeasures take on three main forms: monitoring, prevention/education, and sanctioning (Aquilina & Chetcuti, 2014; Boniface et al., 2012). While international sports organizations (e.g. IOC) are leading the fight against match-fixing, sports clubs are able to implement preventive measures on their own (Chappelet, 2015; Tak et al., 2018; Villeneuve, 2015). However, the presence and effectiveness of these preventive measures in sports clubs have barely been investigated.

By applying ethics management to study match-fixing, an interesting lens is provided to gain insights into its prevention. The necessity of ethics management to combat sports' ethical issues – of which match-fixing is one of the most compelling examples – can hardly be overstated (McNamee & Fleming, 2007). Next to focusing on the (promotion of) key values of an organization, rules-based instruments (such as prevention) are required for ethics management to render maximum effect (Vanden Auweele, 2011).

Research Design, Methodology and Data Analysis

An online questionnaire ran from Augustus 2017 until February 2018, examining the characteristics of the respondents and whether they had already been confronted with a match-fixing proposal. Subsequently, the questionnaire investigated whether the respondents had already reported suspicions and/or experiences regarding match-fixing, while also targeting their knowledge on the presence of preventive measures in their own sports club. In total, 567 adult stakeholders of Flemish (Belgian) football, tennis, and badminton clubs completed the questionnaire. Data analyses were performed using SPSS24 software. Descriptive statistics and binary logistic regression analyses were used to assess the research questions.

Results and Discussion

24.2% of the respondents indicated that preventive measures for match-fixing were present in their club, whereas 75.8% of the respondents indicated their club pays no attention to (preventing) match-fixing. Also, an ethical code in sports clubs, including statements on match-fixing, turned out to be the most effective preventive instrument, having the strongest influence on the willingness to report match-fixing incidents. More specifically, respondents whose sports clubs have an ethical code with statements on match-fixing are 2.6 times more likely to report match-fixing suspicions or experiences. Lastly, this study suggested three determinants contribute to the vulnerability of an individual to be approached to fix: (1) knowing someone who had already been approached to fix, (2) the absence of preventive measures in one's club, and (3) the non-involvement as a (former) athlete in one's club.

Conclusion, Contribution and Implication

Building on ethics management and its rules-based component, this present study contributes to the sport management literature on match-fixing, while also informing about those determinants that future prevention initiatives against match-fixing should really focus on.

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If the Shoe Smells: Corporate Corruption in U.S. College Basketball

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Aim

In 2015, the FBI began an investigation involving the shoe company Adidas, NCAA college basketball coaches, agents, and financial advisors. Criminal indictments were issued in 2017 and the first trial resulted in convictions for three defendants. Recently, attorney Michael Avenatti claimed he could expose Nike for engaging in similar criminal behavior as Adidas. The purpose of this research is to examine the influence of corporate corruption on NCAA college basketball by addressing the following legal research questions: (1) Can federal prosecutions be used as a successful deterrent to corruption in college athletics? and (2) Can the NCAA do anything to protect its member institutions and its current and prospective student-athletes from outside influence?

Purpose and Background

Corruption in sport is omnipresent, as individuals will seek every advantage to win. While governing bodies are expected to act with integrity and to protect their members, sometimes an external entity is necessary to effectuate change when the internal controls of the organization fail.

Methodology

This legal research examined primary legal sources – the federal fraud statutes, past sport corruption cases, the current cases in the NCAA basketball corruption scandal, and the current legal complaints against Avenatti.

Findings and discussion

The honest services claim provides that the mail and wire fraud statutes include a scheme to deprive another of the intangible right of honest services. Under the statute, as long as the organization would suffer considerable losses, including financial loss or damage to reputation, federal prosecutors have wide discretion to criminalize conduct in private industry that may not otherwise be illegal (18 U.S.C. §1346).

In 2017, nine individuals, including four assistant basketball coaches, were arrested for attempting to defraud seven collegiate institutions of their own honest services as well as the honest services of several current and prospective student-athletes. In late 2018, three defendants were found guilty of wire fraud charges (*U.S. v. Gatto, et. al.*, 2018). As of April 2019, six of the remaining defendants have pled guilty to conspiracy to commit bribery, a lesser charge.

Shortly after the Adidas scandal broke, NCAA president Mark Emmert formed the Commission on College Basketball to "fully examine critical aspects of Division I Men's Basketball." In April 2018, the Commission released a report suggesting a number of

changes, including a stronger enforcement process and working with outside stakeholders to better control youth basketball and especially summer basketball.

In March 2019, Avenatti was arrested as he arrived for a meeting with Nike executives. According to Avenatti, he had evidence showing that Nike paid at least three former high school players who had played college basketball and were selected in the 2018 NBA Draft (*U.S. v. Avenatti,* 2019). In response, Nike stated that it has been cooperating with the DoJ's college basketball investigation and that it did not pay players.

Conclusion, contribution, and implications

Past criminal convictions have seemingly not deterred corruption in college athletics. However, the past convictions involved single institutions and single individuals and did not receive the amount of publicity that the current investigation is receiving (*U.S. v. Gray*, 1996; *U.S. v. Piggie*, 2002). The recent criminal convictions and guilty pleas could be a way to deter cheaters from violating NCAA rules. The three defendants who were found guilty were sentenced to six to nine months in federal prison. In addition, as part of his sentence, Adidas executive James Gatto was ordered to pay $340,000 in restitution to three of the universities harmed by his actions. This restitution included money for legal fees and repayment for scholarships awarded and paid to ineligible student-athletes. It was, however, much less than the $1.3 million combined the three schools asked for (*U.S. v. Gatto, et. al.*, 2018).

As for the NCAA, there are two ways for it to protect its member institutions and student-athletes. The first is to protect by deterring the violations in the first place. One recommendation of the Commission was an enhanced penalty structure, which the NCAA has already implemented. Those who break the rules will face longer employment restrictions, which can now be up to a lifetime restriction. Head coaches will face longer suspensions if someone under their control breaks the rules and university presidents will now also be held accountable for the actions of their Athletic Departments. The most important piece of the enhanced penalty structure is that schools face the loss of all revenue earned in the NCAA Men's Basketball Tournament, which has the potential to cost a school and its conference into the millions of dollars. The second way the NCAA can protect is by working with outside stakeholders such as the NBA, the Players Association, and USA Basketball to have greater control over agents and youth, especially club, basketball. All stakeholders will also need to work together to control the influence of the shoe companies on basketball in general.

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Protecting Sports Integrity: Sport Corruption Risk Management Strategies

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Aim: Sporting institutions and organisations are increasingly under threat from those seeking to disrupt or unfairly profit from sport, both from within and outside. Not limited to "cheating to win" (doping) and "cheating to lose" (match-fixing), corrupt behaviours challenge the integrity of sport. Without seeking to be an exhaustive list, a range of strategies have been identified and analysed for consideration by policy makers and legislators, sports participants and ethical decision-makers, committed to protecting the integrity of sport.

Using an Ethics of Care (EoC) approach (Gilligan 1982), the aim is to reframe the conversation around corruption in sport to create an environment focused on fairness, transparency, accountability, collaboration, diversity and inclusion. It is proposed that using a range of tools appropriate to the sport and setting will both allow sports organisations and individuals to be more resistant to corruption, and to restore trust in the sporting public.

Purpose and Background

Inspired by the idea of "moral repair" (Walker 2001), this empirical study is primarily based on document analysis and direct observation. A number of risk management strategies have been assessed, through original case studies, to promote the idea that, in combination, a range of 'tools' can be used by stakeholders to protect the integrity of sport. In combination, it is proposed that these strategies will strengthen resistance to corrupt influences and serve to restore trust in the sporting public. Corruption and poor on-field and off-field choices by players and officials directly impact on the ability of organisations to promote the spirit of sport.

The non-exhaustive list of risk reduction strategies explored include: engaging in collaborative partnerships, strengthening legislative frameworks and sport policies, (including international conventions), prioritising athlete welfare and empowerment, and promoting concepts of ethical leadership and 'good governance, including transparency, accountability, independence, diversity and inclusion. These strategies are aimed at combating a tendency in sport to resist transparency, leading to monopoly of control and homogeneity of ideas.

Design and Implementation

The over-arching EoC approach (Gilligan 1982) focuses on creating greater empathy, mutual respect, justice, equality, fairness, trust, solidarity and responsibility for those marginalised and vulnerable. The EoC creates a positive moral obligation to care. Where people in a position of influence and power are the beneficiaries of a system established and perpetuating historical and/or current inequities (racism, sexism, colonialism, slavery etc), as is the case for many sports organisations, then those people have a higher duty to be inclusive and care for members of our community who have been excluded from decision-making positions in our sports.

Weak values in sport leaders and poor structural governance creates a culture where cheating through doping and match-fixing, and corruption threats, are not only permitted, but may also be encouraged, to thrive. The case studies were chosen through opportunities presented to be personally involved, which allowed for greater insights to analyse the strength of the EoC approach, and to create impact in real time.

An understanding of the benefits of information sharing and inter-agency collaboration efforts was developed through working with a number of National Anti-Doping Organisations, cities bidding for events, and those hosting major sports events. Establishing relationships of trust through an EoC approach is crucial to create an environment where inter-agency collaboration can be successfully incorporated into traditional sports integrity efforts, whether or not information-sharing has been enshrined in legislation or other agreements. Partnerships between law enforcement agencies, Government and sports organisations have been forged based on respect and a shared integrity purpose. The leadership and staff at each of the organisations proactively cultivated relationships at different levels based on mutual understanding and trust.

Athlete welfare (or 'asset protection') is an anti-corruption strategy. An EoC approach empowers marginalised people, so that their vulnerability cannot be so readily exploited by organised criminals and those within the sporting community seeking to maintain the status quo. Hill (2008) stressed that approaches to fix matches are much less likely to be accepted if players feel there are fairly paid and treated. An EoC approach does not simply involve money, but also requires creating an environment of inclusion. The case studies examined focused on gender equality measures, the participation of transgender athletes, athletes serving anti-doping bans, and match day officials. It is clear that people with drug, alcohol and gambling addictions have been targeted by forces seeking to manipulate sporting events for financial and positional gains (Hill 2008). It is also hypothesised that female athletes are at greater risk of being targeted by match-fixers as they are generally poorly paid and supported (Douglas 2016).

Outputs/Outcomes, Reflections and Future Development

Further research is required on the application of the identified risk reduction strategies to determine whether they can make the sporting eco-system more resistant to corrupt approaches, and restore trust in the sporting public.

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Litigation of Change: FIFA's Solidarity and Training Compensation in the U.S.

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Aim

In recent years, multiple American youth soccer clubs have initiated litigation seeking enforcement of FIFA's training compensation and solidarity mechanism, as required by the Regulations on the Status and Transfer of Players ("RSTP"). Through legal analysis of disputes in the American legal system and FIFA's Dispute Resolution Chamber (DRC), this project aims to address whether American antitrust law proscribes compliance with and enforcement of the RSTP. Indeed, as European clubs involved in the international transfer of American players have become ensnared in the ongoing legal disputes, international implications of such enforcement will be emphasized.

Purpose and Background

FIFA's RSTP incentivize the financial investment of youth development through two distinct policies. Article 20, "Training Compensation," requires a professional club to reimburse a player's youth clubs for the costs of training. Additionally, Article 21, "Solidarity Mechanism," requires that, upon an international transfer of a player, any club that has contributed to his training receive a percentage of his transfer fee. Cumulatively, Article 20 and 21 are designed to reimburse and reward, respectively, the proper development of the next generation of professionals (Ayad, 2008; deWeger, 2008).

Despite applicability to all FIFA-member national federations, the United States Soccer Federation ("USSF"), Major League Soccer ("MLS"), and Major League Soccer Players Union ("MLSPU") have claimed that Section 1 of the Sherman Antitrust Act, which prohibits anticompetitive business practices, precludes compliance with the RSTP. Citing its stipulation in the landmark antitrust case *Fraser v. MLS* (2002), USSF claimed enforcement of the RSTP could violate U.S. law by restricting player-labor mobility (Arangure, 2016), a position reasserted by MLSPU (Carlisle, 2019). As a result, MLS has not shared solidarity payments or training compensation with transferred players' respective U.S. youth clubs, and international youth clubs have received such payments only on case-by-case bases.

In 2016, several youth clubs brought suit in U.S. federal court seeking declaratory judgment that U.S. antitrust law did not prohibit enforcement of Articles 20 and 21 (Arangure, 2016). Additionally, youth clubs have filed actions with FIFA's DRC for the imposition of solidarity and/or training compensation payments, joining European clubs, such as Tottenham Hotspur, as parties to these disputes (Carlisle, 2019). Youth clubs have also filed an antitrust complaint with the U.S. Department of Justice, claiming that USSF had interfered with or delayed cases before the DRC.

Design and Implementation

This legal research includes examination of primary legal sources, including court filings and judicial opinions, and policy documents of the international governing body. Media reports of case rulings and decisions were also analyzed. Additional case law was

evaluated, based upon the legal arguments and fact patterns presented by the parties, in order to assess binding common law precedents. Cumulatively, the documents were assessed to determine the likelihood of success of the parties' claims, and the implications thereof.

Findings and Discussion

Neither the U.S. courts nor FIFA's DRC have addressed the whether the RSTP are enforceable under U.S. law. In *Dallas Texans Soccer Club v. Major League Players Union* (2017), the U.S. federal court dismissed the youth clubs' claims for lack of personal jurisdiction of the players. In rejecting several recent claims, FIFA's DRC has emphasized that the youth clubs could not establish an entitlement to the solidarity and/or training payments due to insufficient recordkeeping of the players' registration by USSF (Carlisle, 2019).

Nevertheless, the antitrust arguments relied upon by USSF, MLS, and MLSPU may be suspect under U.S. law. First, the stipulation by USSF in *Fraser v. MLS* (2002) is narrowly tailored and provides an insufficient foundation for a blanket exemption from training and solidarity. Second, to assess whether an action violates the Sherman Antitrust Act, U.S. courts have generally applied a "rule of reason" analysis, comparing the pro-competitive and anti-competitive impact of the action. Here, the pro-competitive benefits of additional funding for improved development, aiding playing ability and increasing player value, would outweigh MLSPU's suspect anti-competitive assertions that players would lose opportunities or wages if money was reallocated as training or solidarity fees. Finally, although MLS announced recently that it would begin to assert training compensation and solidarity payments under the RSTP (Carlisle, 2019), solidarity and training would become mandatory subjects of collective bargaining to be negotiated with the adverse MLSPU.

Implications

U.S. participation in FIFA's RSTP on solidary and training compensation could have substantial impact on the governance of the sport domestically and internationally. U.S. youth clubs unaffiliated with professional clubs would finally have access to substantial revenue guaranteed by FIFA's RSTP, potentially diminishing the sport's current "pay-to-play" model which limits access to those with substantial financial resources. Additionally, MLS would be able to recoup their increasing investment in youth academies. Further, full participation in these mechanisms would establish more consistent rule-application across federations and ensure greater legal and cost certainty for international clubs dealing with U.S. professional teams and players.

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Session Chair: Andrea Geurin

Digital Transformation And The NBA: A Case Study

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AIM

Digital transformation involves the complete transformation of business activities, processes, competencies and business models to maximize the benefits of digital technologies. The evolution of digital technologies such as mobile technology, Internet of Things (IoT), social network sites (SNS), cloud computing, artificial intelligence (AI), augmented (AR), mixed reality (MR), and virtual reality (VR), as well as data analytics, has significantly influenced the growth and development of the global sport industry. Sport enterprises have embraced digital transformation with the objective of enhancing "the integration between the various touch-points and physical-digital communication channels, making the processes more streamlined and friction-free for the user, introducing more scalable technologies and platforms to add new revenue sources" (Lalli, 2018). Important digital transformation drivers include improved user experience, increased speed of innovation, and improved-time-to market. By focusing on consumer outcomes, the U.S.-based National Basketball Association (NBA) has successfully integrated digital technology, enhanced the NBA fan experience, generated revenue from new digital products and services, and transformed its business model. Specifically, the aim of this professional practice presentation is to examine key elements of the NBA's digital transformation specific to the consumer experience and identify best practices.

PURPOSE AND BACKGROUND

This presentation was based on two underlying theoretical perspectives, innovation and diffusion theory (Rogers, 2003;) and uses and gratifications theory (Ruggiero, 2000). Rogers introduced innovativeness as a key element of a framework that addressed the diffusion and adoption of innovations by consumers. The innovativeness of consumers represents their acceptability of new ideas, products and services, etc., and their willingness to adopt these at an earlier stage of development than other consumers. Uses and gratifications theory provides a framework for understanding how people choose specific media to satisfy their specific needs.

The NBA's digital business strategy had two key objectives: 1) to increase brand awareness worldwide; and 2) to attract international investors. Its key marketing objectives were to: 1) reach a young, mobile-focused target market; and 2) to develop key strategic global partners to help maximize global reach. Digital transformation created a proliferation of modes to reach and interact with an audience, thus increasing

the potential for innovative approaches to sponsorship rights. Global brands, therefore, are no longer just sponsoring sport properties but creating specific strategic sponsorship partnerships through agreements that enhance value creation for sponsors and sport properties.

DESIGN AND IMPLEMENTATION

An explanatory case-study method was used for this presentation due to the complexity and specificity of the topic, and the fact that only a discrete element of the sport sector and a limited number of events and their relationships were addressed(Yin, 1984). In order to gain an understanding of why and how the NBA embraced digital transformation and why the NBA selected specific digital technologies, sponsors, and SNS a cross-disciplinary (Ellapen & Paul, 2016) review of selected academic journals and professional reports from a variety of international consultanciesincluding Forrester, Euromonitor International, PwC, McKinsey & Company, Deloitte Digital, MIT Technology Review, and ZDNet.comwas conducted. In addition, quantitative data related to NBA consumer demographics and digital platform usage patterns were analysed using SportsBusinessAnalytics.com to understand how consumers view NBA content. The presentation provides examples of how the NBA, due to innovative integration of digital media technologies, especially SNS, transformed its marketing and communications strategies.

OUTCOME

By leveraging a consumer-focused business model, developing innovative digital assets, and partnering with key brands and cultural events, the NBA has emerged as a leading global property. Digital transformation has enhanced the capability of global brands to leverage brand equity and increase their ability to communicate across multiple channels with consumers.The NBA's strategic sport and cultural sponsorships are synergistic with its comprehensive marketing objectives, digital initiatives, acquisitions, and target markets.The NBAhas leveraged digital transformation and strategic sponsorship to increase the NBA's global footprint, generate revenue, and increase brand equity. In 2017, the NBA set records for attendance (22 million) and global fan engagement (more than a billion viewers worldwide). This growth was the result of a mobile-focused digital strategy that engages fans in compelling new ways, such as with AR and VR NBA content. In addition, the NBA made significant enhancements to League Pass, its live-stream product that allows fans to view games in all markets (Terdiman, 2018). The NBA's effective sponsorship strategy represents an innovative, agile, and digitally focused model for CMOs, brand managers, and sport marketers considering a long-term investment in strategic sponsorship.

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Follower and Likes paired with Goals and Tackles – Social Media Brand Value on Football Player Markets

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Aim and Research Question

Professional football is a billion-dollar market that produces world stars and global companies and brands that shine in every country. Through social media (SM) platforms such as Twitter, Instagram and Facebook, the players put themselves in the limelight and generate economic value. As a result, the value of a player for a club becomes more complex and is influenced by many factors beyond its sporting value (Müller et al., 2017).

Our study will address the question whether there is a significant influence of a player`s social media activities on his transfer market value. Furthermore, by assessing the transfer activities, the study will also examine if football clubs take the social media brand value and range of players into appropriate account.

Theoretical Background

The market value of a professional athlete represents the monetary amount a club is willing to pay in order to contractually bind this athlete (Herm, et al. 2014). From an economical perspective, the market value of a player expresses the sum of the discounted marginal revenue product (MRP) over the length of the player`s contract. The MRP on the other hand imply the player`s ability to increase club`s revenue streams, that is to say the marginal productivity of the player's labour effort in relation to the revenue the club can generate from that marginal product (Rosen & Sanderson 2001). Besides actual on-pitch performance, a players related revenue for a professional football team could also be generated because of his image and brand value (Gerrard, 2014). Hence, the MRP in a single period results from the player`s win contribution, his addition to club`s sporting success, the marginal win revenue the club can generate out of this marginal gain in sporting success and the player`s brand related revenues which can be made out of the additional media and spectator attraction. The effect of generating additional and often disproportionate revenues merely due to the player brand value is often related to super star effects (Nüesch 2007). On condition that clubs act with economic rationality, transfer fees should not exceed the MRPs and reflect the market value. In addition to this theoretical propositions, several empirical work has already validated the influence of player´s popularity and media coverage on his market value (Müller et al., 2017). Nevertheless, to date, a research gap regarding the empirical analysis of the social media induced brand value has to be diagnosed.

Research Design and Data Analysis

In order to examine this social media induced brand value, a differences-in-differences regression estimator was applied on matched player data of the German Bundesliga. All Bundesliga players (n=453) during the season 2018/19 were taken into account and grouped based on the Propensity Score Matching (PSM) method (Heckman et al. 1998).

Basically, a group of players without significant SM accounts is compared with players of similar performance measures but significant SM accounts. The performance measures include 18 statistical key figures allowing a precise matching regarding a player´s pitch and club related market value. The market value of each player was collected from the platform Transfermarkt.com. A player's success on social media sites is being measured through the total count of followers on Twitter, Facebook and Instagram. Subsequently, the differences-in-differences estimator (DID) is used to estimate the impact of social media success on the player´s market value and transfer fees.

Findings

We expect SM to be an attribute that adds value to a player´s market value. Hence, we expect that players of the same sports quality have higher market values and are paid higher transfer fees, if they have substantial SM success. As we still collect the data we use for our model the final results are not yet available. We guarantee that we have the results by the time of the conference.

Contribution and Implication

If SM is a worthy attribute for players, that would indicate a change in the business model of sports clubs. In this context a club would be merely interested in the monetary potential of a player´s social brand. Therefore, the clubs buy SM followers through players instead of the player´s sporting skills. The results will show the extent to which social media values are already taken into account in the transfer activities of the clubs and in the crowd judgements of the platform transfermarkt.com.

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Safe Zones On Internet - *The Use Of Social Media As Knowledge Platforms Among Equestrians*

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Aim and Background

In recent years, information about horse-keeping and the welfare of horses have been debated in social media. Online platforms are proven to be great resources for horse-enthusiasts. Above all, Internet is possibly extra important for this group, as traditional media does not cover the horse world to any significant extent (Dashper, 2017). Different ideas of researchers, elite and leisure riders meet, clash and are discussed online. The purpose of this paper is to deepen the understanding of how and in what way social media prosumers act and interact in relation to finding information about sports via social media. Equestrian sports will be used as a case as it is one of the most popular sports in Sweden, especially among girls and women. Despite engaging about 500 000 participants, research on equestrian sports is scarce in comparison to many others sports.

Theoretical Background and Literature Review

Social Information Seeking (SIS) describes the process through which users locate and share information in participatory online forums, such as Social Networking Sites (SNS) and question-answer websites (Shah, 2017). When it comes to information-seeking, online sources have a large impact on specifically youth (Boyd & Ellison, 2010; Borah & Xiao, 2018). Research has shown that SNS can be a convenient space for health promoting practitioners and organizations to disseminate health related information and knowledge (Borah & Xiao, 2018). There is however lack of research about the possible effects of Social Media as an interactive knowledge base within the sport sector. For most people it is important to take part in the social setting through new media. The social value constructed in human interaction online through for example "likes" is crucial. The culture in social media is, however, characterized by a great vulnerability in the fear of being exposed, criticized or simply not getting the confirmation that is sought (Eek-Karlsson, 2015). Social media affects many parts of our lives and therefore it is crucial for the modern sports movement to adjust and develop in pace with digitalization. Knowledge about sport consumers' patterns online and specifically what information and knowledge is seen as trustworthy within different sport contexts will be valuable for stakeholders within the sport sector.

The results in this paper are analyzed using Goffman's theories on social interaction. Yet Goffman's ideas about regions where people meet either face-to-face or persona-to-persona (Goffman, 2014), will be problematized as social media offers an arena on which face-to-face and persona-to-persona are possibly intertwined. For today's prosumer it is impossible to certify whether another profile on a social media platform presents a real person in an authentic way, a persona or even a profile generated by an

algorithm (Eriksson et al, 2019). In what way and how do social media prosumers act and interact in order to find information and knowledge about sports via social media?

Research Design and Methodology

Twenty-four focus group interviews (2-6 participants in each group) in Sweden and Norway constitute the source material. Questions regarding how equestrians seek information about equestrian sports and horse-keeping; and how this information is granted value have been posed. Participants in the focus groups are riders at riding schools and riders owning their own horse. They are divided in to two groups in relation to age: 15–25 and 26 and above. The empirical data has been analyzed through thematic analysis.

Results

In this study the equestrians give contradictory answers. They underline that another equestrian or a veterinary whom they meet face to face is more trustworthy than random online information. Yet they report that they use various media platforms to collect information about horses. Online platforms used differ between the age groups. The respondents argue that less experienced riders and riders of other ages than themselves use social media uncritically as sources of information. They also underline the right to voice and visibility through social media and emphasize that there should be no restrictions on what is published. In contrast to this, and as a paradox, they suggest that online codes of conduct and new platforms – safe zones – ought to be established in which information has to be controlled.

Conclusion, Contribution and Implication

The results clearly show that there is a need for sport stakeholders to adapt to the online patterns in everyday life. Creating safe zones online could be a way for sport organizations to safeguard social space online and at the same time keep being relevant. The result show that accessible online platforms where research, trustworthy information and knowledge is shared is needed within the equestrian sport. This because it can be difficult to determine whether the shared information is an empty shell created by someone using impression management, an algorithm related to commercial interests or if it is trustworthy information.

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The Experiences of Female Football Fans on Social Media

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Aim and Research Questions

The use of social media to interact with other fans represents a growing part of football fandom. Fans frequently discuss all aspects of their favourite sport, team and players through social networking sites such as Facebook and Twitter as well as on official and unofficial online forums. However, both online and offline, female fans have their authenticity and loyalty as fans questioned (Crawford, 2004; Gosling, 2007), which may lead them to avoid or abandon participating in online discussions about their favourite teams. This study explores the experiences of female fans in their football-related use of social media, addressing the following research questions:

RQ1. How do female fans use football-related social media?
RQ2. What challenges do female football fans face on social media?

Theoretical Background and Literature Review

Social media have transformed the way football fans can interact with one another. Online communities allow football fans to connect with fellow fans (Hedlund, 2014) to discuss, for example the players, managers, new signings, matches and off-field activities of their favourite club. In doing so, fans can forge supportive, reciprocal relationships within the online community, building social capital, defined here as "a relational individual or collective resource that is more or less intentionally built and created and is used to achieve defined goals" (Numerato & Baglioni, 2011, p. 595). However, social media can also become arenas for bullying, harassment and the sharing of offensive content or views (Cleland, 2014).

Football stadia are still seen as a male domain (Crawford, 2004) and social media fan communities are dominated by male fans. Despite growing numbers of female fans, they are often marginalised in fan communities and in academic research (Gosling, 2007), facing open abuse and hostility. Gaining entry into (online) fan communities can be difficult for females, who display differences (i.e. gender) from the community norm. Consequently, football-related social media become sites of social exclusion (Crawford, 2004). As such, the dark side of social capital, defined as "situations in which trust, social ties and shared beliefs and norms that may be beneficial to some persons are detrimental to other individuals, sport movements, or for society at large" (Numerato & Baglioni, 2011, p. 594), comes to the fore in understanding both the experiences of and challenges faced by female football fans on social media.

Research Design, Methodology and Data Analysis

This study employs a qualitative, interview-based methodology to explore the experiences of female football fans on social media. Semi-structured interviews were undertaken with eleven female fans of professional football clubs predominantly based in the north west of England. Analysis of these preliminary interviews informed the

development of a more extensive interview guide for in-depth interviews with a further fifteen female fans. Respondents were selected via convenience sampling, with recruitment taking place largely through social media. All interviewees were aged over eighteen and self-identified as a football fan. Interviews were recorded and transcribed, and then analysed using an iterative form of thematic analysis, building, revising and adding to a template of themes as analysis proceeded (King, 2012).

Results/Findings and Discussion

Initial findings reveal that female fans reported being the target of confrontational and sexist comments on social media, including having their authenticity as 'real' football fans questioned (Crawford, 2004; Gosling, 2007). Here, the dark side of social capital is evident, with the shared norms of the (male-dominated) social media communities expressed through a mistrust of females as 'real' fans. Therefore, female fans have to work harder than their male counterparts to gain acceptance within football-related social media communities. However, we discovered that female fans often find like-minded (female) fans through social media, forming online communities that have, in some cases, extended into the physical realm through meet-ups at matches. Therefore, social media can form a valuable support function for female fans. Based on their experiences, the notion of safe spaces also emerged in the interviews, with fans expressing a desire for social media to become a safe space for all fans to interact together around their shared love of the sport or team, regardless of gender.

Conclusion, Contribution and Implications

Our study provides valuable insight into the lived experiences of female fans on social media – a topic largely ignored to date. Female fans represent a significant proportion of football clubs' fan bases and possess significant buying power. However, on social media they often face hostility and abuse. Nonetheless, our research also surfaces examples of females forging online relationships and building social capital within football-related social media communities. The ability to extend these instances more widely across football-related social media communities represents a significant challenge for football clubs, governing bodies and social media organisations, but one that we argue is imperative in order to ensure that all fans can enjoy the benefits of social media communities as part of their football fandom.

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Motives, Constraints and Social Media Influence on Spectator's Intentions to Attend Tennis Matches.

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Aim and Research Questions

This study focuses on investigating and measuring the main antecedents (motives and constraints) related to attending tennis matches and their influence on spectator's attendance intentions given the moderating role of social media.

Theoretical Background and Literature Review

Fans and spectators in general are considered one of the most important elements in sports events. The literature on motivation and sport consumption shows a range of different motives; hedonic vs. utilitarian and extrinsic vs. intrinsic motives. The most popular scales for measuring motives include the Sport Fan Motivation Scale (SFMS), The Scale of Attendance (SAM), Motivation scale for sports consumption (MSSC) Model of event quality for spectator sport (MEQSS) and Attendance Motivation Scale (AMS). Some of the items across the scales are highly correlated. Accordingly, Kim et al.(2013), have classified sport consumer motives into three categories; hedonic, psychological connection and social influence motives through combining motives from more than one scale in an attempt to try to eliminate the duplication and proposing high order factors.

Constraint theory in general is used in research to understand why people do not participate in specific events/ activities while others do. Although numerous studies proposed frameworks for investigating leisure constraints, (Crompton, Jackson, & Witt 2005; Hubbard & Mannel, 2001), few have examined the influence of constraints on spectators' behavioral intentions. Moreover, most of the studies conducted are purely descriptive and sports constraints were not examined in conjunction with motives as it has been proposed in this study. Research related to social media influence on tennis fan behavior is still emerging. One of the first social media-related tennis studies was by Schoenstedt and Reau (2013), they examined the use of social media marketing at the 2010 Western & Southern Financial Group Master's Tennis Open. Qatar has one of the highest social media penetration rates in the region based on the annual media usage study conducted by Northwestern University in Qatar, thus we cannot examine the influence of behavioral antecedents on spectator's behavioral intentions without considering the significant role of social media.

Research Design, Methodology and Data Analysis

The study has utilized mixed methods. Qualitative research has been conducted in the form of ten in-depth interviews with tennis and media experts and representatives of fan associations. The interview guide focused on understanding the most important motives and constraints that influence spectators' decision to attend tennis matches and how social media plays an influential role in shaping their behavior. Based on the findings of the in-depth interviews, a conceptual model has been proposed with the most

important motives and constraints that influence the intention in attending tennis matches. Eight motives and four constraints have been identified. Measurement scales have been adopted form various previously validated scales with slight modifications to fit the sport of tennis and the cultural and environmental context of the study. Scales validity and reliability have been conducted as well. Quantitative research was utilized to test the proposed hypotheses and generalize findings. Regression analysis was run to ensure the fitness of the model and confirm the different associations between variables as well as measure the moderating role of social media.

Findings and Discussion

The final sample size was 250 spectators from ten different countries. Entertainment, valuing the sport, escaping the routine and player love had the strongest positive significant relationships with intention to attend tennis matches. Tickets price and operating time were the only two constraints that had significant relationships with intention to attend tennis matches. More than 95% stated that they depend on different social media outlets for information about tennis tournaments and events. Regressions analysis results indicated a good fitness for the model (42%), all motives and constraints entered the model with exception of parking and weather conditions. Social media had an influence on the relationship between antecedents (motives and constraints) and the willingness of spectators' to attend tennis matches increasing r squared to 54%.

Conclusion, Contribution and Implication

The current literature is very limited regarding studies about spectator behavior in general and specifically in the non -western region; although Qatar, the United Arab Emirates and Turkey host several regional and international tennis tournaments. This is a pioneer study in providing a comprehensive model combining both motives and constraints and integrating the role of social media in a diverse culture with more than 10 different nationalities from all over the world. From a theoretical perspective, the findings provide new insights related to individual sports as compared to team sports like football and basketball (Kim, Y. K., & Trail, G. 2010; Fallahi, A., Asadi, H., & Khabiri, M. 2011). Furthermore, understanding the most significant motivators and constraints given the role of social media, enables tournament directors and sports marketers to effectively serve existing tennis spectators and fans as well as attract new ones.

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Emphasizing Unity or Uniqueness? Social Media Strategies to Expand Sports Fan Communities

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Aim

On social media, sports teams sometimes emphasize unity among fans (i.e., unity approach), whereas other times they focus on the uniqueness of each fan (i.e., uniqueness approach). Which approach is more effective in attracting potential fans and expanding fan communities? The current study answers this question by examining how potential fans of a sports team perceive existing fans depicted in social media posts and how this perception influences their intentions to support the team.

Theoretical Background

Based on the self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), I propose that when potential fans of a sports team see the team's fans on social media, they psychologically categorize the fans and themselves into a certain social group. The relative size of the team's fan community determines which social group becomes salient in this self-categorization process (Travaglino, Abrams, Randsley de Moura, & Yetkili, 2016). Specifically, if fans are a minority in the local community, potential fans classify themselves and the fans in different categories (i.e., fan category vs. nonfan category) and perceive a distinction. In this case, unity among the fans would make this distinction more vivid; thus, the potential fans would be more hesitant to support the team.

By contrast, if fans are a majority in the local community, potential fans classify themselves and fans in the same category (i.e., resident category) and perceive supporting the team to be part of social norms shared by community residents. In this case, unity among fans clarifies and emphasizes the social norm and creates greater social pressure to support the team.

Accordingly, I hypothesized that the uniqueness approach is more effective in attracting potential fans in the minority condition, whereas the unity approach is more effective in the majority condition.

Research Design

I conducted an experiment, employing a two (relative size: minority vs. majority) by two (social media strategy: unity vs. uniqueness) by two (involvement: low vs. high) between-subjects factorial design. Relative size and social media strategy were manipulated through experimental stimuli, whereas involvement was a measured variable. Involvement was included because the results of the pilot studies indicated that there were two distinct groups of people with respect to their involvement with watching baseball (which is the context of this research). The participants included 206 U.S. residents recruited on Amazon Mechanical Turk. The participants were provided with the information about a Major League Baseball team and its social media strategy. After reading all the provided experimental stimuli, the participants indicated their intentions

to support the team using a 7-point scale from 1 (very unlikely) to 7 (very likely). For the data analysis, we employed ANOVA, where we included relative size, social media strategy, and involvement as independent variables and support intentions as a dependent variable.

Results

The results showed a significant three-way interaction effect among three independent variables on support intentions, $F(7, 198) = 7.43$, $p = .007$. First, focusing on the high-involvement group, the uniqueness approach resulted in greater support intentions ($M = 4.12$) than the unity approach ($M = 3.30$) in the minority condition. By contrast, the unity approach resulted in greater support intentions ($M = 5.75$) than the uniqueness approach ($M = 4.87$) in the majority condition, supporting the hypothesis.

However, the low-involvement group did not show such patterns. Within this group, the uniqueness approach resulted in a similar level of support intentions ($M = 1.97$) as the unity approach ($M = 2.31$) in the minority condition. Additionally, the uniqueness approach resulted in a similar level of support intentions ($M = 3.14$) compared to the unity approach ($M = 2.96$) in the majority condition.

Conclusion

The results supported the hypothesis only when potential fans have certain levels of involvement with watching the sport. Thus, to approach these potential fans, a sports team should emphasize the uniqueness of each fan and its openness to new fans if the team has a relatively small fan community, whereas a team with a relatively large fan community should emphasize unity among fans.

However, when potential fans have little involvement with the sport, the two social media strategies do not make a significant difference. As discussed earlier, when the uniqueness approach is used, the distinction between existing and potential fans becomes vague, but this vague boundary itself may not motivate potential fans to join the fan community. If potential fans have little interest in a sport, they may not care if fans are homogeneous or if it is easy to join the fan community.

This study provided significant contributions to self-categorization theory (Turner et al., 1987) and unique insights into sports teams' social media strategies by showing how potential fans perceive existing fans depicted in social media posts and how this perception influences their decision-making.

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SPORT, MEDIA AND COMMUNICATION

Session Chair: Kirstin Hallmann

Female Fandom on Tumblr: A Study of European Football

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Aim and Research Questions
Utilizing survey responses from users of the microblogging and social networking website, Tumblr, we assess the ways in which Tumblr provides a more enriching experience for female fans of European Football than other social media platforms or the official websites of European Football clubs. We employ a robust twenty-one question online survey of female fans on Tumblr to assess the scope and depth to which they follow European Football.

Theoretical Background and Literature Review
We place female fans at the centerpiece of our study, as they are often categorized, either explicitly or through more subtle means, as "second-class citizens" in the sports fandom realm. Hardin, Zhong & Corrigan (2012) assert that women are often found to be marginalised in online sports fandom discussions. Montez de Oca & Cotner (2018), purport that female fans are often not seen as fans in their own right, but rather as girlfriends or mothers of male sports fans. Schultz and Linden (2014, p.156), confirm the marginalisation of women indicated above with the assertion, "In turn, they (major sports leagues and administrators) have defined what it means to be a 'female fan' in ways that normalise male fandom and position women's support for national pastimes as something different." Pope (2017) provides a more uplifting message about female sports fandom as those who find their own niches in fandom to talk about their favourite sports. Kunert (2019) reinforces Pope's optimism about the scope and depth of (online) female sports fandom through her in-depth interviews of female online football fans.
We enrich a fairly limited research on female sports fandom (broadly defined) and an even more limited body of research on female sports fandom on Tumblr (with the aforementioned 2019 article by Kunert as the only known study on the topic at this time).

Research Design Methodology and Data Analysis
A twenty-one question survey was sent to female fans of European Football utilizing Tumblr to assess their usage of and satisfaction with the platform. The survey was structured both with responses ranked on a Likert Scale as "strongly agree, agree, disagree, strongly disagree" as well as open-ended questions, such as, "Please provide an example of a piece of information or type of content you would only expect to find on Tumblr."

The data are reported in both quantitative (descriptive) and qualitative (reporting on free-form essay responses from survey respondents) form to convey the value female European Football fans place on Tumblr.

Results, Findings and Discussion
Our survey results support earlier research in the broad field of female sports fandom, as respondents found Tumblr to provide a "safe space" in which they can talk about sports, bond with other fans and demonstrate their passion for their sport(s) and their team(s) in a more richly satisfying manner than is afforded via other social media platforms or traditional media outlets. Two specific questions to which more than 80% answered either "strongly agree" or "agree" are as follows: "I can discuss my favorite sport in more depth than on other social media platforms" and "I can discuss my favorite sport without fear of criticism from male fans," Regarding the availability of content provided by Tumblr vis-a-vis media outlets' websites, 67.3% of our survey respondents indicated either "strongly agree" or "agree" to the statement, "I find more information that is relevant to me than on other media websites. To the statement, "I find more information that is relevant to me than on other social media platforms, 68.1% indicated either "agree" or "strongly agree."

Conclusion, Contribution and Implications
Both the quantitative (descriptive) and qualitative survey results provide powerful insights into female fandom in European Football. Beyond the inherent value such results add to the academic literature, there are clear policy implications of our findings. Sports team ownership and management, producers and marketers of sports merchandise and social media platforms have the ability to enhance monetization of female fandom directly (through greater direct and advertising sales) and indirectly (through enhanced public relations as they listen and respond to the wants and needs of female fandom).

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Growing Fandom: 2019 FIFA Women's World Cup National Teams' Fan Enagagement on Facebook

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As part of fan engagement during a megasporting event, sport organizations and their marketing partners will utilize social media platforms in order to disseminate message to their fans. Based on relationship marketing theory, these media messages can be expected to present the images and storytelling which the organizations prefers to be foremost in the public's focus and which the organization anticipates the public may seek, in order to cultivate longterm fandom and a potential purchase intention. Through an examination of the official Facebook pages of five participating nations in the 2019 FIFA Women's World Cup, the researchers seek to determine the types of media messages teams create and distribute to their target publics, as well as the response of those publics. The five nations will be: the United States (defending champion), France (host), England (among the favorites), and Spain (considered mid-tier, in its second WWC). Finally, Argentina, which was chosen due to being the least-regarded women's team in the tournament from a nation with a traditionally strong men's team. Facebook has achieved a status as the most popular social media platform in terms of reported total users, and also as the platform that presents the highest number of options in terms of types of posts (e.g., words, video, photos).
RQ1: What types of media messages do teams in the 2019 FIFA Women's World Cup create for their Facebook pages?
RQ2: How does team performance affect postings on Facebook?
RQ3: How does team performance and type of postings affect post response rate and content?
RQ4: What types of comments are created by fans engaging with FIFA WWC teams' Facebook pages?

Theoretical Background and Literature Review

Facebook has been studied in a relationship marketing model (Pronschinske, Groza, & Walker, 2012), with a content-analysis methodology employed. Initially, the examination of Facebook responses through Reactions (i.e., Likes, Laughing, Heart, Angry, Wow, Crying) and Comments will indicate a basic level of engagement. Then, the authors will examine the content of the comments fans post on the teams' Facebook walls.

The use of social networking sites has been found to increase fan engagement (Pronschinske, Groza, & Walker, 2012) as well as encourage further participation among fans (Achen, Kaczorowski, Horsmann, & Ketzler, 2018) and potentially inspire a purchase intention (Achen, 2016). In addition, such sites also aid greatly in the building of relationships with fan groups (Abeza & O'Reilly, 2014; Achen, 2016; Pronschinske, Groza, & Walker, 2012).

Research Design, Methodology, and Data Analysis

Data will be gathered daily from the official Facebook pages of the national teams of the United States, France, England, Spain, and Argentina for the duration (June 7-July 7) of the 2019 FIFA Women's World Cup. Every post will be coded, with two coders utilizing a codebook determined form previous research. The post attributes examined will include whether a visual element (i.e., photo, video, graphic), time of post, length of post, and type of post (e.g., team informative, humor, individual player focus). Responses to posts will be measured in Facebook Reactions and the content of Comments. Once data are coded, analysis will commence in SPSS 24.0 with descriptive statistics as well as ANOVAs comparing post types to reactions.

Results and Discussion
While the data for this research will not be fully available until early July 2019, the researchers will immediately code and analyze the data in preparation for the September conference. Based on previous research (Miles, 2018), the data can be expected to include notable amounts of visual elements as well as positive responses to posts following victories, with negative responses to losses. In addition, researchers anticipate that there may be some responses as well as organizational posts that spotlight the gendered aspect of the FIFA WWC including ongoing discussions regarding player compensation. Further, the authors are prepared for unexpected results to arise based on the unpredictable course of the event

Conclusion, Contribution, and Implication
Implications for this research begin with the view that sport organizations must engage fans on popular social media platforms. While the FIFA Men's World Cup is the world's most popular sporting event and thus receives a significant amount of media attention, the FIFA Women's World Cup does not yet have the same history and fanbase, and resulting media and sponsor attention. However, recent matches in Italy and Spain featuring women's professional clubs have shattered attendance records, and the U.S.-based National Women's Soccer League just began its seventh season, indicating a growing worldwide interest in women's soccer. In addition, the FIFA WWC expanded from 16 to 24 teams beginning with the 2015 edition. Opportunities exist to grow women's soccer in terms of fans and sponsorships. Therefore, examining the social media pages of participating FIFA WWC teams can prove informative and instructional regarding the use of such outlets to promote the individual teams as well as the event itself.

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"Girls can't play no ball!" Let's Talk About the Women's Portrayal in Classic Sport Films: *A Comparative Critical Discourse Analysis of "Uncle Drew" (2018) and "Love & Basketball' (2000).*

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Theoretical Background/Literature Review

"Representation is not neutral; it is an act of power in our culture" (Owens, 1992). In fact, as Burr (1995) noted, people are created in gendered and raced language – with a discouraging and limiting effect on individuals. Specifically, images and role models are often the defining and lasting puzzles to building an individual's identity. Media and film, therefore, play a vital role in the identity formation process of an individual, as it is often not only a reflection of the society itself but also of a socially-constructed world. More importantly, it can serve either as change agent or reinforcer of the status quo. Sounds familiar? The sport industry has an equally ambivalent significance; hence the classic sport film is a genre that needs to be put under the microscope. In the era of the #Metoo movement and women breaking ceilings in all walk of lives, **trailblazing women, such as Serena Williams, Fatma Samba Diouf Samoura, or Becky Hammon** continue to shake up one of the most persistent male-dominated spaces; the professional sport stage. Women and girls' involvement and accomplishments in sport has skyrocketed in unprecedented numbers. And yet, are these positive trends visibly reflected in Hollywood and classic sport films?

Aim and Research Questions

The answer is not clear-cut with the extant body of literature being torn and vague (Poulton & Roderick, 2008; Scraton et al., 1999). For instance, Pearson (2001) systematically examined and coded 41 identified American sport films highlighting heroines from 1930 to 1999. The results are optimistic, with a notable increase of positive depictions of women in sport featured in films following the enactment of Title IX i**n the United States in 1972 and similar broad non-discrimination laws in Europe and globally (e.g., Article 21 of the Charter of Fundamental Rights of the European Union)** with women's achievements being embraced or receive positive portrayal as heroines. Conversely, the staggering similarities in the way women's athletic prowess continue to be trivialized through the usage of comedic themes that emphasized physical appearance and attractiveness – raising more legitimate questions about the messaging intent of sport films. Understanding sport film as a powerful social and cultural platform, the aim of this study was to take a hard look at the portrayal of women and gender norms in two classic sport movies: *Love and Basketball* (2000) and *Uncle Drew* (2018). **Given the fact that basketball is still universally considered a male sport**, the two films' particular popularity among female basketball players, and the 18-year gap between their releases, both movies were deemed as perfect examples for the purpose of this study. The following two research questions guided this research investigation: RQ1: What are the dominating discoursal constructions of identities of the two films? RQ2: What specific nonverbal symbols or visual speech and images such as

expressions, behavioral traits or specific language can be identified in both films as means to either perpetuate or deconstruct cultural and social norms as well as traditional gender roles within the realm of sports? **RQ3: How does the gender representation in these two US American basketball movies differ to the 2002 British-Indian family romantic comedy sports film "Bend it Like Beckham (2002)?**

Method, research design, and data analysis
Using a comparative critical discourse analysis, the study attempts to shine light on the persistent concerns regarding the trivialization and marginalization of women in classic sport films, which often serve as a gateway to sport participation or the lack thereof.

Results, discussion and implications
Upon the opening scene of *Love and Basketball,* for instance, in which three boys' acclaim "Aw man! She is a girl! Girls can't play no ball!" (Prince-Bythewood, 2000) paired to 2018 *Uncle Drew*'s main plot revolving around two teammates torn apart for decades by an invisible woman they both slept with, in addition to the stereotypical narrative of the "gold digger" girlfriend and a crazy, controlling, yet supportive wife, assumptions about the sport films' unfortunate role in reproducing heterosexual hegemony and toxic masculinity are being made. Specific results of this study, therefore, center, on the following themes: marginalization and trivialization, women as sidekicks, and the athlete vs. the cheerleader. Results of this study corroborates the work of Baker (2003), Poulton and Roderick (2008). Theoretical and practical implications for future studies and research include the i**ncreased utilization of sport films and commercials, such as the recent Nike***'s Dream Further* **global soccer ad for the upcoming Women's World Cup,** as powerful means to deconstruct the social reconstruction of the gendered world of sports ultimately as a microcosm of society, and to further equalize the playing field for women and girls in global context, while celebrating the athletic achievements from female protagonists to discontinue the trivialization of their physicality and marginalization in the sport landscape.

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Female Athletes and Personal Brand Authenticity on Instagram

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Aim and Research Questions

As consumers desire authentic brands and experiences (Beverland, 2005), authenticity elicited through textual and visual expressions on social media is key to marketing (Yannopoulou, Moufahim, & Bian, 2013). With interest in women's sports increasing, opportunities exist for brands and female athletes to partner and meaningfully connect with consumers. Social media platform Instagram has more than 500 million daily active users, and 68% are female. Instagram can be an important element of public brand management, and allows female athletes to counter mediated image constructions (Guerin & Burch, 2016). The following research questions were developed to guide this study:

RQ1: What type of content do female athletes post on Instagram?
RQ2: Does the type of post impact fan engagement?
RQ3: What type of self-presentation strategies were employed by athletes on Instagram?
RQ4: Does the type of self-presentation sub-strategies impact fan engagement?

Theoretical Background and Literature Review

Authenticity is a combination of real and stylized attributes that differentiate a brand (Beverland, 2005) and is conveyed through informal relationships that removes distance between reader and writer on social media (Yannopoulou et al., 2013). Such attributes can be communicated to audiences through self-presentation. Goffman (1959) stated that people employ tactics in daily interactions as self-presentation. A front-stage form of self-presentation is a constructed, idealized version of the self, while back-stage self-presentation is candid, offering a deeper glimpse.

Various studies have examined self-presentation by athletes on social media (e.g., Geurin-Eagleman & Burch, 2016; Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Lebel & Danylchuk, 2012). These studies found increased emphasis on athletes utilizing back-stage performances through sharing personal photos.

Research Design, Methodology, and Data Analysis

A content analysis of the top 20 most-followed female athletes on Instagram is proposed. Consistent with previous research, the authors intend to examine those athletes' most recent 100 photos (N = 2,000) (Geurin & Burch, 2016) until July 1, 2019. The top-20 most-followed female athletes on Instagram were determined from Pledgesports to maximize brand exposure.

A codebook was developed based on previous research focusing on Instagram (Geurin & Burch, 2016), and self-presentation (Lebel & Danylchuk, 2012). Variables include photo content/type, user tags, hashtags, likes, comments, self-presentation strategy (e.g., front stage, back stage), and self-presentation sub-strategy (e.g., publicist, behind-

the-scenes reporter, conversationalist). Two coders examined a 10% dataset (n = 200) of the 10 most recent photos from each athlete for intercoder reliability. Descriptive statistics and one-way ANOVAs were conducted in SPSS 24.0.

Results and Discussion

Preliminary data analysis of 500 photos, including photos previously coded, plus 15 additional photos totaling 25 from each athlete as of April 1, 2019, indicated personal life photos the most widely utilized (n = 259, 51.8%), followed closely by photos of athletes' professional lives (n = 224, 44.8%). One-way ANOVA of photo content and number of likes was significant [$F(4, 495)$ = 7.65, p = 0.000] with a higher number of mean likes for photos relating to athletes' personal lives and athletes' business lives.

Athletes utilized back-stage performances (n = 290, 58.0%,) more frequently than front-stage (n = 210, 42.0%,). In photographs with front-stage performances the most widely utilized sub-strategy was the publicist (e.g., promotion or publicity), in 41.2% (n = 207) of posts. In photographs with back-stage performances the most widely utilized sub-strategies were the behind-the-scenes reporter (e.g., favorite movies, hobbies), in 35.6% (n = 178) of posts, and the conversationalist (e.g., interactions with athletes, celebs, family, friends) in 19.4% of posts (n = 97). One-way ANOVA revealed significant differences in self-presentation sub-strategy and number of likes [$F(6, 493)$ = 17.22, p = 0.000] with a higher number of mean likes for photos utilizing the sub-strategy of the conversationalist than sub-strategies of the publicist and behind-the-scenes reporter. Fan engagement through personal and professional photos indicates an effective strategy to include front-stage and back-stage elements into content, diverging from previous findings highlighting back-stage performances (Geurin-Eagleman & Burch, 2016; Hambrick et al., 2010; Lebel & Danylchuk, 2012). In addition, preliminary analysis indicates a preference of one sub strategy for self-presentation. Back-stage posts utilized the behind-the-scenes reporter sub-strategy and front stage performances utilized the publicist strategy. Athletes appear to be missing an opportunity to employ an effective additional sub-strategy for back-stage performances with the conversationalist, which had the highest mean likes.

Conclusion, Contribution, and Implication

Practical implications illustrate an advantage to employing balanced self-presentation strategies that incorporate front-stage and back-stage performances. As a publicist, athletes can inform followers of their events, sponsorships, and brand interaction opportunities. With presentation of behind-the-scenes images, a more intimate portrayal is given, facilitating a personal connection that humanizes the athlete (Geurin & Burch, 2016). This could be crucial to consumer perception of authenticity, as self-presentation sub-strategies allow the real (i.e. behind-the-scenes, conversationalist) and stylized (i.e., publicist) brand attributes of the athlete to be conveyed (Beverland, 2005, Yannopoulou et al., 2013).

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SPORT MANAGEMENT EDUCATION

Session Chair: PG Fahlström (Review Track Chair)

Teaching Sport Management Online Using Group Work and Video Presentations

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Statement that Abstract relates to professional practice

The targeted audience of this presentation are sport management instructors who teach online (or use an LMS to support their in-class activities) and hesitate to embrace group projects. This presentation will discuss/share challenges and solutions to achieve successful teaching of sport management using group work online. Presenter will share his successful story and some tools/strategies that may meet the various needs of the participants.

Background

The myth that group work and class presentations cannot be effectively implemented in online higher education courses is one that persists among faculty, instructional designers, and even students, despite the value that virtual collaboration adds to the overall online learning experience (Smith, Sorensen, Gump, Heindel, Caris, & Martinez, 2011). Students many times resent forced group work and feel that the grouping is inflexible and the workload is unequally shared (Boling, Hough, M., Krinsky, Saleem, & Stevens, 2012). They really need is to feel that their peers are competent and prepared (Boling et al., 2012). Teamwork is an essential professional skill to be learned, and online group work can advance the learners' ability to meet key competencies and essential 21st century skills. (Professional Standards for Educational Leaders, 2015). More specifically, students must earn to collaborate to build relationships, share knowledge, and solve problems (Professional Standards for Educational Leaders).

However, just breaking down students in groups, and hoping they will get along and produce good works is far from enough (Barkley, Cross & Major, 2014). Many challenges/ barriers that affect students' motivation and success in online group work must be overcome. External barriers in web-based instruction include time constraints, the learner–instructor relationship, and technology-related concerns (Hillyard, Gillespie & Littig, 2010). Assuring students of available technology's utility, ease of use, and effectiveness of technical and personal support are also ever-present challenges (Hillyard et. Al). Another challenge is to ensure that students possess minimum computer literacy and technology access before class starts. In addition, students not always have learned skills to interact with the instructor and other students (Hillyard, Gillespie & Littig). In addition to the challenges related to the online environment, students also face challenges inherent to any group project: group creation (instructor created or self-selected); lack of leadership, scheduling conflicts, lack of team development, free-riding or social loafing, and students who prefer to work alone

(Capdeferro & Romero). Without this competencies, students experience significant frustration, loss of motivation and initiative, decreased performance and course dissatisfaction (Hillyard, Gillespie & Littig).

Design and Implementation

So, how can we make it work? Ideally, online groups must develop/display: 1- positive interdependence (each student perceives that he or she is linked with others in such a way that the student cannot succeed unless the others do); 2- individual accountability (the performance of each student is assessed); 3- promotive interaction (helping, assisting, supporting, encouraging, and praising one another's efforts to learn); 4- social skills (leadership, decision-making, trust-building, communication, and conflict-management), and 4- group processing (the identification of ways to improve the processes members have been using to maximize their own and each other's learning). (Barkley, Cross & Major, 2014). To get there, faculty who seek to improve the performance of student teams, as well as the satisfaction of the students must : (a) emphasize the importance or relevance of teamwork (why are we doing this?), (b) teach teamwork skills, (c) conduct team building exercises, (d) determine the best group size (3-4) and method of team formation, (e) assign a reasonable workload and clear goals/expectations, (f) require groups to have specific or assigned roles, (g) provide instructions/tools on how to schedule and execute team meetings, (h) request feedback at multiple points for monitoring typical team problems, (i) require individuals to keep a personal contributions file, and (j) use detailed peer evaluations as part of grading (Barkley, Cross & Major, 2014).

As the culminating activity for most class projects, group presentations add another layer of difficulty to the long list of challenges mentioned here. Despite of the misconception that using video presentations is very difficult and unreliable, we now have good technology (paid and free) that can facilitate the preparation and delivery of group presentations online (Earon, 2017). Earon (2017) provides a list of benefits that video communications can bring to an online learning environment: 1) access to increased educational resources, 2) flexibility for the learner, 3) valuable global interchange, and 4) equal opportunities for students and teachers regardless of location During the presentation, I will share my personal experiences with online teaching, starting with not using group work at all, and now having groups presenting using Zoom. When groups post the videos of their presentations, other class mates can enjoy a product very similar to what they would experience in a classroom presentation.

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Beyond Kolb: Applying Learning Theories to Internships in Sport Management

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Objective

Kolb's (1976) experiential learning theory is often the basis of practice in designing internships in sport management, helping instructors connect the experience with reflective observation, abstract conceptualization, and active experimentation. While these components are useful in providing some core principles to guide experiential learning, there is much to be gained from a wider review of the literature.

Issues and Opportunities

Sport management programs differ in how they approach internships, with wide ranges in number of credit and contact hours, requirements and learning objectives, and how it is incorporated into a curriculum. Learning is often less structured and focused than in a classroom, and experiences can vary widely based on the environment or occupational function.

Although this flexibility in how internships are designed and managed can help create customized experiences for students at different career stages and with different interests, it poses many challenges we have yet to fully understand and confront. For senior-level undergraduate internships, research has shown students' career goals can change during the internship (Odio, Sagas, & Kerwin, 2014), and that students often prioritize internships that fit their financial or curricular needs rather than their career aspirations (Odio, 2017). To help address these issues and augment the guidance provided by Kolb's (1976) model, we will review the literature related to student motivation and student variability by showing how contemporary theory can support the design of internships in sport management.

Student Motivation

An established framework for understanding and ensuring student motivation is Keller's (2009) ARCS model. The model outlines the influence of Attention, Relevance, Confidence, and Satisfaction (Keller, 2009). Attention can be achieved through stimulating curiosity, variety, providing conflict, and active participation. Relevance can be achieved through connecting with previous experiences, clarifying effective personal needs and goals, and modeling. Confidence can be achieved by helping students believe that their success is under their control, which can be done through more consistent feedback, and a focus on self-development and growth when crafting learning goals and objectives. Finally, student satisfaction with the experience is important for motivation, this has been shown to be relevant in sport management internships (Odio et al., 2014), but has not likely been a focus for ensuring student motivation. Satisfaction can be achieved through more consistent acknowledgement and feedback (rather than only at the middle and end of internships) and immediate application of learned skills.

Student Variability

Student variability has become a central consideration in higher education with the emergence of the Universal Design for Learning (UDL), and an emphasis on accessibility resources for students with different abilities. The idea of the average student is now known to be a myth thanks to research from the fields of neuroscience, psychology, and education (Meyer, Rose, & Gordon, 2014). UDL helps us to understand and design learning that accounts for these differences by helping design curricula that provide multiple means of engagement, representation, and expression (Meyer et al., 2014). However, it is not clear how well these principles are carried over to internships, which take place away from classrooms and trained educators.

Providing multiple means of engagement in internships can be done through facilitating individual choice and autonomy, providing opportunities for self-regulation, and highly personalized goals that set appropriate challenges. Multiple means of representation can be accomplished through providing different methods for perceiving information such as through written, audio, and visual forms, and by providing background knowledge and/or connecting new information to a student's existing knowledge and understanding. Multiple means of expression can be maximized by providing the ability for students to communicate through different modes to account for differences in abilities and methods of processing information (e.g., some people communicate more effectively through visual means rather than written).

Discussion

Although educators may be limited in how they can influence the design of the internship experience within a sport organization, there are routes for gaining advantages from these approaches to student motivation and variability in the design of internship courses. Educators can be more intentional in helping students set goals, and organize their knowledge before, during, and after internships, and encourage them to experiment with reflecting and making sense of their experience through written, audio, and visual expression. Moreover, consistent feedback aimed at mastery, not just evaluation, that facilitates self-monitoring and regulation can be effective.

In the presentation, we will demonstrate how to apply these theories to enhance the design of internship courses from the university perspective. Specifically, we will outline how the ARCS can be used to ensure students are focused on self-development and are well supported prior to and during the internship experience. Likewise, we will show how UDL principles provide a framework for educators to develop assessment processes that are more consistent with student abilities, experiential and learning differences, and provide each student with an established set of goals and a method to assess the goals.

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Are Sector Specific Competences Of Sport Managers Needed? - The Perspectives Of Labour Market Experts In Germany

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Aim and Research Questions

Alongside an increasing professionalisation, a growing number of graduates of sport management programmes seek to enter the sport labour market. The question arises as to whether this workforce possesses the competences, which sport organisations need in an ongoing functional differentiation caused by processes of commercialisation, internationalisation and digitalisation. The aim of this study is to (1) examine qualification requirements of sport management graduates in different sectors and (2) to find relevant similarities and differences across these sectors.

Theoretical Background and Literature Review

To date, we lack a conceptual framework to define the field of sport management. Kaiser and Beech (2012) as well as Dowling, Edwards and Washington (2014) emphasise the need for a specific approach in labour market research in sport. Agency theory serves as our analytical framework and assumes a metaphorical contract between the labour market (principal) and higher education (agent) (Jensen & Meckling, 1976). The contract assigns higher education institutions with the task to train graduates of sport management programmes according to labour market needs (Nagel, 2006).

Research Design, Methodology and Data Analysis

Based on the results of a previous quantitative survey and a comprehensive review of literature, we developed an interview-guide. We then conducted 12 semi-structured interviews between December 2018 and February 2019. The interview partners represent sport organisations from the public sector, private sector, professional sports clubs, and non-profit sports clubs and federations. All interviewees hold senior positions in their organisations, such as Managing Director, CEO, and General Secretary, which is why we consider these individuals experts or key informants.

We transcribed and proof-checked the interviews before performing a qualitative content analysis according to Mayring (2010). The first author of this paper read the transcripts repeatedly and coded segments using *MAXQDA-Analytics-Pro 2018* according to theory-based categories (deductive) and new categories, which emerged from the transcribed interview materials (inductive). The qualitative data analysis resulted in 67 specific codes and 927 coded segments. In alignment with post-qualitative perspectives on research, we acknowledge that theory-free knowledge does not exist (Smith & Hodkinson, 2009) and as such, our interpretation is partial and situated.

Results/Findings and Discussion

In terms of qualifications, the interviewees concluded that there were no hard qualification requirements for general jobs in the sport organisations in the four sectors.

A sport management degree does not prove to be a unique quality characteristic. In addition, there are no preferences associated with a Master's or Bachelor's graduate when filling job vacancies. What weighs more for the sport organisations in all sectors is work experience, for example gained in internship programmes.

Concerning competences, the interviewees emphasised the necessity of socio-communicative competences. Teamwork appeared to be the single most important competence. Next to this, interviewees of professional sport clubs and private sector organisations highlight customer/service orientation and networking. The affinity to sport emerged as a crucial personal competence in sport organisations across all sectors. In addition, we found leadership to be an important personal competence in all sport organisations except those from the public sector. The interviewees from non-profit sport organisations highlighted the importance of special leadership skills, since future sport managers need to lead two types of employees: paid staff and volunteers. Considering methods and professional competences, three main pillars emerged, which are relevant across all sectors: digital competencies, analytical skills and specialised (sport management) knowledge. The interviewees from non-profit and public sector sport organisations perceived specialised knowledge to be especially helpful. Generic IT-skills are regarded as important competencies across all sectors. However, more specialised digital competencies appear to be less important for sport management graduates, since the employers seem to prefer IT/digitalisation specialists for jobs in this regard.

Conclusion, Contribution and Implication

Concluding, we found various differences across all sectors and within the individual sectors. The findings offer interesting avenues for further research, which include the perspectives of graduates/employees, the role of institutions of higher education and more profound accounts of expectations of employers in all sectors. Despite some limitations in our methodological approach, we collected interesting findings for each of the sport organisations and sectors examined. These findings may be beneficial for further developing sport management curricula. Although our findings show different focal points for the four sectors considered, we do not see a need of specialisation of study programmes. Instead, we recommend a generalist education with many opportunities for students to enter into specific, practical situations that help them acquire the specific competences needed in the different sectors. Internships, case studies and co-operations with sport organisations can lead into this direction. Furthermore, we recommend alternative assessment methods within sport management programmes, away from examining specific knowledge and towards a universal assessment of competences acquired in specific modules.

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Contemporary Career Paths Of Sport Managers In Germany. Empirical Results On Job Changes Within The Sports Industry

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Aim and Research Question

The aim of the project was to explain the career paths of German sports managers. The study was divided into various sub-projects to examine different segments of the sports industry. The research questions are: Are sports managers working across all sectors of the sports industry during their careers or is it more common for them to stay in their initial sector? This research question is important because sport is a cross-sectional industry (Trosien, 2012) and it is meaningful to know how knowledge is transferred between the different sectors of that particular industry. From many examples the assumption could arise, that sport managers with horizontal careers are mainly responsible for knowledge transfer within the industry, keeping it together.

Theoretical Background

The existing literature focuses almost exclusively on alumni studies which are not sufficient for the whole labour market of the sports industry; they only inform about the direction of former students. All sport managers are missed out who have an educational background outside sport management specific academic institutions and programmes and those with a vocational education. Existing labour market research (Winkler & Karhausen, 1985; Horch, 2012; Breuer, 2017) focused on sports managers in associations, clubs, and federations. This is also not sufficient as the labour market is even broader. Hence, career research about sports managers has to be broader than before, because there is no general or specific and comprehensive labour market theory (Kaiser-Jovy & Beech, 2012). Thinking about individual career paths within the sports industry, vertical careers (e.g. inside one sports sector) are one option. Horizontal careers (moving across different sports sectors) are also possible.

Methodology

A quantitative approach was chosen and in total, the online survey was completed by 1,202 German sport managers working in the three sports industry sectors - nonprofit, for-profit and public. This paper focuses on the fully completed career paths from sport managers in the sample (n = 497). From 1,202 respondents 497 completed the matrix of their career path which is of interest for that research question.

Results and Discussion

Sport management and economics alumni should be able to work in all areas of the sports industry. In general, that is true, indicated by the following proportion. The majority of sport managers from this study work in non-profit-sports-organisations (31.6 %) followed by the private sport sector (22.3 %). 13.6 % of the employers counted in this study have been public organisations, however, this proportion is only represented as high as one sub-study focused specifically on the public sector. The remaining problem

– within previous studies and this research – is the challenge to estimate the labour market in total for each sector and the whole sport industry, only estimations exist.

The authors expected a moderate proportion of sport managers working in all three sectors during their career. However, across all groupsonly 4.2 % have already work experience in public, non-profit and private sport organisations. That's a surprising result and hence, needs to be reported. Yet, there is no point to generalize this finding. The correlation between job changes and age is significant. On average the sport managers are 39 years old in the sample, the time they are already in the labour market depends on their individual careers and will be part of further regression analyses which are already conceptualized. Analysing the number of job changes in general, it is noticeable that the majority of sport managers has changed the job only twice so far in their career. This is one explanation for the small percentage of sport managers worked in all sectors so far. Nevertheless, in total 24.5 % have at least worked in two sectors of the inner sports industry. On contrary, the percentage of people with vertical careers is even higher (33.6 %) and the majority haven't changed the first employer by now (41.9 %). This is in line with a previous study for sport scientists (Bischoff et al., 2012). The number of job changes also depend on the sector: sport managers working for public authorities changed their employer on average 0.8 times, whereas in sport associations the average is 1.8.

Conclusion

The results show that there are sport managers who have worked in all three sectors of the sport industry; however, a majority does not change its employer. Given the results in this study it seems that the sport industry is not as permeable as assumed by the authors and that vertical careers are very common. The rationale for this needs some investigation. Does the required knowledge from the different sectors in the industry varies so much that job changes are hard to achieve or are there personal reasons to stay in one sport (e.g. football) or one function (e.g. marketing)? The sports community (academics and practitioners) should discuss the implications of that.

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From Elite Sport To The Job Market: Development And Initial Validation Of The Athletes' Competency Questionnaire For Employability (ACQE)

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Aim and Research Questions

The general aim of this study is to optimize athletes' vocational development during as well as after their athletic career by developing an instrument that measures athletes' competencies required to successfully prepare for and engage in a new professional career. The specific objectives of this study are to (1) describe the development of the Athletes' Competency Questionnaire for Employability (ACQE), (2) generate an initial competence framework using factor analysis, and (3) provide insights into the practical use of the ACQE competence framework.

Theoretical Background and Literature Review

Achieving top performances and international success in elite sport requires athletes to invest their personal and time resources to such a degree that being an elite athlete becomes equivalent to a profession (Conzelmann & Nagel, 2003). However, the 'elite athlete profession' is not a 'lifetime job' and typically lasts only for a relatively short period of time (on average 28 to 30 years; Wylleman & Rosier, 2016). Retirement from elite sport therefore leads athletes to a new professional career, rather than out of the workforce (Martin et al., 2014). In order for athletes to successfully prepare for and engage in a new professional career, Wylleman and Rosier (2016) emphasized that athletes require effective competencies such as career planning, life management, and interpersonal skills. While qualitative research (e.g., Torregrosa, Ramis, Pallarés, Azócar, & Selva, 2015)identified a range of competencies athletes require to successfully prepare for and engage in a new professional career, no specific instrument is available to date that measures athletes' competencies required to optimize their vocational development. Such an instrument can be useful to obtain conceptual clarity about athletes' vocational development, provide targeted feedback and set up effective interventions. Therefore, the ACQE was developed and used as part of the Erasmus+ Sport Project 'Be a Winner In elite Sport and Employment before and after athletic Retirement' (B-WISER).

Research Design, Methodology and Data Analysis

The development of the ACQE was based on (1) literature review targeting relevant (dual) career transition (e.g., De Brandt et al., 2018; Wylleman & Rosier, 2016) and employment research (e.g., Van Der Heijde & Van Der Heijden, 2006), (2) expert review (i.e., renowned international experts from the sport, education and employment sector), and (3) a pilot study with 45 active and former elite athletes.

Within the ACQE, a list of 31 competencies important for athletes to successfully prepare for or securing a new professional career (e.g., lead a group of people, cope with stress effectively) was composed. Active and former elite athletes were asked to assess their perceived possession of those 31 competencies by answering the question 'To what extent do you possess this competence?', using a 5-point Likert-type scale ("1 – Very poor possession" to "5 – Very strong possession).Exploratory Structural Equation Modeling (ESEM) was performed on the scores of athletes' perceived possession of the competencies in order to investigate the factor structure of the ACQE and generate an initial competence framework.

Results/Findings and Discussion

After ethical approval, a total of 954 active and former athletes from six European countries (Belgium, Germany, Italy, Slovenia, Spain, Sweden) completed the ACQE (M_{age}=26.74, SD=9.9; 45.7% female). On average, athletes reported the strongest possession for 'goal-orientation' (M=4.26, SD=0.72) and the lowest perceived possession for 'creating a professional network' (M= 3.28, SD=0.94). ESEM resulted in a 28-item four-factor model of the ACQE with an acceptable to excellent degree of fit to the data (RMSEA = 0.058 – 0.051, CFI = 0.957, TLI = 0.94, a_{range}= 0.71 – 0.85, r_{range}= 0.35 – 0.56). The four factors identified were: (1) Career & Lifestyle Management (e.g., self-discipline to manage the demands of different life domains) (2) Career Awareness & Communication (e.g., understanding own career interests and options), (3) Career Self-efficacy and Resilience (e.g., using setbacks as a positive stimulus) and (4) Career Engagement & Adaptability (e.g., being flexible and changing career plans if necessary). Adequate internal consistency scores (a_{range}= 0.71 – 0.85) and correlation coefficients (r_{range}= 0.35 – 0.56) were observed for the four factors of the 28-item model, reflecting the four factors are distinct, yet related.

Conclusion, Contribution and Implication

The results of this study provide a first response to the lack of quantitative research in the topic of elite athletes' transition to a new professional career. Practically, it is suggested that the ACQE can be used as an evidence-based tool for career support providers in sport, education and employment to structure and operationalize their work with athletes. More specifically, support providers can use the framework in their work to (1) target athletes' competencies, strengths and points of improvement in preparing for or securing a new professional career, and (2) empower athletes' by introducing the framework to athletes as a self-evaluation monitoring instrument in preparing for or securing a new professional career.

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Exploring Dual Career Development Environments Across Europe: A Holistic Ecological Approach

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Aim & Research Questions

This presentation discusses environmental factors that impact athletes' dual career (DC) experiences by (1) identifying and classifying common types of dual career development environments (DCDE) across Europe, (2) identifying the criteria European DCDEs use to assess the effectiveness of their environment, and (3) case studying a Belgian DCDE using a holistic ecological approach (Henriksen & Stambulova, 2017).

Background & Literature Review

One of the key challenges athletes face is combining elite sport with other pursuits such as education and/or work. A recent review of Stambulova & Wylleman (2018) illustrates that research on athletes' dual career (DC) pathway has increased dramatically over the past decade, but also addresses that research is lacking that considers the "whole" dual career environment. In response to this research gap, the Erasmus+ Sport project "Ecology of Dual Career" (ECO-DC) was launched in 2018 with the support of the European Commission. ECO-DC aims to develop a taxonomy of European DCDEs, identify their criteria of effectiveness, study cases of (un)successful DCDEs, and develop recommendations and tools to assist DCDEs (ECO-DC, 2018). The research presented focuses on the European results of ECO-DC's first work package and the Belgian results of the second work package.

Research Design, Methodology and Data Analysis

To address the first two objectives, researchers from seven countries (i.e., Belgium, Denmark, Finland, Slovenia, Spain, Sweden, and United Kingdom) initially performed online document research on the different DCDEs in their country, and afterwards conducted face-to-face interviews and/or focus groups with national DC stakeholders. Thematic analysis was used to develop a taxonomy of DCDEs and classify their effectiveness criteria.

To address the third objective, a Belgian elite sport school was selected as a DCDE case. Data were collected through 22 semi-structured interviews with athletes and related DC actors in policy, sport, school, boarding school, and athletes' private life. Participants were asked to reflect on different micro (e.g. key relationships) and macro (e.g. DC culture) aspects of the DC environment. Interviews were enriched with onsite observations and document analysis. Case study findings were summarized in two working models based on the holistic ecological models of Henriksen & Stambulova (2017): the DCDE model and the DC Environment Success Factors (DC-ESF) model.

Research Findings and Discussion

In total, 57 DCDEs across the seven countries were identified, resulting in eight types of DCDEs: sports friendly schools, elite sport schools/colleges, professional and/or private club programs, sport friendly universities, combined dual career systems, national sport programs, defence force programs, and players union programs. Seven key features were considered when categorizing the environments (e.g., the athletic career stage supported, the educational level targeted, the nature and scope of the DCDE, if the DCDE was centralized or decentralized). The criteria DCDEs use to assess their effectiveness were categorized under 'overall satisfaction of DC', 'wellbeing', 'academic achievement', 'sport achievement', 'program flexibility', 'athlete resources and skills', 'dropout from DC', and 'facilities and service provision'.

The case study analysis is on-going, and final results will be available beginning of May 2019. Preliminary findings show that the DCDE manages to successfully support athletes' DC pathway based on strong environmental preconditions (e.g., proximity and quality of facilities), processes (e.g., close and flexible collaboration between different actors, clear agreements and borders, individualized support), and a clear DC philosophy that puts emphasis on sport performances with athletes' holistic development and wellbeing as key conditions. The DCDE and DC Environment Success Factors (DC-ESF) models will be presented at the conference.

Conclusion, Contribution and Implication

In conclusion, this series of studies implemented a holistic ecological approach to investigate DCDEs across Europe, and therefore advances the existing DC literature that tends to focus on the individual experiences of DC athletes. A taxonomy of DCDEs was developed, which can serve as a framework to compare characteristics of similar DCDEs and function as a base for future in-depth case studies. The effectiveness criteria identified not only covered measures related to athletes' athletic and academic development, but also their psychological, psychosocial, and financial development, which adds emphasis to the importance of a holistic approach to evaluate DCDEs. We anticipate that the results of the case study will further support the holistic ecological approach to DCDEs and assist in developing recommendations and practical tools to monitor and improve the effectiveness of DCDEs.

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PUBLIC HEALTH AND PHYSICAL ACTIVITY MANAGEMENT

Session Chair: Karin Book (Review Track Chair)

Sport and/or Physical Activity choice in Europe: Implications for Health Outcomes, Sport Management, and Policy

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Aim and Question

There is now increased international focus on the role of sport in helping to overcome the rising health costs of physical inactivity (World Health Organization [WHO], 2017). Sport is increasingly conceptualised to be part of a wider domain of 'Physical Activity' as a potential source of population health. For example, physical activity connects sport and health in definitions of both physical activity (WHO, 2018, para 1) and sport (Council of Europe, 2001, p. 3). The aim of this paper is to inform sport policy and management of the challenges it faces in seeking to engage in society as an agent that delivers health improvements, when this has not been its traditional role and objective. The research question addressed to inform this aim is: How are sport and physical activity related as health generating behaviours?

Theoretical Background and literature

The theoretical underpinnings of the analysis lie in the time allocation approach to economic consumer theory and its extensions to health. that has been employed in the analysis of sport participation in the sport management and sports economics literatures (Downward & Rasciute, 2010). A more distinct epidemiological literature on physical activity and health co-exists, in which a wider set of activities are investigated, but this draws upon time allocation from economics (Cawley, 2004).

Research Design, Methodology and Data Analysis

Based on this theoretical underpinning, the current research analyses the allocation of time of European individuals to sport activity only, to other physical activity only, to both of these activities jointly, and also to walking. The data are drawn from the 2017 Eurobarometer 88.4 wave including 28,301 citizens across 28 European countries. Seemingly unrelated regression analysis is employed to account for the potential simultaneous influences on engagement in these activities. The quality of the regression analysis is ensured by good regression fit diagnostics and controlling for heteroscedasticity in cross-section data whose presence would create inefficient estimates. Whilst the supply of sport and physical activity opportunities cannot be directly analysed in the data, accounting for the heterogeneity of behaviour across European countries, by drawing on clustered standard errors according to the country of observation, also controls for variations in country-specific factors when drawing

inferences. The analysis is conducted on subsamples of individuals that correspond to the WHO age-specific categories for physical activity guidelines, and distinguishing if the individuals in the age groups meet the recommended guidelines or not. For each of the age groups and for individuals that meet the guidelines and those that do not, analysis is conducted for both men and women together, and men and women separately.

Results

The results reveal that walking is connected primarily with less access to economic resources, lower social class and employment other than white collar work or self-employment. Sport only activity is linked to lower age and higher occupational status. The latter is also the case with other physical activities only. Increased age and manual working also contribute to the time spent on other physical activities. This suggests that substitution of sport by other physical activity with ageing, as well as manual work, contributes towards physical activity health targets. Consequently, lower age is associated with participation in both sport and other physical activity. The correlation between unobserved effects, that is the errors of the equations estimating the behaviours, indicates that sport is substitutable for the other physical activities. The analysis also reveals that only women's participation in sport is constrained by the presence of children and lack of access to economic resources can constrain their other physical activity. Moreover, women generally take part in sport and physical activity less than men. However, this is not the case for walking.

Conclusion, contribution and implications

The implications of the analysis for sports policy and management are that sports providers need to recognise the relatively distinct segment of the wider population that their activity caters for and that distinct strategies for development need to be put in place if sport is to effectively engage in delivering health policy outcomes for the wider population. This is important as, for example, in the UK funding for sport is now contingent on providing health outcomes, which non-traditional sport organisations are not well-placed to deliver (e.g.HM Government, 2015). The challenges faced by sports organisations include developing provision that is less sensitive to age, relies less on economic resources for access, and particularly makes provision for women with children. The analysis also suggests that sports organisations outreach to other organisations or harness links to other physical activity opportunities and behaviour such as walking, if they are to encourage greater activity than they are currently able to, despite offering support for the disadvantaged. With more evidence of delivery on general health outcomes organisations' access to funding and policy traction will be improved.

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Physical Literacy and Health: Legitimization for Sport Management

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Aim

The purpose of this presentation is to assert the field of sport management as a discipline for advancing scholarly pursuits, educating and training future practitioners, as well as serving as a resource and knowledge base for future assessment and conceptualization of the physical literacy construct. It would be imprudent to assume the inherent qualities of sport that relate to being (and becoming) physically active, as well as physical, cognitive, and psychological health-related factors (alone) are enough to warrant the promotion and advancement of physical literacy in the field of sport management. Thus, we will first provide a brief overview of sport management and its domains (e.g., administration, marketing, sociology, psychology, education), then argue for a greater scholarly focus on physical literacy through each sub-disciplinary sporting lens regarding the health legitimization for sport and sport management (Chalip, 2006).

Theoretical Background

Our argument is not currently based in a particular theoretical perspective, however, as we delve deeper into the literature we expect to discover and be guided by different institutional logics of each sport management domain.

Literature Review: Positive health outcomes resulting from sport participation and physical activity legitimizes the field of sport management as an essential space to focus on health research, however, we as sport educators, scholars, and practitioners are not "designing, managing, or marketing sport organizations" (p. 5) so as to capitalize on their potential to advance public health agendas (Chalip, 2006). As a result, the utility of sport to promote and provide opportunities for physical activity, as well as the inherent qualities of sport to position it as both a form of and supplement to physical activity, has been largely overlooked in U.S. public health agendas and polices (Berg, Warner, & Das, 2015; Chalip, 2006). However, government agencies and non-profit organizations have recently begun to place value on the capacity for the relationship between sport and physical activity to encourage and enable continued healthy lifestyles.

For instance, the Physical Activity Guidelines for Americans (U.S. Department of Health and Human Services, 2018) emphasizes the benefits of regular physical activity towards a healthy lifestyle, promoting recommended daily and weekly physical activity guidelines for youth and adults. Furthermore, it advocates for sport organizations to provide opportunities for safe and age-appropriate activities to develop a foundation for such active and healthy lifestyles. Likewise, the Aspen Institute Sports & Society program aims to develop healthy children and communities through sport. Key here is the promotion of and advocacy for physical literacy, which is understood in the United States as "the ability, confidence, and desire to be physically active for life" (Aspen Institute, 2015, p. 9). Beyond the U.S., physical literacy is internationally conceptualized

as "the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life" (IPLA, 2017). While the foundation for becoming physically literate seemingly begins in childhood and adolescence, the concept is grounded in lifelong involvement, and thus, must be considered, studied and managed as such. So while Durden-Myers, Green and Whitehead (2018) urged teachers of physical education to embrace physical literacy as their primary goal with the intent to promote and foster an appreciation for "lifelong engagement in physical activity (p. 270)," it should not be expected that it is only within the physical education space that one's physical literacy can flourish. At present, the field of physical education is extensively relied upon for its engagement with pedagogy relating to physical activity; however, despite said efforts, increases in negative health outcomes such as obesity rates and sedentary lifestyles among youth remain in the periphery (Aspen Institute, 2015; U.S. Department of Health and Human Services, 2018).

Conclusion, Contribution and Implication

The crux of our presentation is not an injunction against or value judgment to be placed on physical education as a discipline, rather, we assert that in conjunction with physical education, sport management may be uniquely suited to contribute additional expertise, knowledge, and perspectives to help supplement that which is already taking place. Specifically, we maintain that the management and scholarly understanding of physical literacy towards the healthy development of sport and physical activity participants aligns with many of the disciplinary areas of traditional sport management education (e.g., administration, marketing, finance, law, sociology, psychology, etc.). Thus, we suggest that the discipline better cogitate physical literacy as both an outcome and antecedent to a healthy lifestyle in accordance with current health logics and public health agendas and/or programs. We believe this presentation will further strengthen sport management as a complementary discipline to physical education, and aim to demonstrate how sport management can provide research and evidence-based practices that address the role of physical literacy, as espoused in a sport context and through a sub-disciplinary sporting lens, in effectively managing one's health and development towards a lifelong engagement in both sport and physical activity.

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Repositioning Golf As A Health-Enhancing Activity: The Consumers' Perspective

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Aim/Context

Golf participation has either declined or stagnated in western countries in recent years, creating over-supply of golfing capacity. In response, golf organizations have sought to attract younger players, female players whilst implementing rules and programs to make the game easier and faster (Breitbarth, Kaiser-Jovy & Dickson, 2018).

Amateur golf, as other slow-paced and enduring sports activities, experiences what is described as 'strategic drift' in strategic management – here: a divide between what the game offers and the value activity-seeking consumers pursue – respectively the driving paradigm within the physical activity industry (e.g. rise in fitness-related offerings).

However, modern societies are seriously challenged by unhealthy lifestyles. Traditionally, golf has never been perceived as a sport leading to physical fitness (Puterbaughm, 2011). But golf does provide moderate-intensity physical activity and is associated with a variety of physical, mental and social health benefits (Murray et al., 2018). Yet, only recently have golf organizations sought to capitalize on golf's health-enhancing potential (e.g. The World Golf Foundation Golf & Health Project).

To avoid obsolesce, a response to strategic drift would be strategic realignment, often pursued through business remodeling/repositioning – a strategic consideration lacking resonance in sport management literature. In a first step of our research project, this study explores perspectives of the key stakeholder of the game, i.e. active consumers, on structurally repositioning golf as a health enhancing activity.

Theoretical Background

We frame the overall project using stakeholder approach to relationship marketing strategy and, within, for this sub-research corporate identity theory. The stakeholder approach to relationship marketing strategy conceptualizes six markets: consumer markets; supplier and alliance markets (e.g. golf equipment manufacturers); recruitment markets (e.g., availability of people with the necessary skills); internal markets (i.e., golf organizations and their staff); influence markets (e.g., media); and, referral markets (e.g., people who advocate via word of mouth communication) (Payne et al., 2005). To enable the structural repositioning of golf as a health-enhancing activity, all markets must be considered. However, the stakeholder approach to relationship marketing strategy recognizes the consumer market as the most salient.

Corporate identity refers to the distinctive public image that a corporate entity communicates that structures people's engagement with it (Cornelissen et al, 2007). Corporate identities are informed by history and past strategies. Corporate identity relies upon stakeholders' understanding and claims about the desired character traits of the organization. Usually, identity iconography is directed by management, and the success of the communication of these icons and narratives is whether or not the actual

character understanding of employees/'members' and external stakeholders match the intended description of character (Dowling & Otubanjo, 2011).

Research Design / Methodology

In Phase 1, questionnaires were distributed to golfers (n=251) at two local golf clubs in England. The survey elicited data on social, emotional, psychological and physiological benefits, perceptions of golf as a health-enhancing activity, and attitudes towards promoting golf as a health-enhancing activity. In Phase 2 we collect comparable data among German golfers (390 completed online surveys as of end of May). The survey features questions relating to a range of institutional stakeholder as possible change agents.

Preliminary Results

The key findings from Phase 1 are a) 81% agree and 17% strongly agree that golf facilitates both physiological and psychological health (AVG 4.15, STDDEV 0.45); b) 42% (strongly) agree that golf organizations should position golf as a health-enhancing activity; and c) more than third want the golf industry to promote associated health benefits. Provisional results from Germany support these trends with an even stronger emphasis on the opportunities of reframing the sport. It also appears to indicate that clubs and media are seen as prime change agents. Full results will be available at the conference.

Discussion / Implications

Initial results suggest that participants support augurs well for the success of the repositioning of the amateur game. As with organizational and systems change in general, the modes and levels of resistance towards such transition and refigurations should be monitored and researched. Especially, the role of current golfers as not only sense-takers, but sense-makers is highly relevant. Likewise, while active golfers form a 'consumer market', they are also key actors in 'referral markets', especially towards family, friends and colleagues.

Management should take comfort that the repositioning is acceptable to existing golfers, which all but removes the risk of consumers being alienated or distracted by the repositioning. Change to the corporate identity of golf organizations (clubs) is an integral part of the strategy to attract health-conscious consumers. At the same time, the reshaped client base would make golf attractive to other and new stakeholders, which either have commercial interests and/or seek to align themselves with a game that embraces healthier lifestyles.

Future sport management research should seek to understand repositioning triggers, mechanisms and agency related to the development of multi-market offerings – and not just an approach to foster commercialization and transactional marketability.

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PUBLIC HEALTH AND PHYSICAL ACTIVITY MANAGEMENT

Session Chair: Tim Breitbarth

Sport and Physical Activity Participation in Workplace

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Aim

The main aim of this study is an investigation of leveraging and constraining factors of sport and physical activity participation in the workplace.

Theoretical Background

Sport and physical activity play a role in prevention of cardiovascular diseases and some cancers (Florido, 2016; Koolhass, 2016). A barometer indicated that 42% to 55% of French people did not reach the recommended sport and physical activity levels by public health institutes (Escalon, 2008).

Katz (2005) and Chapman (2004) identified the workplace as influencing human behavior where health and well-being could be improved. As employees spend significant time at work, interventions at work promoting sport and physical activity would reach a large proportion of individuals (Goetzal, 2008). Thereby workplace could offer a social and environmental setting encouraging sport and physical activity (Bredahl, 2015).

Despite of promising results, some authors noticed low participation of employees in these programs limit impacts in economics and health terms (Pereira, 2015). In France, Pierre (2015) confirmed this assertion pointing out that physical activity participation rate in the workplace was between 10 to 15%. Different leveraging and constraining factors (demographic, psychological, environmental) can influence adult participation in leisure sport and physical activity (Trost, 2002) and therefore can explain such low participation rates.

Anagnostopoulos et al. (2016) showed that passion is an important part of workers' commitment, but to our knowledges, very few studies from the management literature have identified leveraging and constraining factors of sport and physical activity in the workplace (Robroek, 2009).

Multiple levels of influence could explain participation as described by the social-ecological framework (Linnan et al., 2001). This model emphasizes important relationships between multiple environmental, cultural, individual factors and sport and physical activity participation (Sallis, 2015). Workplace has been characterized as "complex system" where individual, social and physical environmental contexts influence jointly health and well-being (Stockols et al., 1996). Dishman (2009) and Benny

(2011) advocated worksite Physical Activity (PA) promotion programs targeting individual, interpersonal, organizational levels to promote physical activity.

Thus, the aim of this research project was to better identify the facilitating and constraining individual and organizational factors explaining sport and physical activity participation in the workplace. The roles of moderating factors such as firm size and business sectors were also investigated

Research Design, Methodology and Data Analysis

We present results from our cross-sectional survey based on a electronic questionnaire (from SurveyMonkey) that included personal and organizational leveraging and constraining factors adapted from the work of Alexandris et al. (2002) and Molanorouzi et al. (2014), participation to sport and physical activities in the workplace, level of satisfaction from these programmes, Leisure-Time Physical Activity (LTPA) evaluated from the French version Godin-Shephard Leisure-Time Physical Activity Questionnaire (GSLTPAQ) and demographic information. Mean scores for each leveraging and constraining factors were calculated to determine which were the most common among participants. Moreover, we conducted independent sample t-test to test differences between leveraging and constraining factor scores based on leisure-time physical activity and demographics. Logistic regression was used to identify predictors of participation.

Results/Findings and Discussion

Twenty-four companies (17 private and 7 public) participated in the research. 12 companies had more than 250 employees and the other twelve companies had less than 250 employees. In total, 1318 employees completed the survey (41 ± 10 years, 60% female). The most common constraining factor was time constraints and the most common leveraging factors were physical/psychological condition and appearance. For the constraining factor, LTPA (formed by active and inactive participants) was negatively associated with time constraints ($t = -3,71$, $P < 0.001$). Regarding leveraging factors, woman present a positive and therefore significant difference associating with appearance ($t = 8,00$, $P < 0,01$) compared to men. Time constraints ($B = -0,58$, $P < 0.001$), lack of physical activity knowledge ($B = -0,45$, $P < 0,001$) and doing activity with others ($B = 0,40$, $P < 0,001$) were correlated with participation.

Conclusion, Contribution and Implication

The importance of the results above could provide different ways for companies to promote efficiently physical activity participation in the workplace. Findings from this study could increase current understanding of the barriers and enablers for sport and physical activity participation, and thus, refine customer-orientated marketing strategies, especially promotion strategies.

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The Impact of Physical Activity on Academic Performance: Evidence from China

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Aim and Research Questions

The role of education in boosting economic growth by extending knowledge and increasing productivity has been largely recognized in the literature. For example, Barro (1991) in his influential paper found empirical evidence of a correlation between school-enrollment rates and subsequent GDP growth in a sample of 98 countries. Delgado, Henderson, and Parmeter (2014) in a more recent contribution found that it is not mean years of schooling but education achievements which is the relevant variable to explain GDP growth. This paper analyses the impact of physical activities on academic performance and time allocation to different types of leisure activities of Chinese adolescents.

Theoretical Background and Literature Review

Among the different ways to promote education achievements, physical exercise is attracting increasing interest by academics (Lipscomb, 2007; Pfeifer & Cornelißen, 2010), policy makers and school managers. Some possible reasons for this are that physical activity has the advantage of being relatively cheap and easy to implement and it could be applied at the school rather than the national level.

Compared to this literature, an important contribution of our paper is that, to our knowledge, this is the first analysis of this type for a developing country. Specifically, China is one of the most interesting cases to study as the most populous country and the second largest economy in the world, but one with relatively low per capita income. The second contribution of this paper is that we investigate the channels through which exercise can affect academic performance. On the one hand, sport could have a direct positive effect on educational productivity by increasing life expectancy, which would affect investment in human capital, health or forming the character of young people. However, on the other hand, sport can have an indirect effect on the time allocated to different leisure activities. This effect could be negative, if it crowds out time devoted to schooling or studying, or positive, if it reduces the time allocated to negative or non-productive activities such as video games. While direct effects are very difficult to observe in empirical studies, we estimate the causal impact of exercise on the time allocated to different groups of activities.

Research Design, Methodology and Data Analysis

The study uses data from the China Education Panel Survey (CEPS), a comprehensive longitudinal database which contains information about the physical and socioeconomic characteristics of individual adolescents in 28 counties, including more than 20,000 observations. Although it is a short panel covering only two years, the longitudinal nature of our database enables us to consider lagged variables as instruments to control for any contemporaneous endogeneity of exercise, academic

performance and time allocated to different leisure activities. More specifically, we study the impact of physical exercise on academic performance and time devoted to different leisure activities by means of regression models which include a number of relevant socio-economic individual characteristics as covariates.

A concern in the estimation relates to self-selection bias as an individual might choose to practice physical exercise or not depending on factors such as motivation, demographic characteristics and socioeconomic status. For robustness, we tackle this problem by using an instrumental variable estimation (considering different types of instruments) and propensity score matching.

Results/Findings and Discussion

Our estimation results indicate that physical exercise improves academic performance. However, this could be the result of devoting less time to undesirable leisure activities or improving individuals' concentration or intelligence without necessarily affecting students' time allocation. We further estimate the impact of exercise on time allocation to activities finding that physical exercise has an indirect effect on students' performance, by increasing the time they spent on positive activities involvement, such as visiting musea or significantly decreasing students' time spent on visual media including time spent on watching TV, surfing on the Internet or playing video games. This suggests that physical exercise affects students' attitudes and behaviour with others. Additionally, there is some weak evidence of a positive effect of physical exercise on time allocated to study and decreases students' sleeping time. However, these results are not significant under the two considered approaches.

The analysis is extended by considering nonlinear regressions such as ordered logit models and quantile regressions to explore which types of individuals are more affected by physical exercise. Our estimation results suggest that students with very poor academic performance are especially affected in a positive way by practicing exercise.

Conclusion, Contribution and Implication

Overall our results suggest that physical exercise does not crowd out studying time. In fact, physical activity even increases students' studying time for those who allocate little or moderate time on studying, but let students allocate their time more reasonably. We judge this result as potentially very instructive for school managers and policy makers.

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The Elements Of Enhancing Psychological Empowerment Of Participants In An Inclusive Sport Program

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Introduction

Engaging in sport activities are known to empower participants to positively change their psychologies and behaviors (Lim, 2018). However, these changes can be achieved only when organizers carefully implement specific program elements that create experience to empower the participants. (Lim, 2018). The key issue, however, is that extant literature in sport studies related to psychological empowerment does not fully demonstrate the empowerment phenomenon pertaining to the participants in an inclusive sport program where the sport experience is different from a typical sport program. Filling this gap in literature will extend the body of knowledge in understanding the different aspects of empowerment in the context of sport. Therefore, the purpose of the current research is to discover what elements in an inclusive sport program empowered the participants and positively changed their psychologies and behaviors.

Literature review

Psychological empowerment refers to a process by which individuals perceive control over personal issues, understand their environment critically, and take actions to influence the issues in their lives or communities (Zimmerman, 1990). To enhance empowerment, program organizers need to make sure to implement components in a program that promote the acquisition of cognitive and behavioral skills necessary to critically understand social environments and become independent problem solvers and decision makers (Zimmerman, 1995). Furthermore, several studies have demonstrated that psychological empowerment may vary for different people across different cultures or life domains. Because psychological empowerment varies across different life domains, the empowerment that is gained in a sport setting may not naturally transition to other domains of participants' lives. Therefore, program organizers play an important role in creating and implementing experiences that promote the transition. To do so, it is necessary for program managers to understand the experiences at a sport program that enhance participants' empowerment in sport and other life domains.

Method

The research team created an inclusive sport program at a Southern University in the US in which students with intellectual disability and nondisabled students play soccer together as a unified team. The researchers investigated how the sport experience empowered or disempowered the participants. In addition, students with intellectual disability were interviewed to compare the results with the nondisabled students to gain

a better perspective. Based on the Zimmerman's framework, the researchers identified program elements that enhanced psychological empowerment for the participants.

An interpretive approach was utilized to garner a picture of sport experiences from the participants' perspectives (Creswell, 2013). The researchers used observation and individual interviews. First, a researcher observed the program structure, activities, and interactions among participants, volunteers, and coaches in multiple sessions. Ten students with intellectual disability were interviewed individually. Eleven nondisabled students were interviewed individually as well. The interview consisted of four segments: previous experiences of sports, the overall experiences in the unified sport program, positive and negative moments in the program, and suggestions for the future program. Probes were utilized throughout the interviews to elicit regarding the surrounding circumstances in which those experiences occurred, how the experiences have impacted their daily life, and how they possibly changed their cognitive, affective, and behavioral aspects of life. The interviews were audio-recorded and transcribed.

Results and discussion

Initial coding identified any psychological or behavioral changes after the participation with examination of the relevant literature, including the psychological empowerment theory. Then, program attributes and elements that contributed to the changes were identified and categorized. The preliminary data analysis indicated that the participants with intellectual disability gained happiness, socializing opportunity, building new friendship, and feeling active. The nondisabled students were able to reduce fear and became open-minded to people with intellectual disability in general. The interaction with the participants with intellectual disability provided a feeling of a safe space for the nondisabled students that enabled them to be themselves, not pretending to be a 'cool kid'. From this experience, they were able to lessen judgement about themselves and other people in general. According to the interview results, the interaction between the participants was one of the key program elements that led to psychological empowerment.

The research implications contribute to the sport management literature by providing a holistic framework of psychological empowerment specific to the sport context, particularly with participants in an inclusive sport program. Identifying empowering elements and outcomes of this type of sport program will reveal the entire process of getting empowered (or disempowered) before, during, and after the program. Further, the results provide knowledge and insights pertaining to the empowerment transition from a sport setting to other life domains. Based on the positive and negative program attributes identified in this study, we will further discuss and provide recommendations to assist program organizers to plan, organize, and implement sport experiences that have a greater impact on enhancing the individual's psychological empowerment.

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A Comparative Study on Social Capital and Subjective Well-Being in Active and Non-active Older Adults (A Network-Based Physical Activity View)

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Aim and Research Questions:

The present study aims to look at both Social Capital (SC) and Subjective Well-Being (SWB) and use these two phenomena as the basis of comparison between the life of older adults with active lives and those who experience non-active lives. Network-based physical activity is going to be at the core of this comparison. The research questions were:

1. What is the rate of SC and SWB in active and non-active older adults?
2. What is the difference between active older adults who have network-based physical activity and non-active older adults in SC and SWB?

Theoretical Background and Literature Review

The majority of the programs and schemes for sport and physical activity conducted over the past 40 years had a particular emphasis on children and young people and it is time to place greater emphasis on older adults (Wilson & Platts, 2018, p. 11). Sport participation as a voluntary association is one of the important sources through which social interaction could be achieved that might cause developing trust and civic engagement (Kumar et al, 2018, p. 553).The concept of aging has transformed from the survival in the twentieth century into the quality of life in the twenty-first century (Buys & Miller, 2006). Building a social network through physical activities, which in turn give rise to creating SC and receiving social support from participants are notable consequences of engaging older adults in physical activities. Physical activity is widely considered by SC researchers because it creates social spirited at an unorganized level (Delaney & Keaney, 2005). SWB is a relatively new approach to the assessment of individual and social well-being. While SWB is becoming increasingly popular as an account of well-being in many fields of research and policy and has received some recent attention in studies of sport, it still lacks sufficient consideration in sport policy at present (Testoni et al, 2018, p. 816).

Research Design, Methodology and Data Analysis

This study based on a Casual-comparative cross sectional survey. Population consisted of 60 year old people and over (men and women) living in Tehran city. 304 subjects (132 women, 172 men) were selected using Morgan sampling matrix from the main population pool. Subjects completed a self-developed questionnaire. Based on Diner (2004) conceptualization on SWB, we have developed an 8 subscale instrument in 5-point Likert scale (1-strongly disagree to 5-strongly agree) with a higher score for greater satisfaction with life. Based on available literature on SC, we developed 3 subscale instrument in 5-point Likert scale with Iranian context and social norms in mind. For evaluating face validity of instruments, we sent them to 17 professors and faculty members in 5 departments: social sciences, physiology, communications, sport

management and social welfare; and received their evaluations. These instruments also revealed good reliability indexes (Cronbach's alpha coefficient of 0.77 and 0.76 respectively in pretest with 35 participants). Data analysis was made using, Kolmogorov-Smirnov (K-S) test, 2-independent samples T -test,MANOVA.

Results and Discussion

In this study four types of older adults were identified: 1. Non-active (54.6%- without any physical activity) 2. Individual- outlined active (21.7%- have separate-individual activity) 3. Accidental group-active (14.5%-have randomly group activity without membership) 4. Network-based active (9.2%- have network activity with constant and interactive membership). there was significant difference between active and non-active older adults in SC and SWB (p<0.01). The results of MANOVA test showed significant difference between Network-based physical active older adults with others in all aspects of SC (trust, cohesion and participation) and SWB (happiness, life satisfaction, desert, subjective security, emotions, relative comparison, interests and social perception).

Conclusion, Contribution and Implication:

According to this study the amount of SC and SWB in accidental group-active and network-based active older adults are much more than two other groups. A network with structural and cognitive communications can bring about the effectiveness of physical activity in creating and improving SC and SWB. The main point of this comparison was the segmentation and typology of active and non-active older adults based on the methods of physical activity and these actions could be done in Iran context and other developing countries at national level. Using the results we could lay the bedrock of possible future studies that strive to find the contributing factors such as social, political, infrastructural and economical elements that push individuals in certain categories and find out how by changing these criteria we can help people to switch to groups that are more likely to lead a healthier and more active lives. Another important theme is the useful capacities of social marketing in social networks for promoting older-age network-based physical activity. Especially for Iran, three main steps to address include enhancing social network membership for senior people, effective promotion of group empowerment amongst elder citizens and directing investment for creation or further development of local stamping grounds, for older aduilts.

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SPORT FACILITY MANAGEMENT

Session Chair: Geoff Dickson

Management of Sport Facilities: Volunteers Take Over

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General introduction and aim
Much like other European countries, in the Netherlands responsibility for sport is largely delegated to the local level. Almost 90% of government spending on sport is accounted for by municipalities, with some 10% accounted for by the national government and 1% by the provincial authorities. In 2017 71% of the municipal local sport budgets in the Netherlands was dedicated to the construction and operation of sport-for-all facilities. This used to be roughly 85-90% of the local sport budget. However changes in registration and in local sport policy itself made this figures to change. One of the changes in sport policy in the Netherlands relates to the management of sport facilities. Sport facilities are nowadays in most cases not managed by sport departments of municipalities, but instead by in-house operators or outsourced to private entities, commercial providers or voluntary sport clubs. As a result shifts in the modes of operation of sport facilities have been very common in the Netherlands. It is mainly related to austerity, other perceptions on the role of the government in sport provision, and developments within the sport sector that municipalities have explored or are about to explore possibilities to change the modes of operation of sport facilities. In general, municipalities aim to achieve a more efficient operation of sport facilities, opting to outsource aspects of sport facilities operation, for example, to private companies and to voluntary sport clubs. However, much is still unknown about the long-term outcomes of outsourcing sport facility operation. This paper particularly looks into the outsourcing of sport facilities (mainly football facilities) to voluntary sport clubs in a rural area in the Netherlands.

Theoretical background
In general, the sport sector is characterized by a large variety in modes of provision. Some types of facilities are catered for by the market, some are run by voluntary sport clubs, while others are entirely operated by the government. In some cases similar types of facilities are provided by the public sector and by the private sector. In this study I particularly focus on the outsourcing of outdoor sport facilities to voluntary sport clubs. While municipalities see potential in outsourcing the operation of sport facilities for more effective local sport policy, the current literature provide some reasons to be reticent on outsourcing sport facility operation. Voluntary sport clubs are generally focused on providing sport activities. Gaining responsibility over the sport facility has consequences for the management and governance of the respective organisation.

Consequently, this could put additional pressure on the volunteers within the voluntary sport club.

Research design

For this study I conduct a case study in a rural area in the Netherlands where the outdoor sport facilities have been outsourced to voluntary sport clubs in 2013. Based on quantitative and qualitative research methods I studied the process and outcome of the shift in mode of operation. This enables me to provide an overview of the long-term outcomes of outsourcing outdoor sport facilities to voluntary sport clubs.

Findings and implications

Based on the fieldwork I conclude that the process of outsourcing the outdoor sport facilities has been rather one-sided. In the sense that the local authority decided on this, and that voluntary sport clubs were more or less forced to take over the management of their sport facility. This questions the degree of autonomy of voluntary sport clubs. The outcomes show that voluntary sport clubs maintain the outdoor sport facilities more cost efficient and that they are more satisfied with the quality of the outdoor pitches compared to when the local authority was responsible for the management of the sport facility. However, there is also a downside to outsourcing the outdoor sport facilities. It is mainly due to the effort of numerous volunteers that the voluntary sport clubs are able to reduce the costs of managing the sport facility. It is increasingly difficult to find enough volunteers, hence putting pressure on the management of these sport facilities. In addition, financial support of the local authority is still needed for a future-proof management of sport facilities. Even though volunteers take up a lot of the tasks at hand, funding is needed to finance the renovation of the pitches and for the hiring of professionals for specialised activities. A one-off financial contribution is found not sufficient to guarantee a sustainable management of outdoor sport facilities by voluntary sport clubs. Particularly, if the starting point is that voluntary sport clubs keep their membership fees at a reasonable level to keep sport accessible for all groups in society.

Perceptions Of Service Quality Among Frequent Users Of Gyms In England

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The study explores the perceptions of frequent gym users towards service quality in public sports centres in England. Algar (2015) identified that the competition from fitness facilities which are highly specialised in one type of fitness activity increasingly detracts members from multipurpose facilities with a broad range of services. In light of this fitness industry trend, multipurpose fitness facilities face a challenge in better understanding their customers to ensure higher retention rates. According to a survey by Mintel (2015), exercising in the gym and taking part in fitness classes takes second place (after swimming) amongst the most popular types of activities reported by customers in UK public leisure centres. The growing popularity of these two fitness contexts have been acknowledged by previous studies which measured customers' perceptions of quality in public sports centres and fitness clubs (Ko and Pastore, 2005; Liu, Taylor, and Shibli, 2009).

Analysis of previous literature identified the lack of distinction between fitness activities when measuring perceptions of service quality in multipurpose sport facilities. Our study addresses this gap in literature and investigates customers' perceptions towards service quality in gyms as a distinct sporting setting in public sports centres. The research questions were set out as follows:

1. What do frequent users of gyms identify as the priority elements of service quality?
2. How does importance attached by frequent gym users to different service quality elements compare with their evaluation of performance of those elements?
3. Which service elements are most closely related to overall satisfaction with frequent gym usage?

An adapted version of the Scale of Service Quality in Recreational Sport (SSQRS) was used to measure service quality in gyms as a distinct sporting/physical activity context. Data was collected via an online survey from a random sample of 349 customers in twelve public sports centres in England. The data analysis was conducted using SPSS (version 24). Item-level performance and importance scores were first calculated for frequent gym users. The item-level scores were then averaged to produce mean sub-dimension and dimension level scores for both performance and importance. In order to identify the priority elements of service quality for frequent gym users, differences between the seven importance sub-dimensions and between the three importance dimensions were assessed using a repeated-measures ANOVA and Bonferroni-adjusted post-hoc comparisons. The assumption of equal variance was assessed via Mauchly's test of Sphericity and, if violated ($p < 0.05$), a Greenhouse-Geisser correction applied. A Pearson correlation was run to determine the relationship between customers' assessment of the performance of different elements of service quality and the importance that they attached to them. Gaps between mean performance and

importance scores were calculated and tested for being significantly different from zero using a one-sample t-test. Finally, the association between the relative performance of service quality sub-dimensions (i.e. performance-importance gaps) and overall satisfaction with gyms was assessed through Pearson correlation coefficients.

Our analysis illustrated that physical environment, particularly 'equipment', was perceived as the most important aspect of quality by frequent gym users. This finding is consistent with previous literature which suggested that physical environment is the key element of provision in leisure service settings and in the context of fitness services in particular.

A strong linear relationship between the importance attached by respondents to different elements of service quality and the perceived performance of those elements was found to exist. Alongside this, importance scores were by and large higher than performance scores, which resulted in negative difference between performance and importance (i.e. a quality deficit) in all sub-dimensions except 'sociability'. The largest quality deficit was found to occur in the 'ambience', 'valence', and 'equipment' sub-dimensions which also had relatively high importance scores.

We found that the two sub-dimensions of physical environment, 'ambience' (r = 0.53) and 'equipment' (r = 0.50), were found to have the strongest associations with overall satisfaction. This finding is consistent with Alexandris et al. (2004) and Smith et al. (2014) who found that the physical environment quality has a significant influence on satisfaction. In this study, 'ambience' and 'equipment' are the only tangible dimensions amongst all other dimensions of quality, and both of them have the strongest association with overall satisfaction. This 'tangibility' makes the 'ambience' and 'equipment' the most visible and, therefore, most accessible aspects for customers to evaluate and remember.

This research addresses a gap in measuring perceptions across users of gyms as a distinct group of customers. The findings provide implications for managers of sports facilities who should closely monitor quality in physical environment within gyms and implement remedial measures where required. Overall, this paper extends existing body of knowledge by providing classification of areas related to perceived service quality in the fitness services and utilises an industry-specific model for measuring service quality perceptions of customers in the fitness industry.

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Understanding The Relationship Between Distribution And Usage Of Indoor Sports Facilities In The Netherlands: Revision Of Current Planning Instruments

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General introduction and aim

Much like other European countries, in the Netherlands responsibility for sport is largely delegated to the local level. Almost 90% of government spending on sport is accounted for by the municipalities. By far the largest share (85%-90%) of the municipal local sports budgets in the Netherlands is dedicated to the construction and operation of sport-for-all facilities (Hoekman et al., 2016). This would suggest that well-considered decisions about provision of facilities are being made. However, the planning process regarding municipal sport facilities has become very static. As a consequence, despite changes in spatiotemporal patterns and changes in sports preferences, planning guidelines used nowadays are the same as in the 1990s. The aim of this study is to understand the relationship between the contemporary distribution of indoor sports facilities and their usage, in order to revise the existing planning instruments and to develop a more sophisticated planning instrument to support a more sustainable planning of indoor sports facilities in The Netherlands.

Research Design

In this study we analyse the actual number and types of indoor sports facilities and the theoretical need based on the existing planning guidelines. Data is provided by the Database Sport Supply (DSS), a national dataset offering geographical information on (nearly) all sport facilities in the Netherlands. To confront the distribution of indoor sports facilities with the usage of the facilities, we've collected usage data of all public indoor sports facilities in 40 municipalities, amounting to over 500 indoor sports facilities. For each facility, data is available on the use per day, per hour, the number of used courts, the kind of activity that took place and the (type of) user, throughout a whole year or season. Furthermore, we'll conduct semi-structured interviews with the national governing bodies of the seven biggest indoor sports in The Netherlands, as well as with the Dutch Royal Association for Physical Education, in order to interpret the usage patterns and to track trends affecting the usage patterns of indoor sports facilities.

Results

The first results show that the actual number of indoor sports facilities extent the theoretical need based on current planning guidelines. However, the average overall usage of indoor sports facilities during the year or season (i.e. the used/capacity ratio) is between 40 and 50 percent, including sport activities, physical education and other use. This may indicate that too many indoor sport facilities are provided for. Furthermore, we see clear differences in usage of indoor sports facilities by the characteristics of the municipalities the facilities are placed in (i.e. urbanity and size). However, we only observe a weak relationship between the average usage of indoor sports in municipalities and the relative supply in the municipalities (i.e. number of indoor sports

facilities per number of inhabitants), where a stronger relationship is to be expected. In the upcoming period we will further analyse usage patterns and underlying characteristics that are believed to have an impact on the relationship between the usage and supply (e.g. number of voluntary sports clubs (VSCs) and local sports participation figures). This in order to enhance our understanding of the relationship between the distribution and usage of indoor sports facilities, and to develop a new planning instrument.

Conclusions and implications

So far, we conclude that the current planning guidelines for indoor sports facilities do not correspond with the actual presence of indoor sports facilities in the Netherlands. The analyses of the usage patterns made clear that these facilities are not used to its full potential. The current planning guidelines in place will not help to achieve the "properly functioning and sustainable sports infrastructure" which is the ambition stated in the Dutch national Sports Agreement (Ministerie van Volksgezondheid, Welzijn en Sport, 2018). Upcoming results of the analyses between the usage patterns of indoor sports facilities, the relative supply of these indoor sports facilities and underlying factors in the supposed relationship, will make it possible to provide a revised planning instrument for indoor sports facilities that is attuned to the needs of the different user groups of indoor sport facilities. The findings will prove to be useful for more well-informed policymaking on this topic. The revised planning instrument will be able to quantify how much additional demand for indoor sports facilities is generated by populations of new growth, development and regeneration areas. Additionally, policy makers have the ability to benchmark the usage of their indoor sports facilities, and to gain information about optimizing usage of their facilities.

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When to Play, When to Postpone? Using Agronomic Measures to Determine Probability of Player Injury

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Facility managers and governing body officials often make game operations decisions in the interest of player safety. In 2010, Northwestern and Illinois played a college football game at Wrigley Field where officials decided that offensive plays would only go towards the west end zone due to safety concerns with the back endline right up against the brick outfield wall. Stadium configurations are not the only player safety concern. Field conditions may also create safety concerns, as was evident at the NFL Hall of Fame Game scheduled between the Packers and the Colts in 2016 was cancelled as a result of poor field conditions (field paint congealed, causing slippage).

From a facility management standpoint, it is essential to have all information necessary to make game time decisions. An example of this essential information relates to overall field conditions. Sports played on turfgrass athletic fields can easily result in injury to players when overall field conditions are poor (Christians, Patton, & Law, 2016). To ensure player safety, field safety and maintenance checklists should be developed for sports turf fields that ascertain the agronomic properties of the turf. Currently, safety checklists consist mainly of facility-based questions regarding goals/goal posts, field markings, and out of bound/ transition areas (Schlotthauer, n.d.). The purpose of this study was to determine the relationship among different agronomic measures of field conditions and probability of injuries related to field conditions.

To accomplish this goal, the following data was collected over the 2017-2018 football and soccer seasons at a Midwestern Division II university in the United States: injuries resulting from field conditions (i.e., non-contact injuries), soil compaction, surface firmness, volumetric water content (VWC), and turfgrass quality/coverage. Three popular ways to assess player injuries include prevalence, incidence, and incidence proportion (i.e., risk) (Knowles, Marshall, & Guskiewicz, 2006). The injury assessment selected for this study was incidence proportion, or risk. This refers to the proportion of athletes who have at least one injury during a fixed period of time (game-to-game risk). Soil compaction measurements were taken from the top four inches of soil where values greater than 300 psi indicates severe soil compaction (Duiker, 2002). Field capacity (moisture content of the soil when downward movement of water has nearly ceased) between 18-40% VWC would be ideal for an athletic field with a silty clay loam texture (Bevard, 2009). Firmness, or hardness, provided data related to how firm the surface was, ranging from zero to 1.49 inches, the lower the value, the firmer the surface. The Normalized Difference Vegetation Index (NDVI) measurements can range from -1 to 1, with higher values indicating greater turf quality and ground coverage (.1-bare soil, .6-acceptable turf quality, .9-high quality).

Agronomic data was collected prior to each game and team trainers reported the number and type of field related injuries after each game. Both the football and soccer fields were separated into multiple blocks, with multiple agronomic measures collected from each block and averaged to provide an overall profile of the block. Wear patterns can vary on different athletic fields, so values were separated by field area, depending upon obvious high traffic areas (e.g., soccer goals and football midfield). Once data was collected, a logistic regression was calculated to determine the probability of a player being injured (DV), given the soil compaction, firmness, VWC, and quality/coverage (IVs) values collected prior to the game. Given the standards for agronomic measures collected, the hypothesis for this study was higher compaction, firmness, VWC, and lower turf quality/coverage will result in a higher probability that a given player may suffer a field-related injury during the game. Data from the soccer and football field were analyzed in two separate logistic regressions, due to a new renovation of the soccer field.

Results from the logistic regression indicated there were significant predictors related to the probability of a player suffering an injury. The logistic regression model for the soccer field was significant, $X_2(8) = 19.25$, $p < .05$, with higher VWC and lower quality associated with a higher probability of injury. The regression model for the football field was significant, $X_2(6) = 23.24$, $p < .05$, with higher compaction and lower quality associated with a higher probability of injury.

Field conditions can have an impact on player safety. Conditions that are too hard, too soft, or on poor quality fields can result in player injuries. The results from this study demonstrate the ability to use agronomic data to determine a probability of a player to suffer an injury. Facility and field managers can use this information in a couple of different ways. First, agronomic measures can provide those maintaining athletic fields the information necessary to improve field conditions. Second, facility managers can use this information to determine the necessity of postponing a game to make sure players are playing in safe conditions.

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The FIFA World Cup 2030 & 2034: The Potentials Of The Polycentric Hosting Model For FIFA And The National Member Federations

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Aim

The aim of this professional practice presentation is to reflect the conference theme "Connecting Sport Practice and Science" with a future sports management perspective on how the emerging polycentric hosting model for sports mega events may offer opportunities for FIFA member federations to pool their existing sports venue infrastructure to develop a joint multi-country bid for one of the next editions of the world´s largest sports mega event.

Purpose and Background

After having experienced a thriving interest for the 2018 & 2022 editions of the FIFA World Cup, the world sports federation has only seen two bids for the 2026 event. The unified bid of three countries (USA, Canada and Mexico) has clearly won the right to host the event and opened up the doors for future multi-country bidding scenarios.

UEFA, the European federation of football, will 2020 see the benefits and challenges of the first truly polycentric sports event, the UEFA EURO hosted in 12 countries with cities ranging from North to South (Copenhagen & Rome) and West to East (Bilbao to Baku) (Stura et alt.).

Kaspar argues that within the theoretical background of the event life cycle (Kaspar 2014) three key challenges for mega events organisers arise in the years following the hosting of the event:

1. The long-term (successful) utilisation of the sports facilities for clubs and teams
2. The development of active and passive sports tourism products (fans as sports tourists, stadia as training venues for teams)
3. The events legacy by hosting future place (e.g. annual National Cup Finals) or mobile events (e.g. UEFA League Finals)

The development of a sports venue master plan based on existing and planned stadia (in best case with a club playing league matches regularly) could positively contribute to all of the three post-event challenges for the FIFA World Cups of the future.

Design and Implementation

Should the UEFA Euro 2020 polycentric concept using existing sports facilities over a region as large as geographic Europe prove successful next year, the polycentric hosting model should be considered by FIFA as well.

The following research questions arise:

- What are tangible and intangible advantages in terms of sports venue legacy for both FIFA and the host federations in polycentric bidding scenarios?
- What are the hosting challenges for the federations created by the use of exisiting sports facilities over a wider geographic area (e.g. different security laws, team and fan travel, currencies)?

The research project is a blend of expert interviews from within the field of football and sports marketing as well as a student project on the simulation of potential geographic scenarios in all five continents.

Description of Outcomes and Critical Reflection

First, the author will discuss the challenges and potential benefits of the polycentric hosting model to FIFA in terms of sports and events management. Like the IOC, having dramatically changed the bidding process for the 2026 Olympic Winter Games allowing polycentric bids, FIFA should be interested and will be even more critically reviewed by the media on the economic and social-cultural legacy of its prime event in the future.

Secondly the potential impact on smaller members of the football federation is discussed with a perspective on the utilisation of existing – or at least planned – football facilities. Smaller football federations may be motivated to consider a joint bid in order to develop both their football facilities as well as the interest in the sport.

In a third step, geographic scenarios of potential bids for the 2030 and 2034 editions of the event in all five continents are discussed.

Finally a critical reflection of the limitations of this innovative approach are discussed. On the one hand, it allows smaller nations to bid for the event using existing and planned football facilities and ultimately avoiding white elephants. On the other hand from an events management point of view, it enhances the complexity of the events management organisation across countries with different currencies, languages and laws.

Future Impacts on Sports Facility Concepts

In the future, there might be a change in the thinking of event owners with a multi-sports or multi-venue event in terms of event legacy for its sports facilities. Host destinations and countries may overcome concerns for collaboration to rethink new geographic formats for cooperation.

The contribution to the business of sports events management may be a motivation for smaller football federations to consider feasibility studies for future events with their neighbouring federations. FIFA on the other hand may be inspired to critically reflect and ultimate change their bidding requirements towards a more legacy based approach.

Consequently, the world of sports facilities should see less white elephants as unfortunately is becoming evident with some venues of the last editions of the FIFA World Cup (Cape Town in South Africa, Brasilia and Manaus in Brazil) and potentially the next one in Qatar in 2022.

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POSTER SESSIONS

Session Chair: Pablo Burillo

Sponsorship Effectiveness: The Effects of Perceived Incongruence on Brand Personality

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Research Aim

Given the important role of perceived congruence between sport properties and sponsors in sponsorship effectiveness, a well-established literature exists in academia. An area that has been neglected is examining whether sponsorship practices enable an "incongruent" sponsor to make a creative image match with a sport property, which leads to changes in sponsor brand personality (Cho & Kang, 2012; Kim, Kim, Lee, & Cho, 2018). Furthermore, there has been limited empirical evidence of an increased image transfer from a sport event to an "incongruent" sponsor (Dardis, 2009). Accordingly, the purpose of this study is to understand how perceived incongruence between a sport event and sponsors affects personality dimensions of the sponsors. The current study investigated personality dimensions on which a sporting event (the World Cup) and its sponsors are comparable and matched, examined change in the comparable and incongruent dimensions of sponsor brand personality before and after the sport event, and investigated sport fans' cognitive responses (i.e., listed thoughts) to sponsorship activities.

Theoretical Background

Congruence theory has been one of the most extensively applied theory in the advertising and sponsorship literature. This theory postulates that individuals are motivated to maintain consistency among their thoughts, feelings, and behaviors (Solomon, 2007). In support of the congruence theory, results of prior research demonstrate that the greater the similarities between the schematic knowledge of a sponsor and a sponsee are, the more likely an associative linkage in consumers' mind is formed (Kim et al., 2018). Scholars have further attempted to measure sponsorship effectiveness by examining brand personality congruence in various contexts (Cho & Kang, 2012). The personality congruence between sport properties and their sponsors affects consumer's evaluation of the sponsoring brands, suggesting that consumers would show more favorable attitudes toward the brand associated with a sporting event (see Kim et al., 2018). In contrast, scholars have suggested that non-congruent dimensions of sport and brand personality can be positively changed by establishing or articulating the sponsorship relationship (Coppetti, Wentzel, Tomczak & Henkel, 2009). However, the extent to which sponsorship practices affect incongruent sponsors' brand

personality is unknown. Thus, in case of incongruency between sponsor-property, a much needed area for further investigation is how to create and increase the sponsor-property congruence through sponsorship.

Research Design and Method

A set of brands including the sport property (the 2014 World Cup) and its sponsor brands (i.e., Gillette, Coca Cola, Hyundai, Visa) were selected based on brand availability in the US. In the current study, 822 usable cases for a total response rate of 42.8% were obtained (51.6% female and 48.4% male) from an online survey. The age of respondents ranged from 18 to 69 years old. As a result of the scale validation, Confirmatory Factor Analysis for the refined brand personality scale (BPS) revealed a good fit to data: For the World Cup, $/df$ = 3.27, RMSEA = .049, SRMR = .068, TLI = .970, and CFI = .975; for Gillette, $/df$ = 1.57, RMSEA = .050, SRMR = .059, TLI = .970, and CFI = .975; for Coca-Cola, $/df$ = 2.02 RMSEA = .063, SRMR = .076, TLI = .953, and CFI = .961; for Hyundai, $/df$ = 1.80, RMSEA = .052, SRMR = .068, TLI = .967, and CFI = .973; and for Visa, $/df$ = 1.80, RMSEA = .056, SRMR = .078, TLI = .958, and CFI = .965. The construct validity and reliability of the structure of BPS developed by Aaker (1997) was verified and supported.

Results and Discussion

The result of the multiple sets of Congenerity Tests indicated that only limited personality dimensions for the World Cup are incongruent with the corresponding dimensions of its sponsors' personality (i.e., Sophistication for Gillette; Competence for Coca Cola; Competence and Sophistication for Hyundai; Ruggedness for Visa). The latent mean comparison approach was also employed to test differences in sponsors' brand personality before and after the World Cup. The results revealed the statistically significant differences between the mean score of each congruent dimension of sponsor brand personality before and after the World Cup. This shows that congruence between personality dimensions of sport and its sponsors directly affect the brand personality dimensions of the sponsors.

Implications

In contrast, non-congruent dimensions of sport and brand personality were not all changed. In the changed dimensions of sponsor brand personality, the findings of the listed thought analysis provide evidence that sponsorship practices elicit more favorable cognitive responses and develop a creative image fit with the sport event, which derives from communications, articulations, and meaning or value explorations. The findings of this study provide scholars and practitioners with several meaningful implications. From a theoretical standpoint, the study further expands understanding of congruence/incongruence effects of sport and its sponsor personality on the development of brand identity. For marketers, this information can be utilized when developing or repositioning marketing communication strategies through sponsorship.

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New Digital Business Models in Sports Clubs

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Aim of abstract and research questions

Nowadays, sports clubs act more and more like enterprises and should be considered as such. In professional sports, with special focus on football, regarding the present abstract, legal forms such as public limited companies occur. At international level, private individuals are often the investors behind sports clubs. If one looks at these structures of sports clubs, it becomes clear that economic success plays a major role here (Dilis & Gargasas, 2014). Potential correlations of new digital business models are highlighted, with a focus on changes in monetary flows. Considering the business models, the value and utility chains as well as the income dimensions are shown. It has been worked out in which form the exchange takes place, showing that classic business models, are more likely not to be replaced completely but certain parts experiencing a direct exchange with digital business models content. Digital business models are not always obvious, but they come in many forms. Thus, this papers aim is to illustrate the change of sports club as transparently as possible by breaking down sports clubs principle of acting in order to be economically viable in the long term. The business models show the adaptation of the clubs to digital transformation. It follows that the typical classic business models from sport clubs, like TV and sponsoring have been added up with parts of digital business models, like collecting data and earn money about these channels. (Hermann & Rasche, 2018). Currently, there is no research on which digital business models are used and which will gain in importance in the future. Accordingly, the following research question arise:
RQ1: What new digital business models are there within sports clubs?

Theoretical background

The foundation model used to locate the current study is the St. Gallen Business Model Navigator, in order to explain the basic principles of a business model and it´s path of development. Based on the predefined patterns, this model enables simplified identification, which is then transformed to sports clubs. By the number of 55 business models, which the St. Gallen Principle presents, a limitation takes place and a framework is defined. It shows which industry digital business models already exist on the market, which are also based on the St. Gallen principle. These are compared with the existing business models of sports clubs. It is shown which digital business models already exist in sports clubs. Identification creates transparency (Gassmann, Frankenberger & Csi, 2017). The sensitivity of individuals, companies and stakeholders to the economic factor leads to new insights, ideas and measures. This means that new business models are recognised and identified. However, the current state of knowledge is still conditioned and unexplored by the fact that the complete significance of the resulting trends and phenomena cannot be fully expressed clearly (Reichel, 2017).

Methodology and research design

The Delphi method is used to answer the research questions. The aim is to gain insight, understanding and expertise about the organizational structures and the associated business models. The Delphi method serves as a measuring instrument. The Delphi method is chosen because it serves as a tool for researching specific issues. This method helps to show agreement and disagreement between the interviewed experts and to uncover misunderstandings and different views of the questions (Niederberger & Renn, 2017). At least 15 experts will be asked about their expertise in business models in several Delphi rounds. Among the experts are people from sports clubs. There is no limitation to types of sports clubs. Experts from different departments of the sports clubs are interviewed. The aim is to obtain a colourful selection of experts in order to gain various insights into the respective sports clubs. 15 expertes already has been interviewed, 80% of the expertes are from european football clubs and 20% are from basketball clubs, to get some insights from the US sports market and their way of business development and digital business models.

Results

The Delphi rounds will take place from April to June 2019. The research report is completed by the end of July, so that the project with all its results will certainly be presented at the conference in September 2019. Experts are currently being interviewed and 2-3 digital business models have already been identified, which are also shown within the St. Gallen principle. By identifying the new digital business models in sports clubs, the resulting findings can serve as a basis for developing new corporate strategies. A new understanding of sports clubs and their business activities will be created.

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A Study on the Improvement in Golf Safety Accident Through Typological and Recognition Analysis

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Aim and Research Questions

Korea's golf industry is rapidly growing by reaching 11 trillion won (US$9.6 billion) in 2017 and drawing more than 19.66 million visitors in 2016 (KGCBA, 2017). According to Golf Digest (June 21, 2010), "each year about 40,000 golfers are admitted to emergency rooms after being injured at play." Despite the sharp increase of golfers in Korea, few researchers put efforts on to protect golfers from foreseeable and proximate causes of injuries and incidents. Therefore, the main purpose of this current study is two-fold: (2) to investigate the basic causes of injuries and incidents and thus to present the valid solutions to protect golfers from the foreseeable and proximate causes during golf events in Korea.

Theoretical Background Literature Review

Safety accidents are generally caused by the lack of safety education or carelessness in dangerous places and are not an exception to sports. According to Shon (2011), the most common reason of safety accidents in golf was a golfer's lack of awareness followed by the negligence of Caddie (Kim, 2005) whose mission is to warn golfers of hidden danger and restrain them from behaving inappropriately and carelessly at the golf course. Thirdly, golf course administrators and managers are also responsible for the injuries and accidents while in play (Lee, 2014). Therefore, this current study was conducted to investigate the relationships among the variables of demographics data and these three types of reasons of safety accidents in the game of golf.

Research Design, Methodology and Data Analysis

This current study was divided into two parts. First part was composed of personal interviews and FGIs to obtain the golfers' experiences with injuries and accidents in depth. Second part consists of the actual survey questions (Kang, 2017) of which has been edited and modified to answer the research questions of this study. The survey has been collected from June 24 to 25 of 2018 in Seoul, Korea and both online (n=100) and offline (n=195) survey platforms were utilized for the purpose of increasing the total number of participants. The t-tests, ANOVA, cluster analysis and word-cloud were conducted to answer the research questions.

Results/Findings and Discussion

Firstly, the most frequently occurred cause of injuries and accidents at the golf course was 'insensitivity' of safety while in play. In fact, casual golfers among participants reported that they have not been provided a safety and security manual nor exposed to the educational program at all. It was worth to note that it is necessary for customers who considered themselves as casual golfers to get educational program for safety accident. Secondly, the results of this current study indicated that there existed a huge

discrepancy between professional golfers/caddies and casual golfers in terms of safety and security educational sessions. More specifically, most professional golfers and caddies happened to have a safety and security education while casual golfers not. Thirdly, surprisingly speaking, it was found that even managers and administrators in the golf courses have not been well educated about the importance of safety and security for clients and thus were not quite sure how to comply with the safety regulations. Lastly, this study found that casual golfers were not sure what to do when they were injured while at the play of golf practice.

Conclusion, Contribution and Implication

From the aforementioned results of this study, the following recommendations were drawn. First, adequate safety equipment needs be installed including broader safety nets due to the main fact that the golf ball can bounce unpredictable directions at a golf course. The golfers better be guided and educated about their option plan when an accident occurs. Lastly, it cannot be enough how important Caddies' roles and responsibilities are at the golf course. The administrators and managers must consider if the proper authority has been given to Caddies when necessary. It is believed that this study can be contributed to the practical foundations of legal issues in the golf industry in Korea.

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Service Product Structure of Sport Coaching in Sharing Economy

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Aim

The Japan Sports Agency is experimenting with the necessity of a sharing economy in sport by matching participants with sport coaches and facilities. Using the sharing services, people can search for coaches efficiently on online platforms and can participate in one-shot sport activities in convenient time and places. It has the potential to increase participation in sport and it also contributes to the development of the sport industry.

However, those who live in Japan are hesitant to use the sharing services, especially sharing skills such as sport coaching, since they have doubts as to whether or not they will get expected benefits from these services. As they have to estimate and choose services only by using information on platforms, it is important to inform sport participants about what skills coaches could share on the platform in order to prevent mismatch between coaching skills and the benefits for users.

As explained above, this study focuses on the phase of matching on the platform and consider what information are needed on the platform of sport coaching sharing economy.

Theoretical Background and Literature Review

Definition of Sharing Economy and "Sharing of Coaching Skill"

According to Sundararajan (2016), sharing economy does not have a unified definition and there are similar words such as "collaborative consumption" (Botsman and Rogers, 2010; Belk, 2014). Hamari et al. (2016) considered a sharing economy to be "an umbrella concept that encompasses several ICT developments and technologies, among others collaborative consumption, which endorses sharing the consumption of goods and services through online platforms". While a sharing economy has different definitions among researchers, literature has commonly considered a sharing economy as a "mediating online platform", "utilization of idle resources" and a "peer to peer transaction" and these features for the most part fit actual practice. Therefore, in this study, we defined the sharing of coaching skill as activities to exchange money for "idle coaching skills" directly by "peer to peer" "on online platforms".

Literature review of sport service

Ert et al. (2016) divided the guest experience of Airbnb into two elements: (1) the host's attributes, such as his/her responsiveness, hospitality, and fairness and (2) the product's attributes, which in the case of Airbnb was defined by type of living space, its size, number of rooms, location, and so on. "Sharing of Coaching Skill" also could be divided into the coach's attributes and product's attributes based on Ert et al. (2016). The "coach's attributes" feature what kind of person he or she is and "product's attributes" represent factors which characterize the services of coaching.

There is some literature about participation in sport, such as a study on service quality (Ko and Pastore, 2004 etc.), which provides important suggestions. However, service quality is an object of evaluation after production and consumption of service while this study focuses on the phase before service experiences and "what information of coaching service should be provided on the sharing platforms".

Thus we set the research question of this study as follows: what factors does a sport coaching service consist of in the context of a sharing economy?

Methodology and Data Analysis

In our study, we adopt systematic review and conduct searches in Web of Science, Scopus and ScienceDirect with the keywords "sport", "service," and "product". We extract articles about the service product of sport participation not including sport coaching services for children and adolescents. It is assumed that parents play a key role in deciding to purchase a sport coaching service for children and adolescents, such as extracurricular activities, and it does not match the definition of "Sharing of Coaching Skills" in this study in terms of being a "peer to peer" interaction.

We classify factors retrieved from articles into "core product", "formal product" and "augmented product" categories based on the construction of a service product by Nakazawa (1991) relying on Kotler (1980).

Results and Implication

We will precisely present the results and include discussion and conclusion sections in the poster. We hypotheses are as follows:

Core Product includes benefit getting from sport coaching services such as refreshment, health and so on.

Formal Product includes types of sport, amount of time and fee, number of people to receive service at the same time, intensity and so on.

(Augmented Product includes rental of instrument and apparel and so on.

This study will suggest factors and characteristics of product in sport coaching services in the context of a sharing economy and it enables the extension of the service product framework concept about commercial sport facilities by Nakazawa(1991). Furthermore, services product factors of sport coaching enables the provider to offer the meaningful information on the sharing services of coaching skills and it contributes to adequate matching of individuals and coaches, satisfaction, and increased usage of the skill sharing service.

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Policy Networks and Outcomes in Japan's Elite Sports Policies: A Dialectic Approach

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Aim and research questions

This study analyzes the dialectical relationship between policy networks and policy outcomes in the development of Japan's elite sports policies, covering the period from the Sydney Olympics, when the country began to strengthen its elite sports policies for the first time since the 1964 Tokyo Olympics, until the 2016 Rio de Janeiro Olympics.

The Japanese government formally announced that it would actively pursue elite sports policies (Japan Sports Agency, 2016). It is important that policy process up to the present be clarified to ensure effective policy formation in the future. In order to understand the development of Japan's elite sports policies, it is necessary to answer research questions, including how the policy shift has taken place and why, with reference to the period during which the nation's athletic performance began to improve. In researching a policy process, it would be effective to analyze policy networks focusing on the policies produced through interactions of public actors and private actors, as well as on the policy process itself. A dialectic approach targeting the synergy between policy networks and policy outcomes has produced verifiable results.

Thus, we have conducted an analysis of the dialectical relationship between policy networks and outcomes in the development of elite sports policies.

Theoretical background and literature review

This article used Marsh and Smith's (2000) dialectical approach, which proposes a dialectical model that incorporates both macro theory analyzing the structure of a nation and society and micro theory analyzing the power relations among the actors involved, while considering both static and dynamic aspects of policy networks. Using this model, Marsh and Smith (2000), emphasized that the relationship between policy networks and outcomes were not unidimensional, and identified dialectical relationships that are interactive and iterative.

This dialectical approach has been validated in postwar UK agricultural policies (Marsh & Smith, 2000) and genetically modified crop polices (Toke & Marsh, 2003). A study has analyzed the elite sports policy process of Australia, Canada, and the UK through an advocacy coalition framework and a dialectical approach to policy networks (Green & Houlihan, 2005). Research on policy networks in Japan has been conducted on the governance of the sports industry (Nakamura, 1995), sports facilities of local governments, and professional soccer clubs (Kusaka, 2017). However, there are no studies on Japan's elite sports policies. Thus, it would be worthwhile to pursue this topic.

Methodology, research design, and data analysis

This research analyzed documents released by the Japanese government, the Japanese Olympic Committee (JOC), and the Japan Sport Council (JSC), among others. Non-structured structured interview were conducted with government members and sports

organizations. Grand tour question was used for this interview and a collected interview dater was descriptively coded. The study used the dialectical model of Marsh and Smith (2000) to analyze the process of making elite sports policies with the aforementioned dialectical relationships as a basic standpoint.

Results, discussion and implications

This study clarified the following issues regarding policy networks and outcomes in the development of Japan's elite sports policies.

Network structures and agents

Changes in the network structure in 2007, the participation of a Committee on Sports Promotion, influenced agents' policy decisions, resulted in a government-led approach, and gave rise to a policy outcome (i.e., Multi-Support Project). Agents' decisions subsequently influenced the network structure: the participation of an all-party parliamentary group and the Japanese Paralympic Committee (JPC).

Networks and the external environment

Tokyo's selection in 2013 as the host of the 2020 Olympic Games has increased the momentum for elite sports. However, accounting irregularities at some National Federations (NFs) have raised concerns about investments in elite sports. These developments attracted interest from political circles and brought about a change in network structure, influencing both interactions within the network and power relations: a conflict between the JOC and the JSC.

Networks and policy outcomes

Changes in the network structure in 2007 led to a government-led policy and have given rise to a policy outcome reflecting this change. This policy outcome not only changed the network structure (the participation of all-party parliamentary group and the JPC), but also brought about mutual interactions within the network (vertical and horizonal interactions and conflicts). In addition, changes in the resources and capabilities of actors triggered a policy shift in 2015 toward a government-led approach and produced a policy outcome that reflected these changes (i.e., a new national project for elite sport success).

Thus, in the development of elite sports policies in Japan, the external context, network structure, and network interactions function dynamically in an interactive and iterative relationship between policy networks and outcomes. These findings imply that policy network management can ensure effective implementation, coordination and evaluation of government sport policy initiatives. Future research could explore how policy network management can improve sport policy outcomes, process and efficiency.

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Analysis of Social Discourse Olympic Games through Periodic Analysis of Media Report Behavior: Case study of 2018 PyeongChang Winter Olympic Games

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Aim

With the international interest in the Winter Olympics falling, the International Olympic Committee (IOC) awarded PyeongChang the right to host the 2018 Winter Olympics in 2011. Korean media complimented South Korea of becoming the 5th nation in the world to be able to host the following mega sporting events of Summer Olympics, FIFA World Cup, IAAF, and Winter Olympics. Despite these explicit achievements, the critic provides the negative views towards the Organizing Committee because of lack of after-event plans and vulnerable Olympic fandom in Korea as well as on the globe. Therefore, the main purpose of this current study was to investigate if Olympic legacy, which means sustainable development in the Olympics governance perspective, remains even one year after the Olympics was over by tracking PyeongChang Olympic related articles and words available on several portal sites and relevant media platforms.

Theoretical background and literature review

Hosting Olympics brings several benefits to the host city and country while the negative outcomes can be created by hosting the Olympics. Cashman (2002) asserted that well-designed research model was necessary to accurately assess the diverse utility of hosting Olympic Games. In case of Winter Olympics, Chappelet (2014) pointed out the financial burden of the host city due to the excessive expansion of the Olympic Games and the city could have a tremendous economic loss risk because of the poor financial sources of the revenue compared to the Summer Olympics. Hiller and Wanner (2011) found in their research that a concrete public opinions on hosting Olympics could be created and shared among citizens through diverse media platforms. Furthermore, Banyai and Potwarka (2012) analyzed the social image of a host city on the Facebook and proposed that staging 2010 Vancouver Olympic Games, by itself, did not have significant effect on the image of an event if not were effective strategies. In this vein, it is reasonable to note that the social image of the Olympics can be examined through analysis of media coverage and social media.

Methodology

In order to identify how public views and opinions evolves from the first day of Opening to six months to one year after the 2018 PyeongChang Olympic Games. In fact, all the articles and topics containing PyeongChang Olympics were web-crawled through the most popular domestic and global portal sites of Naver and Google during three sets of time frame. The first set has been collected for 16 days from February 9 to 25, 2018 and the second set and the third sets of data were web-crawled in six months and one year after the PyeongChang Olympics, respectively.

Results and findings and discussion

This current study drew the following conclusions. First of all, the most frequently occurred words of covered articles from Naver Portal during PyeongChang Olympics were the Korean athletes' medals-related. However, the international media through Google site told us a different story like the absence of Russian team, doping, ice hockey, and figure skating. The second set of data collected six months after the Olympics indicated that the overall media interest into PyeongChang Games has shrunk by 99% compared to that of Olympic period. It is interesting to note that only political-related issue such as North Korea remained to be the most dominant topic by domestic media followed by the united team of two Koreas in the Asian Games in 2018. In the case of overseas reports, keywords related to upcoming Olympics games and new candidate city for the next Olympic like Senegal were prevalent. Finally, the volume of the last set of data set of which were collected one year after the Games has increased by 200% from the last period. The most popular keywords include the 'first anniversary of PyeongChang Olympics' and 'criticism on the post-management of Olympic venues and existence of Olympic legacy. The global media were somewhat futuristic in terms of contents by covering future Olympic host cities ; Tokyo and Beijing.

Conclusion, contribution and implications

There were several studies that systematically measures public attitudes about the Games in the host cities for a short time by surveying residents. According to the study, it can be said that the level of public interest in PyeongChang Olympic has decreased steadily in a macro and micro perspective and governance for Olympics legacy failed to keep public attraction and sustainability. Secondly, it is valuable to mention that the words of domestic and global media to handle PyeongChang Olympic were not quite same. The authors believe that this study was also meaningful in a sense that the different points of views in reporting articles on PyeongChang Games actually existed between domestic and foreign media. Finally, this study gave an idea that the web-crawling approach could be a new and an effective way of collecting, sorting, and analyzing tool for unlimited amounts of data available online.

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The Development and Application of Text Mining in Recreational Sport Management Research: the Compilation of a Leisure Negotiation Text Corpus

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Aim of the paper/Literature review

Since 2000, the research on leisure constraints has tended to follow a new perspective, as many experts and scholars have begun to focus on leisure negotiation (Jackson, Crawford, & Godbey, 1993; Jackson & Rucks, 1995).Leisure negotiation is defined as "the effort of individuals to use behavioral or cognitive strategies to facilitate leisure participation despite constraints".Past studies have observed that participation is not necessarily prevented when individuals perceive constraints, but is entirely dependent on individuals' coping strategies. Stated differently, individuals who perceive leisure constraints will not choose to forgo participating in leisure activities but instead will employ certain measures to negotiate the constraints in a process called "leisure negotiation." These studies observed that leisure participation was increased by removing leisure constraints,and frequently involved the process of leisure negotiation (Kay & Jackson, 1991; Chen, Lou, & Ma, 2018).Recently, with the rapid development of information, text mining has become an important research area. Text mining is the process of discovering pivotal information and features from textual data. It is an interdisciplinary field of several technologies, including databases, data mining, information retrieval, linguistics, statistics, and so on. However, there are a limited number of studies on text mining in the leisure management field (Singh, Hu, & Roehl, 2007; Lee, Singh, & Chan, 2011). Applying text mining to the leisure sports field is more focused on discussing hotel management. Therefore, this study attempts to develop a leisure negotiation system tool for Chinese text analysis. Through the system of the leisure negotiation corpus established by the system, expectations can provide researchers with a quick understanding of the content of leisure treatment strategies conveyed by a particular text.

Methodology

This study is based on the leisure negotiation proposed by Jackson and Rucks (1995) (79 behavioral strategies and 11 cognitive strategies). The two databases of the Taiwan Master's Thesis Network and the Huayi Online Library were used as text sources. Taking the relevant literature data from 1995 to 2018 as the research category, a data search using the search terms "leisure negotiation" and "leisure constraints" in both Chinese and English was performed, which identified a total of 131 papers and 73 journals. Through the text exploration functions of preprocessing, feature weighting and topic extraction, it is expected to provide researchers with a quick understanding of the content of leisure negotiation conveyed by a particular text.

Results and discussion

After the above text mining steps,the Chinese version of the leisure negotiation corpus was completed. The study found a total of 985 terms. These terms were divided into two categories: cognitive strategies(i.e., ignoring, challenges, thinkingpositively), and behavioral strategies (i.e. time, skills, interpersonal relationship, money and physical therapy).It is expected to provide researchers with a quick understanding of the content of the leisure negotiation conveyed by a particular text. In addition to development tools, researchers can use the well-developed negotiation corpus to conduct case studies, review the reliability and effectiveness of the system tools through practical applications, and hope for the contribution of (digital) Chinese text leisure negotiation research.

Conclusions

In this study, a Chinese text-based leisure negotiation system tool was developed through text-exploring techniques, and the leisure negotiation corpus was established through the system. It provides researchers with a quick understanding of the leisure negotiation content conveyed by a particular text, in order to enhance the energy of big data research in the field of sports administration and management in Taiwan. With the corpus established in this study, it is also possible to provide different sports industry managers with easier access to the leisure constraints that consumers face, and propose effective solutions to improve overall service quality and consumer participation rates. Future research will be able to use the corpus of this research project development to conduct research on different sports management cases, thereby enhancing the breadth and depth of case studies on leisure texts in Chinese in the future.

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The Relationship between Expected Value, Brand Reputation and Brand Loyalty on Sports Brands Supporting Feminism

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Introduction

Feminism is a term which embraces various forms of social and political movements and ideologies to achieve the equality of women's rights and opportunities in many areas (Hawkesworth, 2006). As feminism becomes a big social issue, various sectors are responding to feminism and there are changes being made in sports sector as well. Many sports brands have recognized the growing influence of female customers and have come up with marketing strategies focusing on female customers. Considering the high level of interest on feminism and the influence of female customers, it is important for sports brands to establish rational response strategies for feminism. Since the value consumption is receiving attention as an important consumption trend in addition to the various existing purchase factors in the consumer market, it is essential to examine the response of consumes for products having various values. Thus, the purpose of this study is to examine the relationship between expected value, brand reputation, and brand loyalty when a sports brand supports feminism, and provide empirical basic data that can be useful for brands to establish strategies in response to social issues in the sports market. In order to achieve the above aims of the study, the following research problems were selected. First, does expected value affect brand reputation? Second, does expected value affect brand loyalty? Third, does brand reputation affect brand loyalty?

Literature Review

Expected value is a factor that has recently been researched. Jung (2017) noted that the difference of expected value before purchasing a product and the experienced value after using the product affects the repurchase. Kang (2017) demonstrated that expected value of a product affects the enhancement of positive brand image and that this in turn has a positive impact on the purchasing intent of consumers. Meanwhile, studies on feminism in sports sector were conducted only in the sports sociology, athletics philosophy, and athletics sociology fields. However, there are still no direct research outcomes on feminism and sports in sports marketing.

Methodology and Data Analysis

Data were collected from 241 male and female over the age of 19 in Korea by using convenient sampling method. After removing 53 cases of incomplete questionnaires, 188 were used for data analysis. The questions were comprised of 28 questions on expected value (functional value, economic value, emotional value, social value, and altruistic value), four questions on brand reputation, and four questions on brand loyalty, which are adopted from previous studies (e.g. Dowling (2004a) and Sweeney & Soutar (2001)). Meanwhile, the questionnaire included printed materials explaining fictional

sports brand advertising supporting feminism with each expected value in order to gain accurate answers from respondents as much as possible. This study was verified through Confirmatory Factor Analysis (CFA), correlation analysis, and Structural Equation Model (SEM) using SPSS 22.0 and AMOS 21.0.

Results and Discussion

First, economic value, social value, and altruistic value had a positive impact on brand reputation. This shows that consumers who had positive evaluations on economic, social and altruistic value of products supporting feminism are likely to have a favourable assessment on reputation of the brand. This implies that consumers can positively perceive the brand reputation if the value that seems to contribute to the relationship or society to which they belong match up the product. Second, among the subfactors of expected value, only emotional value had an impact on brand loyalty. This indicates that focusing on the emotional aspect of consumers for a product containing a message that it supports feminism would be more effective than emphasizing other aspects of the product. It can be inferred that the emotional response of the respondents was somewhat reflected as feminism is especially considered as a sensitive and susceptible issue in Korea. This suggests that it could be effective to convincingly appeal to consumers' emotions when the brand expresses its position on political and social issues. Third, brand reputation had a significant impact on brand loyalty. This represents that the higher the assessment of brand reputation, the higher the evaluation for brand loyalty.

Conclusion

This study demonstrates that the economic, social, altruistic and emotional value of the product supporting feminism are important factors to be able to improve the brand reputation and royalty. Although the economic value is still regarded as important, the brand involving in social issues, such as feminism should also significantly take into consideration consumers' social and emotional aspects. Moreover, it implies that when a brand attempts to reveal its position on political and social issues in the early stages, using a specific strategy that appeals to the consumers' emotions and society may be effective. Lastly, in order to secure market competitiveness for a brand, continued efforts should be made to form and maintain a favourable brand reputation.

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Marketing Concept in Team Sports in Serbia: Testing the Influences of Leadership, Organizational Culture and Climate for Innovation

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Aim and Research Questions

The aim of the research was testing the influences of leadership, organizational learning culture, and climate for innovation in the application of marketing concepts in team sports in Serbia.

Theoretical Background and Literature Review

Many researches showed that the business of sports is becoming more and more focused on leadership skills and abilities, and other aspects of managing an organization such as organizational culture, organizational learning culture and climate for innovation. Thus, the positive influence of transformational leadership at all levels in the sports organization was confirmed, and the biggest effect evaluated at the team level by Wang (2011) in his meta-analysis. Likewise, it is evident that leaders are working on the realization of the organizational goals set in front of themselves and their followers, which can be realized through the organizational culture that leads to the realization of the desired vision and mission of the organization. The importance and compatibility of culture with other aspects of management and organization is emphasized by Beech & Chadwick (2010), whilst Smith & Shilbury (2004) claim that behavior and success can be taken as a good starting point in the research of cultural dimensions of sports organizations. Such an environment requires their willingness to accept consistent change as a result of the impact of globalization, politics and their professionalization (Hoye, Smith, Westerbeek, Stewart, & Nicholson (2009). Consequently, it is very important to determine which factors affect the introduction, application, and improvement of the marketing concept of management in the environment of team sports.

Research Design, Methodology and Data Analysis

The sample of respondents consisted of 118 available managers of different levels in sports clubs from four team sports (football, basketball, handball, and volleyball), which belong to the highest ranking of the competition in Serbia. The applied questionnaire included of five sections: 1) Demographic characteristics of respondents and sports organizations, 2) Multifactor Leadership Questionnaire (MLQ) developed by Bass & Avolio (1993), 3) Organizational learning culture – individual, group and organizational level, 4) Climate for organizational innovations (support for innovation and resource supply dimensions) which suggested by Sarros, Cooper, & Santora (2008), and 5) sport marketing (level of knowledge of marketing concept, elements of marketing mix, marketing strategies, characteristics of marketing goals and sponsorship).The theoretical model was defined with the task of orienting this empirical research. Independent

variables are divided into the external ones (sports characteristics, sports club type, infrastructure, staff, finances, sponsors, local community) and the internal (style of leadership, organizational culture, and climate for organizational innovations) factors. In order to get a dependent variable, a definition is provided for the marketing concept, or i.e. the circumstances that are desirable for the diffusion of the marketing concept and sports organization development. Statistical data analysis included a path-analysis and analysis of mediation (Sobel test).

Results and discussion

The Structural Equation Modeling analysis run with AMOS revealed good fit indices: χ^2 = 4765, df = 959, χ^2/df = 4.97, CFI = 0.93, NFI= 0.92, and RMSEA = 0.06. The obtained results enabled examination of the direct and indirect effects of the variables on the application of the marketing concept in function of the dependent variable. It can be noted that the marketing concept in team sports in Serbia is directly related to the status of sports (β = 0.30), the sport-competitive result (β = 0.37) and the education of managers (β = 0.23). Likewise, a positive direct influence was observed in the variables of the sport's club assets and sports club environment (presence of the sponsor, β = 0.36), while the wider environment of the local community did not have a significant effect. The style of management did not have a direct effect on the adoption of a marketing concept in sports clubs. On the other hand, a more complex channel of indirect effects on the acceptance and implementation of the marketing concept in the sample of clubs is mediated by the innovative climate in club management (β = 0.40).

Conclusions

In conclusion, the biggest problem is the discordance of the organizational learning culture with the climate of innovation, which represents a bottleneck in the marketing reconstruction of team management. In this regard, it can be noted that the climate of innovation is a key point of support for organizational, leadership and cultural changes in sports clubs, by means of which they can step in modern business and sports-competitive environment that requires the setting of sports according to the principle of the marketing concept. The mentioned intervention in the orientation of the climate of innovation in the club is also contributed by the type of club i.e. its competitive orientation, as well as the use of potential assets that can be put into the function of the marketing business performance of the club.

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POSTER SESSION 2

Session Chair: José Bonal

Building Social Capital by Participating in Running Events:A Comparison of Taiwan and the USA

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Aim of the paper/ Literature review

One of the outcomes of increase in social capital is improvement in life quality (Rastegar et al., 2017). However, the links between sporting events and social capital have only recently been identified (e.g., Zhou & Kaplanidou, 2018). The literature linking sport events to social capital suggests social capital could be a valuable concept that can improve our understanding of the types of social capital outcomes the hosting of sport events can build for host communities. In addition, changes in perceived social capital among host residents prior to and immediately after sport events is also of interest in the literature (Gibson et al, 2014). However, there is a need to better understand the mechanisms that link aspects of health/QoL to event participants' social capital outcomes. Extending previous research and to fill the voids, we adopted Moor et al.'s (2013) social capital intervention models which allow researchers and practitioners to explain the relationships between intervention activities and outcomes. We aimed to examine the mediating and moderating roles of social capital in the relationship between sport event participation and health/ QoL.

Methodology

In total, 539 valid responses were collected on-site from running event participants in Taiwan in November 2018, and 319 valid responses from US participants in January 2019 via M-Turk. The scales measure sport participation (SP) relating to frequency of participating in running events in the past 12 months, frequency of running per week and hours spent running per week (Newman et al., 2014), social capital (Gibson et al., 2014; Onyx & Bullen, 2000), quality of life (QoL) (Pavot & Diener, 1993), and health (Kaplanidou, 2017). Items measuring five social capital factors were evaluated on a 5-point scale (1 = not at all; 5 = all the time) and items measuring quality of life and health were assessed on a 7-point scale (1 = strongly disagree; 7 = strongly agree). The internal consistency measures for all constructs were above the recommended .06 (Cortina, 1993). The mediating and moderating effects were examined using the SPSS macro PROCESS (Hayes, 2013).

Results and discussion

For Taiwan, the indirect effects results confirmed the mediating effect of SP on QoL through collective action (Effect = 0.13, SE = 0.01, 95% CI = 0.01 ~ 0.03) and trust and

safety (Effect = 0.01, SE = 0.01, 95% CI = 0.01 ~ 0.03); SP on health through collective action (Effect = -0.01, SE = 0.01, 95% CI = -0.03 ~ -0.01); SP has a positive and significant direct effect on health (t = 4.39***, 95% CI = 0.07 ~ 0.18). For the USA, the indirect effects confirmed the mediating effect of SP on QoL (Effect = 0.04, SE = 0.02, 95% CI = 0.01 ~ 0.09) and health (Effect = -0.03, SE = 0.01, 95% CI = -0.07 ~ -0.01) via collective action; SP has a positive and significant direct effect on health (t = 7.66***, 95% CI = 0.19 ~ 0.33). For Taiwan, the moderating effect results showed that SP has a positive and significant direct effect on QoL at the high level (t = 1.97*, 95% CI = 0.01 ~ 0.17) (+1 SD) of tolerance of diversity; SP has a positive and significant direct effect on health when the participants have low (-1 SD) and high levels of collective action, trust and safety, social connections, and tolerance of diversity, and when they have low life level values. For the USA, SP has a positive and significant direct effect on health when the participants have low and high levels of the five social capital factors.

Conclusions

For both Taiwan and the USA, it was confirmed that sport participation (i.e., running) enhances personal quality of life and health. However, collective action of social capital positively mediates the former and negatively mediates the latter relationship (Moore et al., 2009). Thus, health promotion practitioners should assess and avoid potential harm in this regard. As for social capital as a segmenting device, sport participation has a stronger influence on personal health among participants perceiving low than high collective action; conversely, sport participation has a stronger influence on health among those perceiving high than low trust and safety, social connections, tolerance of diversity, and value of life. Health program planners can thus divide target populations based on their perceptions of social capital level in either promoting positive or preventing potentially negative effects on the health of running event participants. This study contributes to the existing body of knowledge by building upon the social capital intervention models (Moor et al., 2013) in participatory sporting event settings across different nations.

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Factors That Influence The Distinctive Consumption Choice Between International And Domestic Baseball Leagues

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Aim and Research Questions

The primary purpose of the current study was to examine how the situational factors of power state and social inclusion/exclusion, and the individual characteristic of need for uniqueness (NFU), all interact to influence the choice between a higher quality but lower popularity league (MLB) and a lower quality but higher popularity league (South Korean baseball league) of the same sport. The following research questions were addressed: Do NFU, power state, and social state influence the distinctive choice of individuals? Do NFU, power state, and social state interact to influence the attitudes towards the distinctive option?

Theoretical Background and Literature Review

The current study is grounded in power inhibition theory which posits that high power individuals are less affected by their surroundings and attitudes of others. Thus, those in high power states are confident in their current state and react more favorably to the general trend (MLB) than those in lower power states (Anderson & Galinsky, 2006; Keltner et al., 2003).

Furthermore, past studies have provided contradicting evidence of the effect of social exclusion on consumption choice. One stream of research claims that the experience of social exclusion leads to an effort to conform, while others conclude that the it leads to actions that highlight their uniqueness (DeWall, Manner, & Rouby, 2008;Mead et al., 2011; Williams, Cheung, & Choi, 2000). We posited that the contrasting results may be influenced by the power state of individuals.

NFU was utilized as the personal characteristic of interest. The literature indicates that NFU influences how individuals respond to brands and how this need can be satisfied through the pursuit of material goods (Ryan, 2008). Individuals with higher NFU levels are less concerned with the social norms of consumption, thus, it was expected that they would show a higher preference for MLB (distinctive choice).

Research Design, Methodology and Data Analysis

Questionnaires were administered online through a professional research firm. A quota sampling procedure was used to recruit a total of 289 respondents (ages 15 to 59) from across South Korea. Each respondent was randomly assigned to one of four versions of the questionnaire. Binary logistic regression was conducted by setting the binary choice task between MLB and South Korean baseball league as the dependent variable. Further analyses were carried out using the collected data by conducting a 2 (power state: high vs. low) × 2 (social state: inclusion vs. exclusion) × 3 (NFU: high, middle, low) ANOVA with the viewing attitude towards MLB set as the dependent variable.

Results/Findings and Discussion

Logistic regression analysis results indicated that as power state increases by one unit, the probability of selecting MLB reduces by 0.462 and when NFU increases by one unit, the likelihood of selecting MLB increases by 1.541. Meanwhile, social state had no statistically significant influence. These results support the compensatory effects of power in which the lack of felt power may be compensated for through consumption of a higher quality product (i.e., MLB).

ANOVA results displayed a statistically significant interaction effect between power state and social state [$F (1, 29) = 5.51$, $p <.05$] as well as between power state and the three levels of NFU [$F (2, 29) = 4.758$, $p < .05$], while the interaction between social state and NFU ($p = .79$) and the three-way interaction effect ($p = .56$) were not significant. When in a low power state and socially excluded, MLB viewing attitudes were higher than when in a high power state. Participants compensated for their lack of power by aligning with a higher quality league as well as compensating for their social exclusion by highlighting their uniqueness. However, when in a high power state and socially excluded, only their need for social inclusion needed satisfying, therefore not feeling a need to align with a higher quality league.

The results for the interaction effect between power states and NFU levels are in line with the compensatory consumption model of power in that high power individuals are in a desirable state and, thus, display similar attitudes towards the distinctive product. However, when in a low power state, since high NFU individuals are more sensitive to small differences between products, their attitudes towards MLB sustained similar levels, while the low NFU group showed substantially lower viewing attitudes compared to their high power counterpart.

Conclusion, Contribution and Implication

This study contributes to the field by examining the dynamic influences of situational and personal variables in the choice between two leagues of the same sport. Marketers of more popular leagues can prime potential consumers by inducing a high-power mentality through messages or the overall mood of the advertisement itself, parallel to messages emphasizing the popularity of the league. Meanwhile, less popular leagues can communicate the unique qualities of the league, rather than to compete directly with more popular leagues.

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Game Schedules and Fairness in Sports Leagues

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Aim and Research Questions

The purpose of this study was to explore the degree to which NBA schedules affect team performance. Similar to other types of firms, professional sports franchises benefit from an improved understanding of organizational performance as this clears the way for prosperity and success in their leagues. Regardless of reputation, all such franchises use the same inputs, including players, coaches, and managers, but despite this identicality, teams are disadvantaged by factors controlled by governing bodies. The National Basketball Association (NBA), for instance, does not treat its member teams equally in terms of game schedules and rest days. Disadvantage from this unbalanced treatment can translate to effects on team success in a season. Thus, the significance of this issue has given rise to the following research question: Do schedules and rest days change an NBA team's production and output?

Theoretical Background

The outcomes of sporting events can be determined by the extent to which players are fatigued (Lyons et al., 2006). The importance of this condition and rest in sport prompted academia to explore their effects on team performance (e.g., Ashman et al., 2010; Kelly, 2010), but previous studies have thus far presented controversial results. For instance, Kelly (2010) and Entine and Small (2007) tested the relationship between team performance and rest in the NBA and derived inconsistent findings. The former discovered no significant effects of back-to-back games, whereas the latter reported that such games cause NBA teams to score fewer points. Entine and Small also indicated that team performance is not statistically impaired when teams play after at least one day of rest. One drawback to these studies was that they used dummy variables instead of continuous variables for rest categories. Regarding rest as a continuous variable is more realistic because of two possibilities: Players fully recover under augmented rest days but can also lose their sharpness with long rest periods (Steenland & Deddens, 1997). These situations indicate that using rest as a continuous and quadratic term enables a more accurate grasp of the potential effects of NBA rest schedules on team performance. In consideration for these issues, we developed the following research hypotheses: (1) An NBA team's performance is impaired by short rest days, and (2) the degree to which an NBA team benefits from time off declines as rest days increase.

Data Analysis

To verify these suppositions, we conducted a multiple regression analysis for the purpose of determining the degree to which rest days influence team performance, controlling for other factors. First, the dependent variable, team performance, was proxied using score margins between two teams. Next, as a main variable of interest, rest days between a team's games was incorporated into the regression equation. Its

square term was also included to monitor whether rest exerts a nonlinear effect on team performance. To control for home advantage and the quality of a coach and a team, we added the following variables: the number of years that a coach has served as a mentor in the NBA, team payroll, and games at home or on the road. The following regression model was constructed and tested for team *i* in game *j*:

Results

Our regression equation revealed that all the independent variables were significant at the .01 level. With one additional day of rest, an NBA team's margin of victory increased by 1.202 points. The positive impact of additional time off on team performance diminished as rest days increased, and rest was confirmed as having a nonlinear effect on such performance. The results implied that some teams are visibly affected adversely by uncontrollable league schedules, which may be a serious issue given that some teams fail to advance to playoffs owing to only one loss. If this loss results from back-to-back games, then league schedules would also influence a team's finances considering that playoff games increase a team's revenue. With respect to the control variables, we found that the longer the years of experience in the NBA, the more positive a coach's effect on team performance, and the greater the payroll, the better the chances of winning a game. Finally, the presence of home advantage in the NBA was verified by the tendency of teams to outscore their opponents when playing in their home courts.

Conclusion

In sum, this research unraveled a beneficial and nonlinear effect of rest on team performance in the NBA, pointing to the possibility that a given team is unfairly treated owing to the rest schedules decided by governing bodies. This study has ascertained that rest indeed affects team success in a season. Further study is needed to inquire into other control variables that can determine game outcomes and correspondingly reduce the effect of rest on team performance. Such components can be incorporated as additional factors in the model established in this work.

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A Study On The Factors Related To Unpaid Coaches' Voluntarism; Characteristics Of "Unwilling Coaches"

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Aim and research questions

There are over 3 million active coaches in the UK (UK Coaching, 2017), and 3.9 million unpaid coaches in Japan (Ishiguro, Shoji et al, 2018). In the case of Japan, unpaid coaches make up the majority of the coaching service and monetary value of unpaid coaches' work was estimated at ¥370 billion (≒€2.9 billion) per year in Japan. From these studies, it is obvious that volunteer or unpaid coaching is an important factor in the supply of sports at grassroots level in many countries. However, it is pointed out that the retention of coaches is one of the key problems (Rundle–Thiele and Auld, 2009). Keeping unwilling coaches coaching against their will holds the risk that the continuous supply of sports coaching will not continue. This can be an important issue in terms of sports policy. Based on these facts, research that focuses on potential leaving coaches, i.e. coaches who are not willing to coaching, is seemed to be needed. Therefore, the aim of this study is to clarify the factors related to unpaid coaches' voluntariness.

Theoretical background and literature review

Literature review

Many researchers have discussed motivations of volunteers so far. Among them, Clary et al. (1998) built the VFI (volunteer functions inventory) model, which focuses on six main dimensions: values, understanding, social, career, protective, and enhancement. This model has been used in many studies that deal with sports volunteers including volunteer coaches. Busser and Carruthers (2010) pointed out that volunteer positions in sport programs, especially coach positions, are difficult to fill, and the retention of youth coaches is low. Rundle and Auld (2009) also highlighted retention of volunteer coaches and examined factors influenced the decision of coaches to either leave their club or remain involved in coaching, and they insisted that the decision by volunteer junior football coaches to leave is not driven by the same underlying factors as the decision to stay. These are important findings in the management of volunteer coaches, but it can be pointed out that there are less studies about before coaches' decision to leave. With information on the characteristics of unwilling coaches, we can provide effective and appropriate support to promote coaches' retention.

Definition of volunteer and unpaid work

Multiple definitions of "volunteer" have been established to this day and one of them states that it is "unpaid work (except for expenses) done through a group or on behalf of an organization of some kind" (Andreff, 2006). And, especially in Japan, it is pointed out that there are coaches who have to be coaching against their own will. So, in this study, the term "unpaid" rather than "volunteer" was used.

Research design and methodology

Data correlation

An online survey of approximately 40,000 adults (random sampling) was conducted in December 20-25, 2017 because it was the most adequate way to cover all nonpaid coaches (not only coaches who belong to clubs or schools but also those who doesn't have any affiliations). Data collected from1,802 respondents who have answered that they had been coaching for free (including the case that they received a minimum compensation for their basic expense for the activity) in the past 12 months was analyzed.

Analysis

Logistic regression analysis was adopted in order to examine related factors of coaches' voluntarism in this study. The dependent variables were coaches' will (willing to coach or unwilling to coach), and the independent variables were demographic factors (age, gender, job etc.) and coaching factors (duration of coaching, field, performance level of participants, qualification of coaching, etc.)

Results

Data collection has already been complicated but is being analyzed now, the specific results will be announced at the conference. Some of the results are as follows. The results revealed that 525 (29.1%) respondents were not willing (including relatively not willing) to coach. The main reason that they have to coach was "there are no other coaches"(56.4%) and "someone asked me to coach"(40.4%). There are more unwilling female coaches than male, and the age of unwilling coaches tended to be lower than that of willing coaches.

The results of logistic regression will be presented at the conference.

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The Level of Implementation of Good Governance Principles in Lithuanian Sports Federations

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Aim

The aim of this research was to analyze the level of implementation of good governance principles in Lithuanian sports federations.

Theoretical background

The development of Lithuanian sport system is inseparable from the ongoing national and international political, social, economic and other changes. The issue of good governance has become important both for public and private sport organizations and, thus, requires exceptional attention, as well as a more extensive analysis (Henry, Lee, 2004; Houlihan, 2013).

International sport organizations started implementing and analyzing the principles of good governance with the main objective to increase the effectiveness of performance-based activities and to emphasize the responsibility and accountability of managers (Chappelet, Mrkonjic, 2013; Geeraert, 2019). The concept of implementation of good governance in eight out of eleven strategic sport federations in Lithuania has been analyzed for the first time in 2014 (Čingienė et al., 2015). Current research was based on longitudinal approach, updated research tool and comparative nature.

Methodology, research design and data analysis.

The survey involved ten out of fourteen Lithuanian strategic sports federations. A qualitative research method, an interview with the secretary general of each sport federation, was selected for the survey. An interview tool was designed using the instrument based on *National Sport Governance Observer, NSGO* (Geeraert, 2019). The questionnaire consisted of four dimensions: Transparency; Democratic processes; Internal accountability and control; and Social responsibility.

In accordance with NSGO methodology, the level of transparency implementation was evaluated by performing the Internet website analysis of sports federations. A list of 38 statements was prepared for the evaluation of other three dimensions: democratic processes (13 statements), internal accountability and control (14 statements), and social responsibility (11 statements). Interview was conducted in October-November, 2018.

In order to compare the level of implementation with the other three dimensions, the scoring based on Likert-type scale ranging from 0 to 4 was used (Chappelet, Mrkonjic, 2013): indicator totally fulfilled – 4; indicator well–fulfilled – 3; indicator fulfilled – 2; indicatorpartially fulfilled – 1; indicator not fulfilled at all – 0. The realization levels of two dimensions Transparency and Democratic processes among five sport federations were compared using data from year 2014 and 2018.

Results, discussion and implications/conclusions

Good governance is a fairly broad concept, as it pertains to different meanings and different types of applications within different contexts and countries. However, it could be summarized that the development of internal and external organizational processes constitutes the core of good governance. Even though the principles of good governance are not mandatory or legitimately enacted upon organizations, new procedure of sports federations funding, passed in 2017, involves evaluation of several principles. Thus, on one hand based on institutional responsibility it could be stated that sports federations remain autonomous, on the other however, an external pressure exist through the requirements of public funding.

The research has shown that in general the application level of all four good governance principles is good (above 68 %) (Chappelet, Mrkonjic, 2013). The highest level of implementation was recorded with democratic processes. The key requirement for the development of democracy is legal regulation, which has been impeccably established in all sports federations. Also, Henry and Lee (2004) view democracy as the access to representation in decision-making and should be available to those who make up the organization's internal constituencies. However, existence of most regulations displayed signs of *de jure*, whereas the achievement of *de facto* state still needed improvements.

Implementation of the transparency principle received the lowest scores in this research. The spread of transparency principles regarding the operations of sports federations was evident. According to Grimmelikhuijsen (2012), transparency is "the availability of information about an organization or actor allowing external actors to monitor the internal workings or performance of that organization". However, the publication of timely information about athletes, clubs and board members was lacking. Also, the availability of information regarding executive board decisions, minutes of meetings or internal organizational rules and regulations was inconsistent.

While comparing data from 2014 and 2018, it was evident that the implementation of the transparency principles has improved (10 %), while the implementation of democracy principles remained similar (slight decrease of 2 %).

The research has confirmed an imperative for balance within transparency politics of sports federations between their strive for autonomy and the necessity to develop appropriate networks with various stakeholders.

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Systematic Review of Intervention Research on Leadership for Strengthening Competitive Athletic Teams

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Aim and Research Questions

The aim of this study was to identify the trend in the intervention research on leadership, which is considered to be an important factor in strengthening athletic teams. The research questions were followings. 1) "What is the trend for interventions on leadership development?". 2) "What is the outcome variables for the intervention researches?".

Theoretical Background and Literature Review

High-quality leadership has been considered as an important factor in the successes of governments, political movements, educational institutions, business enterprises, and sports teams (Chelladurai, 2011). Although there were many researches on leadership development due to its importance, most of the studies focus on business enterprises and educational institutions(Day, Fleenor, Atwater, Sturm, & McKee, 2014). On the other hand, it was very difficult to get articles about intervention researches targeting athletic teams and aiming leadership development. Therefore, we aimed to clarify the trend of intervention research on leadership development for strengthening athletic teams.

Research Design, Methodology and Data Analysis

Research design of the present study was robust systematic review. A systematic review was conducted using PRISMA 2009 Checklist and PRISMA 2009 Flow Diagram (PRISMA Statement) as the frameworks. ScienceDirect (Elsevier) and PubMed were employed as the databases in this study. The last searching dates were followings, PubMed was searched on 2 October 2017 and ScienceDirect was on 25 October 2018. The four primary search keywords were *leadership, team, perform*ance,and *interaction*. The fifth additional keyword was employed one of *baseball, basketball, cricket, football, rugby, soccer, volleyball,*and *hockey* in turn. The five keywords were used for this systematic review. The procedures of this systematic review after searching articles were followings. Firstly, duplicate articles were removed. Secondly, we conducted screenings based on abstracts. First screening was to identify whether each article was about strengthening competitive sports or not. Second screening was to identify whether each article was the intervention researches or not. Furthermore, we strictly evaluated about the eligibility of the selected articles based on the criteria of whether it is intervention research on leadership for strengthening athletic teams. Finally, the contents of the carefully selected articles were evaluated and examined in detail.

Results/Findings and Discussion

The present systematic review identified 1,765 articles in Science Direct and 614 articles in PubMed. After excluding duplicate articles, the amounts of articles targeted for

analyses were 1,591. As the result of first screening, 144 articles about strengthening competitive sports were remained. Moreover, after second screening, eight intervention research articles were remained. Finally, only a single article was an eligible article that was the intervention research on leadership for strengthening teams(Veen, 1972).

The result that there was only a single case was too small number more our prediction. However, we considered that the result was valid because similar meta-analytic review of leadership intervention research showed that intervention research was very few in business administration too (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009).

The present systematic review showed significant result that there was the only article about intervention research on leadership development for strengthening athletic teams on SienceDirect and PubMed. We were aware that many intervention studies on leadership had been conducted and published. However, we also considered a probability that intervention studies have not highly evaluated in those journals that were listed in databases that guaranteed high scholarly value such as PubMed and ScienceDirect. We have gained a lot of knowledge on leadership from research papers. However, the fact was contradictory to the results of the present systematic review.

Therefore, we suggested three underlying causes for the paradox. 1) Researchers had not reported unsuccessful cases of interventions. 2) The editorial board and reviewers of academic journals had not evaluated intervention studies as high quality evidence. Because, intervention studies were difficult to set up reference teams for comparison and to conduct targeting many teams as samples for experimental interventions. 3) Athletic teams had not actively accepted experimental interventions.

Moreover, we should consider probability that many researchers have actually conducted intervention study targeting athletic teams. A part of the results might report in journals present systematic review could not include. If it was the fact, that was the limitation of this study.

Conclusion, Contribution and Implication

The sampled databases rarely contained intervention research on leadership targeting athletic teams. Hence, in this systematic review, research questions which were trends of researches for leadership development in sports were not clarified. However, we clarified the significant fact that intervention researches were almost not reported as the academic articles. To report intervention cases was very important for developing academic knowledge and practical knowledge. Future researches need to examine the following possibilities. We need to create a stream that is receptive and tolerant to unsuccessful intervention cases and is to properly evaluate case studies with a small sample size.

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Analysis of Taekwondo Performances Using the Importance-PerformanceAnalysis Technique

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Introduction

Taekwondo performances have been changed into ones that everyone can enjoy, with the focus on form (Poomsae) and smashing demonstrations fusing theatrical and musical elements. Nonetheless, simplistic direction, amateur performers, and unsatisfactory performance venues all impede the professionalism and popularization of Taekwondo performances, which can result in poor satisfaction of these performances. Thus, this study aims at analysing the difference between the pre-viewing importance factors and post-viewing satisfaction levels of performance components by applying the importance-performance analysis (IPA) technique. The research questions are as follows. First, what are the priorities of the importance and the satisfaction of performance components perceived by Taekwondo audiences? Second, is there a statistically significant difference between the importance and the satisfaction of performance components perceived by audiences? Lastly, what about the IPA of performance components perceived by audiences?

Literature Review

The government and Taekwondo bodies now are actively promoting Taekwondo performances as a cultural content emphasizing its variety and popular appeal (MCST, 2014). In this regard, Sheth et al. (1991) argued that consumers make a choice based on the value offered by alternatives, when choosing a product or service. This means that the audiences of the performances on stage can determine the various qualities in accordance with the standards of value. In other words, the perceived experience of the audiences differs depending on how they perceive the service quality of the performances, which affect satisfaction and consumption behaviour of the audience (Ji & Kim, 2009). Thus, it would be necessary to examine the relationship between perceived satisfaction of the audiences and the service quality of Taekwondo performances. Moreover, previous research in Korea has suggested the general direction of development but there is a lack of more detailed studies on what factors the audience perceives as important and satisfactory.

Methods

In October 2018, 198 attendants of Muju Taekwondowon's 'The Chunhyang' performance were sampled using the convenience sampling method. Based on the questionnaire used in previous research, this study conducted a content validity analysis with 3 Taekwondo performance experts, 2 sports management professors, and 1 doctor of sport management. Additionally, reliability analysis, descriptive statistics, and paired t-tests were conducted using SPSS 22.0. Lastly, the mean and standard deviation of

importance and satisfaction were calculated and analysed using IPA matrix from the first quadrant to the fourth quadrant.

Results and Discussion

The reliability of each factor was at .504~.796, which means that overall reliability is secured. First, in the survey of 11 factors based on importance before viewing the performance, story (M=4.01) and lighting (M=4.01) rated highest, followed by music (M=3.97), choreography (M=3.95), sound (M=3.89), make-up/costumes (M=3.88), venue capacity (M=3.81), video (M=3.78), actors (M=3.95), seating (M=3.74), and facilities (M=3.68). Second, regarding satisfaction after viewing the performance, story (M=4.06) rated highest, followed by lighting (M=4.01), choreography (M=3.98) and seating (M=3.97) Third, in terms of seating (t=-3.69, p<.001), venue capacity (t=-2.70, p<.01), actors (t=-2.32, p<.05), and facilities (t=-2.12, p<.05), satisfaction was statistically significantly higher than importance. Lastly, as the results of the IPA, the I quadrant contained story, music, choreography, make-up/costumes, and lighting, while the III quadrant included actors, video, and facilities. The IV quadrant contained venue capacity and seating. The results showed that there was a statistically significant difference between the audience's perception of importance and satisfaction regarding seating, venue capacity, facility and actor factors. This indicated that audiences are generally satisfied with the physical conditions of venue. It can be inferred that the 'Mureungdowon' performance hall is a new venue with seating and capacity that can host international sporting events, which is thought to have influenced the audience's significantly higher satisfaction of the performance. As the results of the IPA, direction-related factors distributed in the I quadrant should be managed to maintain the quality of Taekwondo performances. In this regard, Ryu & Kang (2018) demonstrated that factors affecting the performance on stage has a relatively higher impact on satisfaction of audiences than other factors. Due to higher importance and satisfaction perceived for audio-visual factors that lead to the dynamic movements and artistic qualities unique to Taekwondo, these factors need to be continuously maintained. In addition, it is suggested that factors in the III quadrant, which signifies low importance and satisfaction, should be given lower priority. Venue capacity and seating factors distributed in the IV quadrant, which prescribes avoidance for excessive effort, might have been affected by the specific venue in which the survey took place.

Conclusion

This study intends to increase the satisfaction of Taekwondo performances and provide basic data for the establishment of development strategies for the expansion of the Korean wave through Taekwondo and the development of performing arts. Also, it would be important that it is the first longitudinal survey to analyse component factors of Taekwondo performances to deduce both pre-viewing importance and post-viewing satisfaction.

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Power-5 U.S. College Sport: Using Managerial Paternalism to Justify and Manage Profit-Athlete Exploitation

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Aim and Research Questions

The purpose of this study was threefold: 1) Given that – by definition – to exploit a person with moral standing is wrong, utilize Kant's Categorical Imperative to determine whether U.S. National Collegiate Athletic Association National Office (NCAA) Power-5 conference (i.e., ACC, Big Ten, Big XII, Pac-12, & SEC) sport – as presently constructed – is exploitative (McNamee, 2009). 2) Determine to what extent Power-5 paternalistic-managerial strategies are justified by either a strict interpretation of consequentialism most often referred to as classical utilitarianism, in which benefits that accrue to the many are offered as a justification for the exploitation of a few (Southall & Karcher, 2016) or any of several (e.g., hard, broad, strong, pure, and moral) normative views of paternalism. 3) Given that paternalism has also been a management strategy in various European-sport settings, compare and contrast Power-5 paternalism with examples from Olympic Movement, European colonial interests in African-sport development, and European club sports.

Theoretical Background and Literature Review

Since the early 1950's the NCAA national office has served as US college sport's primary administrative, public-relations and marketing agency, overseeing the successful transformation of Power-5 U.S. college-sport into a multi-billion-dollar industry.

While the NCAA national office has maintained administrative control over the NCAA D-I basketball championships, Football Bowl Subdivision (FBS) football is controlled by Power-5 conferences. In 2014, the Power-5 conferences forced the NCAA membership to "grant" them fiscal and governance "autonomy" in return for their remaining NCAA members (Bennett, 2014).

Subsequent to this autonomy, Power-5 conferences have increasingly utilized paternalism as a management strategy to deflect criticism that Power-5 college sport economically and ethically exploits NCAA profit-athletes. Derived from familial power structures that are historic, absolute and hegemonic, Power-5 paternalism makes use of deference for coaches, as well as loyalty to teammates, program and university. In addition, it is supported by the latent force coaches and athletic administrators exert on players if they do not follow program rules or perform as required. In this analysis, paternalism is an asymmetrical power relationship that has endured as a form of remedial personalization (Padavic & Ernest, 1994), and meets material and psychological needs of management (e.g., coaches, administrators) and labor (e.g., profit-athletes). This personalization serves to address the central contradiction of Power-5 college sport: treating players as commodities (e.g., human billboards for shoe companies and wall-to-wall media coverage), while portraying them as children – loved by coaches and fans alike – in need of protection from commercial exploitation.

Research Design, Methodology and Data Analysis

Using open and selective coding strategies, semiotic and critical discourse analyses of audio-visual excerpts (e.g., commercials, interviews, and commentaries), online news accounts, and primary/secondary Power-5 conference documents were conducted, looking for evidence of paternalistic-managerial strategies and remedial personalization (Padavic & Ernest, 1994).

Results and Discussion

The current Power-5 collegiate model offends the Categorical Imperative by exploiting American football and men's basketball players, treating them merely as means to its own economic and social ends. In addition, since there are easily achievable alternatives to the current model, classical utilitarianism does not offer an ethical justification for the current system. In spite of the unethical nature of the enterprise, data analysis revealed Power-5 members have developed and implemented paternalistic-managerial strategies designed to obfuscate the economic exploitation of Power-5 profit-athletes. Within the Power-5 collegiate model, there is evidence paternalistic discourse is consistently utilized to mask the primary goal of Power-5 football and men's basketball programs: maximize lucrative commercial and media-rights opportunities while presenting a ceremonial institutional façade in which member universities are viewed as maintaining a clear line of demarcation between "amateur/college" and professional sport.

Conclusions and Implications

In response to characterizations that its collegiate model is unethical and economically exploitative of American football and men's basketball players, Power-5 conference members have successfully (to date) adopted a number of paternalistic managerial strategies. This session will chronicle elements of these strategies, offer comparisons with historic and current European paternalistic managerial strategies, and conclude with a discussion of the current status of U.S. Power-5 college sport.

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Cross-border Sport Consumption Behavior Of The Residents In The Guangdong-Hong Kong-Macau Bay Region

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Background

Guangdong (with the capital city of Guangzhou), Hong Kong and Macau are among those developed and international metropolises in China. The regional cooperation among the three cities has a long history. Nowadays it comes some new historical missions and connotations in China.

In August 2018, the construction of Guangdong-Hong Kong-Macau Bay Region was positioned as "National Strategy" of China. On February 18th, the Central Committee of the Communist Party of China and the State Council issued the "Outline of Development Planning for Guangdong-Hong Kong-Macau Bay Region ". It is a new initiative and new practice to promote a new pattern of comprehensive opening up in the new era.

The construction of a high-quality circle suitable for living, working and traveling, the development of a world-class Bay Area and a world-class city group are inseparable from the sports industry. Sports consumption is the core driving force for accelerating the development of the sports industry and promoting the transformation and upgrading of the sports industry.

Therefore, understanding the current situation of cross-border sports consumption behavior of the residents in Guangdong-Hong Kong-Macau Bay Region is the basis for the in-depth and systematic study of the coordinated development of the sports industry in this region.

Purpose

The paper focuses on investigating and comparing the current situation of cross-border sport consumption behavior of the residents in the Guangdong-Hong Kong-Macau Bay Region like the frequencies, events, times a week in sport, hours every time in sport and intention in participating the cross-border sports consumption, and finding the main factors affecting the cross-border sports consumption of residents in the Bay Region.

Method

Questionnaire survey and social statistics were conducted among residents of Guangzhou, HK and Macau (N = 381 valid). Demographic characteristics variables, sports consumption variables and the possible factors influencing residents travelling to other two destinations for sporting as spectators or participants were measured.

Results

It reveals that the cross-border sports consumption of Guangdong, Hong Kong and Macao residents in the Bay Region is still relatively small, and in particular, the travel across the border for Guangdong residents to Hong Kong and Macao for sport

consumption even though it has been 40 years of sports exchanges and cooperation among Guangdong, Hong Kong and Macao since Mr. Henry Fok, the late famous social activist and famous Hong Kong businessman, initiated the Guangdong-Hong Kong Cup football game in 1979 and opened the prelude to the sport exchanges and cooperation among Guangdong-Hong Kong-Macao; subsequently, the Guangdong-Hong Kong Cup football game gradually evolved from the initial sports exchange to a comprehensive political, economic and cultural exchange; in addition, Guangdong, Hong Kong and Macao held a number of sports and cultural exchange activities promoted by the private forces.

Secondly, the main factors affecting the cross-border sports consumption of residents in the Bay Region include social environment, economic environment, traffic and custom clearance convenience, etc.

Thirdly, there are some differences in cross-border sport consumption behavior of the residents in the Guangdong-Hong Kong-Macau Bay Region such as the consumption events like rugby, baseball and other events, times a week in sport, hours every time in sport and intention in sport.

Fourthly, there also exist gender differences among different cities in this Bay Region. Women in Macau would like to choose free travel with family while men intend to travel with friends.

Discussion

Even within the Guangdong-Hong Kong-Macau Bay Region, different cities like Guangzhou (the capital city of Guangdong Province), Hong Kong and Macao still have great differences in administrative management, laws and regulations, social systems, culture and residents' living habits. Many specific problems in the cross-border sports consumption of residents in the Bay Region cannot be solved by the sports administrative departments of the three places and then the support from the State Sport General Administration, the three governments and even the central government of China are needed badly. However, the sports exchanges and cooperation among the different cities in the Bay Region are irreversible historical trends, and will lead the Pan-Pearl River Delta and even Chinese sport to the world with the arrival of the leisure era and the transformation and upgrading of consumption in China.

Implications

It suggested that the obstacles caused by the differences in sports systems and policies in the Guangdong-Hong Kong-Macau Bay Region should be reduced and unified planning and resource sharing should be realized in order to increase sport consumption behavior

The findings also offer important implications that gender may be a mediate factor in cross-border sports consumption behavior in Guangdong-Hong Kong-Macau Bay Region. Females within this region, compared with many of other Chinese cities, have strong self-consciousness, a lot of development opportunities and high social position. It deserves focusing on the gender factor in the future research.

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Managing Polish National Sports Federations - Application Of Balanced Scorecard In Team Sports Federations

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Aim and research question

The aim of the study is to create a dedicated Balanced Scorecard for National Sports Federations in team sports and research questions are:

1. What are the potential benefits for Polish National Federation of team sports if they will be able to use BSC?

2. What are the potential barriers or limitations when introducing BSC to Polish National Federations?

Theoretical Background and Literature Review

National Sport Federations are responsible for governing all aspects of a sport within their respective countries (Pedras, Taylor, Frawley, 2019), which very often also means that they have to comply with the guidelines of sports ministry. Fulfilling the aim of development and promotion of their sport and other products National Federations must respond to multi-level complexity of demands and needs arising from different stakeholders (Gammelsæter, 2010). With that in mind many organizational challenges arise, for example: limited resources, expectations of more professional workforce (Dowling et al., 2014) ability to implement new business practices (Winand et al., 2016).

The range of responsibilities of NF's is very broad and requires a high-level cooperation with local federations, clubs, leagues and other organizations. With that level of complexity well designed and communicated strategy is required (Everse, 2011).

While strategy is just the beginning, a direction an organization should take, the realization of strategic goals of NF in this multi-level environment must be measured from more than just financial perspective. To ensure high efficiency, managing the NF should be supported with tools that consider all performance indicators. BSC created by Kaplan and Norton is capable of harmonizing the strategy among all involved units. The model represents corporate management and controlling from four significant – and balanced – perspectives: financial, customer, internal processes, and learning and growth potential (2001). Becsky (2011) proved that BSC is suitable for sport businesses because it is capable of presenting all elements of vision and strategy crucial in sports.

Strategic documents of Polish NF's lack some basic elements, even though they should support the process of planning, implementing and monitoring the development process. Analysts pointed that problem lies in the low ability of the NF to strategic planning, lack of experience in the preparation of strategic documents or lack of resources to engage external entities for this purpose. Stronger focus on strategic management in NF in Poland including elements such as planning, financing, monitoring, evaluation and implementation, would make long-term planning of the activities of the NF possible.

Research Design, Methodology and Data Analysis

This study focused on four main team sports NF's in Poland:
- basketball, volleyball handball and soccer.
The research will consist of:
- literature review: analysis of publications and available reports, strategic documents of NF's and appropriate ministry,
- followed with the case study of chosen NF's which would include detailed analysis of approach to strategic management, their objectives, assumptions and actions, which would allow to choose best practices in the area of strategic management. This part will focus on interviews with top management of NF's: presidents, secretary general, etc. which will help to acquire data crucial from all perspectives included in BSC. Collected data will be grouped into: strategic management, transparency, organization and competencies of authorities, responsibility for development of the sports discipline, etc. Designing the BSC for Polish NF's based on the assumptions above and results of the interviews will allow to create a very effective tool for managers of NF's. From the case study it would be possible to create a list of best practices ready to implement in federations.

Results/Findings and Discussion

From this study the expected academic implication would include presentation of BSC ready to be implemented in another type of sport organizations like NF. In this case it is worth taking into account the specificity of these organizations, where client can have an influence on the management effectiveness of the organization. For example, for NF players attitude and performance can have a direct influence on the overall effectiveness of the organization, thus success of the NF not only lies in the hands of the managerial team but also depends on the engagement of the players.

There are plenty proofs that managers who implement BSC in their organizations will notice the raise of effectiveness in the organization. For NF it can additionally increase the level of transparency, which can be beneficial in relations with different partners (especially sponsors or parents). Based on the results of the case study analysis it would be possible to create a list of best practices for NF's.

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POSTER SESSION 3

Session Chair: Osmo Laitila

Satisfaction toward the Korean Wave of Sports and Its Effects on Intention to Visit to Korea, Korea's National Image, and Product Purchases Intention – a Case Study of Korea – Thailand Pro Volleyball All-Star Match

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Aim and Research Questions

Giovanni Tria defined globalization as a phenomenon of progressive economic, political and cultural integration, driven by economic growth and technological development at the recent HSE conference held in January, 2019. As its impact on various aspects of our daily lives is betting bigger than ever before, it might be worth looking at The Korean Wave ("Hallyu" in Korean), the phenomenon of Korean pop-culture gaining immense popularity at the global stage, as a clear and vivid indicator of its existence. Therefore, the main purpose of this proposed study is two-fold: (1) to examine the satisfaction factors toward Korean wave of sports (Korean women's volleyball) in Thailand, and (2) to investigate if Thai people's fandom toward Korean women's volleyball can enhance the Country Image of Korea (CIK), Willingness to Visit Korea (WVK), and Intention to Purchase Products Made in Korea (PMK).

Theoretical Background and Literature Review

Korean waves of sports phenomenon have particularly heated up in Southeast Asia such as Thailand and Vietnam. In Vietnam, Korean's K-league(soccer) games have been receiving a viewership rating three times higher than that of Britain's EPL or Germany's Bundesliga (Yoo, 2018). Korean's professional women's volleyball and players are very popular in Thailand. Especially, Korea vs. Thailand Pro Volleyball All- Star Match which is hosted every year since 2017 is one of the exciting sports events for Thai people. According to official broadcast, it is significant that the 2018 Super Match successfully attracted eyes and attentions from the global audiences (i.e., over 300,000 viewers on YouTube and 83,000 on Facebook). In response this unprecedented popularity of Korean wave of sports in Thailand, the current study tries to explore satisfaction factors toward the Korean wave of sports in Thailand and to examine relationship between these factors and overall conception of Korea: willingness to visit to Korea, Korea's national image, and intention to purchase Korean products. The cultural trends usually give tremendous impacts to the market. Prior research has shown that pop culture has been one of the topics of analyses in consumer research because it operates as a transmitter of marketplace ideologues (Hirschman, 1990). In fact, a number of previous studies have examined the effects of Korean pop culture on the Korean marketplace in the field of consumer research, including the effects of Korean wave such as drama,

music, and movie (Hogarth, 2013). However, a dearth of research has investigated the satisfaction factor of Korean wave of sports.

Research Design, Methodology and Data Analysis

This study will conduct a survey to examine the proposed research questions. The participants were recruited in Thailand during Korea- Thailand Pro Volleyball All-Star Match on April 5 and 7, 2019. The questionnaire was translated in English first by the first bi-lingual researcher and back-translated to Thai language by another bi-lingual researcher to maintain the validity of this proposed study. The questionnaire will consist of seven sections: (1) Attractiveness of Korean Women's Volleyball Stars (9 items), (2) Quality of Korean Women's Volleyball League (4 items), (3) Attitude of Korean Women's Volleyball (4 items), (4) Willingness to Visit Korea (7 items), (5) National Image of Korea (5 items), (6) Intention to Purchase Korean Products (4 items), and (7) Demographics.

Results/Findings and Discussion

The subjects of the survey will be Thai people with Thai nationality. 270 questionnaires were collected on April 5, 2019 and 200 questionnaires will be collected on July, 2019. For the research model and hypothesis test, statistical analysis methods such as reliability and feasibility analysis, correlation analysis and regression analysis will be used. It is guaranteed that the results of this proposed study will be provided by the time of the conference.

Conclusion, Contribution and Implication

It is expected that this study will be contributed to the foundations of the Korean wave in the field of sport industry. Firstly, this study can verify if the Korean wave of sports (in Women's volleyball) actually exists in Thailand and can expand Korean wave of sports to other countries in the southeastern Asia regions. Secondly, this study will shed light on strategic approaches to enhance national image and its extended effects such as intention to visit Korea and intention to purchase Korean product.

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The Game Has Changed. How The FIFA World Cup Became A Giga-Sport Event.

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Aim & Research Questions

The presentation "The Game Has Changed. – How The FIFA World Cup became a Giga-Sport Event" deals with the classification of FIFA World Cups in the realm of mega-events. It investigates on the basis of Müller's (2015) four dimensions (visitor attractiveness, mediated reach, costs and transformative impact) the World Cups between 1950 and 2018 and applies the presented classification system. For each dimension past, present and possible future scenarios are presented in order to answer the question, if FIFA World Cups are part of the "upcoming class of giga-events" (Müller, 2015) and if yes, since when. A possible fifth dimension, follow-up costs, accounting for the aftermath of these events is also introduced, to analyse the most recent events. By dissecting the different categories, the aim of the study is to answer the questions: "What is the value of the FIFA World Cup?" and "what is its price?".

Theoretical Background and Literature Review

The first part looks at the term of major events and its specific form of major sport event. Gans et al. (2003) describe major sport events as "competitions of one or more Olympic Sports, […] limited in time, having significant relevance in this sport", where it nowadays can be broadened as "athletic competitions", because Non-Olympic sports can reach similar levels of (media) attention and revenue (NFL Super Bowl, ICC Cricket World Cup, …). Also, it looks at why cities compete fiercely to host such an event and why the FIFA World Cup ideally fits the new definition as well. Starting from a basic definition, Müller's (2015) four dimensions and the presentation of the new fifth dimension, follow-up costs, are the main focus of the study.

With the help of official FIFA documents and academic literature (e.g. Tomlinson, 2014) the two output dimensions (visitor attractiveness and broadcasting rights) are investigated. For the cost dimensions, the input side of the events, further historic and academic literature (e.g. Rinke & Schiller, 2014; Gaffney, 2014) is used and the numbers are converted into real terms (2018-US-Dollar values) to allow for the first time a comparability of FIFA World Cup costs. Referring to the recent discussion of "white elephants" follow-up costs are separately shown for South Africa 2010, Brazil 2014 and Russia 2018 (Fett, 2018) as their aftermaths are still visible.

Methodology and Data Analysis

After presenting the dimensions, a modified version of Müller's (2015) classification system is applied on the FIFA World Cups 1950-2018. For each of the four dimensions, a maximum of three points can be scored. The scores from every category will be aggregated to reach the final number of points, resulting into a classification of three classes: major, mega and giga.

Results and Discussion

From 1950 till 1986, the FIFA World Cup can be considered as major event. From 1990 on, basically because of higher media revenue, significant increase of costs, and increased popularity, the tournaments became mega-sport events. It is clear, that it was this time period, when the FIFA World Cup discovered its potential for commercialization. Since 2010, they can even be called "giga-sport events" as they reach the highest scores in the classification system on almost all four applied categories. The FIFA World Cup became not only a showcase for the players, but for countries and their economic prowess as well. Commencing a period when it turned out to be more prestigious to host than to actually win the tournament.

Concluding Remarks

This development underlines the assumed trend of the FIFA World Cup over the last two decades, but also opens up a new field of discussions. A first application of Müller's event classification system on a single competition raises doubts, if a 12-point scale is useful for an independent comparison of events itself or if there will be an even higher class (terra-sport events) in the future, as the competing teams of the FIFA World Cup increase (more visitors), the broadcasting rights are transcending into the internet (Facebook Watch, video-on-demand services, …) and investments into the tournament reach unthinkable numbers as Qatar is rumored to invest 200 billion US-Dollars until 2022. Also, the problem of sustainability and opportunity cost is discussed. The contribution of this presentation to research is therefore not only a categorization of FIFA World Cups in the realm of major sport events, but also for the first time an almost complete list of attendance numbers, broadcasting rights, organizational, stadium construction, and infrastructure costs for more than 70 years.

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Co Creation Of Football Games And Brand In Brazil

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Aim

According to Rocha & Fleury (2017)the Brazilian culture is partially characterized by its people's passion for football. However, domestic soccer clubs have constantly suffered with low attendances. Crowded schedules, lack of good players, bad on-field performances, and demotion of popular teams have contributed to a reduction in people's interest in attending games (Rocha & Fleury, 2017). "Brazilian soccer fans rated safety, other fans and cost as the three most important constraints for attendance" (Rocha & Fleury, 2017, p.14). Moreover, Rocha & Fleury (2017) stated Brazilian football clubs are thought to be unable to understand their fans and this might be because there is a lack of marketing research in the Brazilian football market. To fulfill the need for exploratory research in Brazilian football this study aims to analyze the co-creation process of football games and brands in Brazil. As a secondary objective, it aims to identify football stakeholders' value contributions to Brazilian football games and club brands.

From a theoretical background, this study utilized quite recent theories in service marketing: value co-creation in service and also value co-destruction are considered. Moreover, this study applied the "sport value framework" (SVF) and the Service-Dominant Logic to explore the various stakeholder´s contributions to Brazilian football games and club brands. According to Woratschek, Horbel, & Popp (2014a), the co-creation of value for fans as a whole can only be captured if the entire context-specific network of actors is analyzed.

Considering the multiple stakeholders' contributions to Brazilian football games and brands and also the direct interactions among stakeholders, a question arised to be answered, how does the co-creation process of football games and brands occur in Brazil?

Theoretical Background and Literature Review

According to Vargo & Lusch (2008, p.256), "in S-D logic (SDL), service is defined as the application of competences (knowledge and skills) for the benefit of another party". S-D logic sees service as a process - doing something for another party. The locus of value creation, then, moves from the "producer" to a collaborative process of co-creation between parties (Vargo & Lusch, 2008). The authors clarify, in S-D logic, this process of providing service for (and in conjunction with) another party in order to obtain reciprocal service, is the purpose of economic exchange - that is, service is exchanged for service.

Moving towards a sports management perspective, Woratschek et al. (2014a, p. 7)stated"a perspective similar to the one proposed by SDL could be applied to gain a better understanding of sport management problems". Woratschek, Horbel & Popp, (2014b), presented the 'sport value framework' (SVF) that consists of 10 foundational

premises (FPs) which provide guidance for an improved understanding of sport management phenomena and better management decisions. More specifically related to this study; "FP10: The role of firms, customers and other stakeholders is to integrate the resources of their specific networks to co-create value" (Woratschek et al., 2014a, p. 19).

Another recent theoretical approach is the value co-destruction theory. Value co-destruction occurs when a service system accidentally or intentionally misuses resources (its own resources and/or those of another service system) by acting in an inappropriate or unexpected manner (Plé & Cáceres, 2010, p.430). According to Plé & Cáceres (2010), value co-destruction can be defined as an interactional process between service systems that results in a decline in at least one of the systems´ well-being which, given the nature of a service system, can be individual or organizational).

Research Design, Methodology and Data Analysis

The research is exploratory and adopted a qualitative method. 42 semi-structured interviews were conducted with six groups of football stakeholders: football clubs (managers), fans (director of fan groups), federations, football players, media and specialists. According to Bryman & Bell (2015) qualitative interviewing tends to be flexible responding to the direction in which interviewees take the interview. The six groups where selected to mostly represent the entire context-specific network in Brazilian football.

At the moment, I transcribed all of the interviews. During the process, translation was carried out from Portuguese to English. Thematic analysis (NVIVO) will be used to analyze data from the interviews. Data is currently being analyzed and will be presented at the conference.

Results/Finding and Discussion

Currently, I´m analyzing the data and I will be able to present results in September.

Conclusion Contribution and Implication

This study contributes with a better comprehension of value co creation of football games and brands in Brazil. This study offers a new sport marketing insight for football in general. The analysis of the role of each stakeholder in Brazilian football and its direct interaction with other stakeholders is key to identify accidental or intentional misuse of resources. With those findings managers will be able to avoid the misuse of resources and also to enhance their relation with stakeholders or even establish new direct interactions with potential actors in the industry.

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Management And Leadership In Coaching: Beyond The Xs And Os

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Statement
Effective sport coaching involves learning of the various aspects and applications of management and leadership of a team (not solely the technical skills and strategies required in a sport).

Aim
This poster will highlight the building of a successful team through the coach's management and leadership skills. In recognizing the importance of these skills, sport management professionals may consider the efficacy of training of coaches for these two often-overlooked aspects of successful coaching.

Purpose and Background
Sport management professors, sport managers, athletic directors (and the affiliated school principals or college presidents), and coaches must recognize how team management and leadership affects the team and the larger entity. All parties must know how to determine what a successful team is, and how to build one, through intentional management of the team. These concepts are critically important in sport development. Identification of strengths in a team should recognize more than a set of technical and strategic skills; the best practices for coaching should encompass the recognition and acquisition of effective management and leadership. A coach is charged with many responsibilities. A coach must be a decision maker and an effective communicator. And, the coach and the athletes represent the school, college, club, or other organization. The impact of successful management and leadership can positively impact the athletes and the community. The alternative is destructive to the team and community; the alternative restricts and diminishes athlete and sport development.

Design and Implementation
Through identification of a recognized theory of management, and discussion of theory application to coaching, this poster will present specific aspects of team management through theory implementation.
Requiring more than teaching Xs and Os, coaching is a very complex job. A coach is an educator, manager, leader, and psychologist. As a manager and leader, a coach must set goals for the program and athletes, define success for the team, and most importantly, establish an appropriate culture on the team.
Success does not just happen – a coach must make it happen. All too often, coaches are not aware of, and are not prepared for the many and varied components of team management and leadership. From the broader issues of strong leadership to build a team culture, to more specific issues such as bench management and "time out" management during a game, a coach must be thoughtful and intentional–the coach must actually manage. The coach must realize work and responsibility beyond task

focus. Seeking positive results for the team and the community are intentionally achieved through identifying and acquiring management and leadership skills.

Mindful of differing philosophies of coaching, this professional practice abstract seeks to apply the theory of management to the art of coaching. Mindful of differing personalities that affect leadership styles, this seeks to identify and apply leadership concepts to affect the team.

Outcomes, Reflections, Future Development

While not all-inclusive, the presentation and poster will engage the participant/reader in the many aspects of management and leadership in coaching that are essential to consider as one builds a team or program. Intended for coaches as well as sport managers, administrators, and professors of sport management, this topic of management and leadership in coaching is necessary for continuing the development of sport in a positive direction.

Outcomes include learning a theory of management (*plan, organize, implement, evaluate*) and learning to apply the theory to some of the numerous aspects of managing a sport team. The reader will gain recognition of where and when management is needed on a team (i.e., practice drill selection, halftime discussions, bench management, substitutions, pre-game meetings, off-field/court/ice, etc.). Readers will consider the varying definitions of "success" in relation to the team and to each team member, while learning to manage and lead to achieve the set goals. The ability to manage and lead based on athlete responses is critical, but often not observed by coaches. An additional outcome is the ability to define team culture and consider how to establish culture through leadership.

With ever-increasing breaches of ethics in sport, the purposeful and intentional development of management and leadership skills in coaches is required for producing successful sport teams and the development of athletes as players and citizens. The recognition of these skills is needed on the part of sport administrators. With some focus beyond the Xs and Os of sport, coaches will enhance the immediate experiences of their athletes and the team's community. However, the influence of the successful experience, and the concomitant culture, will impact athletes and community members throughout their lives.

Football and Finance: Fans as Shareholders

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AIM

"Football is nothing without fans" (Scotsman.com 2017), stated the Celtic great Jock Stein; it would be definitely reductionist to label fans as mere customers as there is a much greater connection between them and their beloved clubs. Over the past few years, in part due to continued commercialisationof football clubs and the aggressive purchase of (especially English) football clubs (Mainwaring 2019b) many supporters became dissatisfied and no longer identified with their teams. Such a phenomenon has resulted in some clubs being owned by their fans (this is the case of Germany with the 50+1 rule) or other clubs where fans have taken steps for intervening in bankruptcy (i.e. Portsmouth) procedure or to assert more influence in the club governance (i.e. Arsenal). "Fanatical liaison" (**Mainwaring 2019a**) and loyalty may easily turn fans from mere stakeholders into shareholders and clubs should definitely exploit better and fairly such a worthy resource. The aim of this professional practice presentation is to identify specific criteria for determining the potential investment fans may be willing to make in their favourite football clubs and the necessary steps football clubs should take to safeguard their investments.

PURPOSE AND BACKGROUND

An analysis of the existent ownership and management structure of English Premier League (EPL) and Bundesliga football clubs suggests that: 1) German clubs, due to the 50+1 rule (Murphy,2011), are owned by their fans and, therefore, the governance structure is closer to listed public limited companies where there is far more scrutiny over the actions taken by the clubs. Fans may then feel fully committed and identified with their team, granting their constant attendance and loyalty. Not surprisingly Bundesliga has continued to record the highest (along with EPL) level of attendance and an undisputed leadership in terms of commercial revenues among the leading European football leagues; 2) English football is based on a more "traditional" model, where a large majority of clubs is in the private ownership. The wave of wealthy foreigners (Mr. Abramovich, Malcom Glazer, Abu Dhabi United Group, etc.) has brought many benefits enhancing impressively the clubs' fortunes and therefore fans' exaltation (Mainwaring 2019b). As such EPL turnover (mainly from broadcasting rights) and growth rates are by far the highest among the premium European leagues. On the other hand, some supporters, feeling even more disenfranchised because of the dominant power of such owners, have taken steps to assert more influence in their favouriteclubs' governance, promoting the establishment of supporters' trust.

The involvement of fans as shareholders may be beneficial for fans and clubs provided proper corporate governance measures are adopted. The German model shows that fans can have a productive voice in managing clubs, thus keeping them community focused and in good financial health **(**Doidge 2014**)**. However, such a framework, if not

resilient enough, could be seen as a hindrance for foreign investments (either from private and professional investors) and further growth for the league.

DESIGN AND IMPLEMENTATION

This presentation is based on the assumption that fans are willing to invest in football clubs and relies on an analysis of the ownership structure of EPL and Bundesliga clubs and on historical economic and financial data (the latter only for EPL). The presentation explains and provides examples of how football club managers can determine the potential level of investment made by fans and the corporate governance measures clubs should undertake to safeguard these investments. An extensive literature review was conducted to determine the dynamics of how and why integration of fans into clubs' shareholdings should be encouraged.This presentation provides examples from EPL clubs as financial data per club are available.

OUTCOMES

Investments in football clubs by fans must be accompanied by: 1) a reliable and sustainable corporate governance framework. To this end Bundesliga's 50+1 rule requires the adoption of dual board corporate structure (the supervisory board - Aufsichtsrat - which is in charge of supervising the actions of the managing board – Vorstand –), which is intended to provide stable and effective protection and safeguards to investments by fans regardless of the stake they hold in the club; and 2) proper corporate structure (public vs private limited companies) knowing that public ones might be more heavily regulated than private (Devine 2017) discouraging some investors (private more than institutional); A fair approach to identifying the potential financial commitment of a club's fan base should take into consideration: 1) the number of season tickets holdersin order to estimate a "reliable" percentage of fans willing to invest in the club; and 2) the total revenues from match-day and the percentage of revenues generated from season ticket holders. This presentation would be of interest to football club managers as well as other sport managers, sport marketers, and sport economists.

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Efficiency Analysis of the Competitive Balance System in the Korean Basketball League (KBL)

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Aim & Research Questions

Competitive balance is frequently examined in the literature (e.g., Gomez-Gonzalez et al. 2019) and pursued by sport leagues. For instance, each year, the Korean Basketball League (KBL) has undergone various regulatory changes related to the eligibility of athletes and basic rules on the court (e.g., time-outs, fouls, salary cap decisions, free agency regulations, the draft system for domestic and foreign players). A key rationale behind the pursuit of such systematic changes is the push by the KBL to attain a healthy competitive balance within the league. Such a balance is purported to lessen the gap between the teams. Despite its continuous efforts, the KBL has been criticized by the media and other stakeholders (e.g., fans) due to the enforcement of placing a limitation on the height (2 meters) of foreign players. Implementing such a rule roused controversy about its effectiveness and fairness. Given the context, this study tests the effectiveness of the competitive balance in the KBL in relation to various regulatory changes that have occurred since the establishment of the league in 1997.

Theoretical Background and Literature Review

Competitive balance is regarded as one of the fundamental factors that define the level success in professional sport. Research has demonstrated that fans are prone to show enthusiastic behavior when it is difficult to predict the outcome of a game. Extending this correlation, Levin (2009) claimed that competitive balance is a significant indicator of the value of the competitive performances, as perceived by the fans. In addition, as noted by Brandes and Franck (2007), the number of spectators can be predicted through competitive balance. Therefore, sport industry leaders have embraced the value of competitive balance by the incorporating it as a vital performance measure, which exerts influence on individual teams by limiting their capability to maximize their level of competition (Soebbing & Mason, 2009).

Research Design, Methodology & Data Analysis

Information pertaining to regulatory changes that have occurred over time was obtained from the KBL's annual guidebook. Among the variety of data sets offered by the guidebook, team records, annual income, and annual spectator attendance were used for the data envelopment analysis (DEA). To be specific, the Herfindahl-Hirschman Index (HHI) for measuring competitive balance was used as an input variable by utilizing the team's annual performance (i.e., total wins for each teams). HHI is an index of monopoly power in the industry, which can be used to determine whether a market structure is competitive or monopolistic in a particular industry. In general, a lower HHI means that there is keen competition between teams, whereas a higher index means that a monopolistic team exists.

For example, Depken (1999) reported time series graphs related to HHI using Major League Baseball (MLB) data, in which the variation of HHI decreased over time. Moreover, Mizak, Neral, and Stair (2007) extended the findings of Depken by claiming the HHI index has shown a significant decrease since the 1990s. Especially, the HHI for the American League (AL) Eastern division of MLB had a minimal value from 1998 to 2003. Also, the annual income and the number of spectators were used as output variables. These variables consisted of cumulative data captured from 1997 to 2017. The DEA, which was used in this study, is recognized as an effective method for analyzing the relative efficiency of an organization. The DEA has been extensively used in academia.

Results, Discussion, and Implications/Conclusions
Through the analysis of the collected data, the results revealed that three seasons (i.e., 2011-12, 2013-14, and 2016-17) were found to be the most effective (i.e., the seasons in which the level of competitive balance system was achieved with an efficient score of 100). On the other hand, the statistical analysis identified the remaining seasons as being less effective (with efficiency scores ranging from 34-96). Specifically, among the seasons proven to be ineffective, the first five seasons which since the establishment of the league in 1997 were found to be inefficient seasons with an efficient score under 70. In examining the regulatory changes of three efficient seasons noted above, it was revealed that video assistant referees, free agency in relation to foreign players, an increase of the salary cap, and the implementation of a 24-second shot clock were the main pillars of the regulatory changes that had occurred. Hence, the results of this study have practical implications because the findings identify regulatory changes that contributed to the attainment of competitive balance.

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Working Relationship Between Medical And Sport Science Departments In Football - An Explorative Study Into English and German Elite Youth Academies

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RESEARCH QUESTION

Are the characteristics identified by Nancarrow et al. (2013) for good interdisciplinary work in the health care environment also detectable in elite youth football academies?

THEORETICAL BACKGROUND AND LITERATURE REVIEW

During the last decade professional football has become a major business in Europe and - to a lesser extend - throughout the world. As business enterprises, professional football clubs must be very competitive on a sport and a financial level in order to be successful within the growing football industry. The vast commercialization of the game, and the intensity of such a results- and performance orientated environment will have an influence on a club´s organizational structure and their operating culture, which turns to the area of performance management. The predominant aim of elite youth football academies is to develop players for the first team or at least generate income through the sale of marketable assets (Stratton, Reilly, Williams & Richardson, 2004, p. 201). To enable the continuous development of the sport the invest in youth development program emerged to a central strategic component. The national governing bodies introduced guidelines for European football clubs, which impose minimum requirements for a club´s infrastructure, staff, player and efficacy criteria. This leads to similar organizational structures among professional clubs across Europe (Relvas, Littlewood, Nesti, Gilbourne & Richardson, 2010). Hence, the authors argue that there is no need for further structural analysis of football academies. However, there is a lack of analysis on operational level. Thereby the three leading sectors of coaching, medical surveillance and sport science play a predominant role. In this contexts it should be mentioned that sports medicine has evolved to a scientific discipline which is in constant dialogue within the different medical specializations. The evolving interdisciplinary approach highlight the necessity of clear communication pathways and the development of key performance indicators to measure an academy effectiveness and quantify their performance management. The impact and the strong correlation between communication effectiveness and organizational performance has been demonstrated. Nancarrow et al. (2013) provided a framework for this investigation by identifying ten characteristics of good interdisciplinary team work in the health care environment. The research group emphasize that further research is needed to investigate the generalizability of these characteristics and competences in other business areas.

RESEARCH DESIGN, AND METHODOLOGY

The current literature about the measurement of the interdisciplinary work performance between sport science and medical department in elite football on academy level is very thin. Therefore, this study embraces an explorative design. Qualitative research

emphasizes the exploration of multiple realities gained from different interpretations of the social world. Collecting rich data from various perspectives will help promote a greater profundity of the interdisciplinary work within those department in high performance football. For that reason, semi-structured interviews were selected to explore through experiences of those with first-hand practice within elite football. In order to address the aim of this study participants were recruited that are either head of the medical and/or the sport science department within a football academy in the First German Bundesliga (n=3) and the English Premier League (n=3). The participants had worked in elite sport for between 6 to 25 years (M= 15,7 SD = 7,2). In terms of the sample size, six participants was considered an appropriate number because they began to recall analogous responses as the data collection phase progressed. For analyzing the data the method direct content analysis were considered to be the most appropriate approach as it validate or extend conceptually a theoretical framework or theory (Hsieh & Shannon, 2005).

RESULTS AND ENVISIONED IMPLICATIONS

At the time of Abstract Submission Deadline acquired rich data has not been fully analysed. We guarantee that the full findings, interpretations, conclusions and implications will be available for the conference.

The interview data were abstracted into thirteen high order themes. One high theme gathered information in regard to a mission statement. Two of the high order themes formed general dimensions presting the target position of home grown players. Ten of the high order themes formed general dimensions of interdisciplinary work following the findings of Nancarrow et al. (2013): Leadership and management; Clarity of vision; Climate; Appropriate resources and procedures; Quality and outcome of care; Communication; Appropriate skill mix; Individual characteristics; Respecting and understanding of roles; Personal reward, training and development. Initial scanning and coding of the interviews indicate that nine out of ten characteristics for interdisciplinary work are mainly available in the object of investigation. Furthermore lower order themes emerged presenting different operational and strategic behaviour of the respective academies. Differences in the task profiles have also been identified in the corresponding leagues. Extensive interpretation and conclusion of the data could provide some entry points to enhance the performance management in elite football academies and their development of home-grown players.

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The Effects of Flow Experience on Service Satisfaction of Indoor Golf Customers: A Lifestyle and Socio-Demographic Characteristics Approach

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Purpose

The aims of the current study are twofold: first, to establish profiles of indoor golf customers based on their lifestyle and socio-demographic characteristics; second, to investigate the effects of flow experience on service satisfaction of these customers according to the different profiles.

Background

The Korean leisure sport industry has expanded with strong interest in health and active leisure-time activities. Along this line, a sudden increase in the number of golfers, partially due to the success of the Korean lady golfers at LPGA competitions, led to the dramatic development of the Korean golf industry. Thus, hundreds of golf courses have been constructed to meet the overpopulating golf customers' demand. This rapid growth in the number of golfers caused an extreme imbalance between demand and supply that requires an alternative way of participating in golfing activity other than playing at an outdoor golf field.

One alternative is the indoor golf, which is an umbrella term for all activities in golf that can be done indoors via virtual simulators. The number of indoor golf facilities is expected to increase up to 9,928 in 2018 from 3,222 in 2004, an upsurge of 208% (Ministry of Culture, Sport and Tourism, 2018). To sustain such rapidly growing and highly competitive business, managers need to create and provide differentiated services to improve service encounters such as satisfaction (Cho, Lee, & Chon, 2004; Howat, Murray, & Crilley, 1999), which may lead to revisit, retention, and building customer loyalty (Lam, Chan, Fong, & Lo, 2011; O'Cass & Carlson, 2010). This can be achieved by better understanding the indoor golf customers' experience of flow based on their lifestyle and socio-demographic characteristics and how it affects their service satisfaction (Kwak, McDaniel, & Kim, 2012).

Method

A total of 288 sample subjects from an indoor golf facility in South Korea were utilized for statistical analyses. Data analysis was conducted using SPSS 18.0 including, factor analysis, reliability analysis, frequency analysis, cluster analysis, cross-analysis, ANOVA, and Tukey's HSD post-hoc test.

Results

ANOVA result indicated significant differences between groups and Tukey's HSD test created four profiles based on lifestyle and socio-demographic characteristics; achievement and tradition, achievement and trend, tradition-oriented, and achievement-oriented. Further analyses identified significant difference between groups

on facility service and cost pertaining to service satisfaction, whereas an insignificant difference was recognized pertaining to personal lesson quality and employee service. In particular, the achievement and tradition group indicated higher levels of satisfaction related to facility service than tradition-oriented and achievement-oriented groups. Achievement-oriented group also indicated higher levels of satisfaction related to the cost factor than achievement and tradition group.

In terms of experience of flow, a significant difference was found among four sub-factors; a clear goal in flow for both achievement and tradition group and tradition-oriented group were significantly higher than other groups, and a loss of self-consciousness in flow for achievement and trend group was also significantly higher. In terms of a challenge-skill balance in flow, both achievement and trend group and achievement-oriented group were significantly higher than other groups, and autotelic experience in flow for achievement-oriented group was significantly higher than others.

Discussion

The results from the current study offer several important implications. First, research results are meaningful in that they provide strategies for marketing usage through creating profiles of indoor golf customers. Second, profiles based on the indoor golf customers' lifestyle and socio-demographic characteristics may have applications for the marketing means to acquire new customers and retain existing ones. Also, understanding the indoor golf customer's various lifestyle and their characteristics may allow targeting of the more profitable ones or suggest ways of moving existing customers to higher value segments. Lastly, it is known that customer satisfaction and experience of flow affect various customer behaviors including revisit and retention intention and customer loyalty (Cho et al., 2004; Howat et al., 1999; Kwak et al., 2012; Lam et al., 2011; O'Cass & Carlson, 2010). Therefore, marketers could develop strategies to enhance flow experience based on the characteristics of each profile group to positively affect service satisfaction and indoor golf customer behaviors.

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ESports as a Form of New Kind of Work and a Holistic Model of Well-being at Work for eSports

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This study focuses on eSports as a form of new kind of work, eSports professionalism and holistic well-being at work of e-athletes and eSports organizations. We identify ways to increase issues that support well-being at work and decrease issues that diminish it, through which we can develop solutions for occupational health care and employee well-being services for the digitalizing future working life. We identify various professions and forms of work that have born and are beginning to be born around eSports and study their features. As a result, we find conceptualizations and classifications of e-athlete and related professions and measurements to follow them.

We study eSports as a form of new digitalized work, changing and segmenting working life and the building of eSports professionalism and eSports organizations. eSports reflects new platform-based future of working life (e.g. Smedlund, 2012). It is global, requires high skills and motivation for continuous learning. eSports related work happens in changing organizations, networks and eco-systems independent of place, time and space. eSports gives skills for distributed and multicultural work in digital platforms and self-organizing team and project work as well as shared leadership. eSports develops several skills that are useful in working life outside e-sport such as English language, resource management, decision-making, strategic thinking, optimizing and working under pressure. We study factors supporting and increasing well-being at work in future virtual work as well as building of eSports professionalism and skills for working life it offers.

eSports poses also different risks for working ability. Playing happens often in static posture that implicates different unergonomic working postures that strain the body. Working in virtual working spaces independent of time and place often includes also unhealthy living habits like irregular and unhealthy diet, increased use of energy drinks, not enough exercise, disturbed sleeping rhythm and other sleeping problems. Stress management and recovery from stress can be limited for young people, and burnouts have happened which has implications to the working career as a whole. Even though eSports is not physically as demanding as many traditional sports the mental challenges can often surpass them. In this respect, eSports comes close to e.g. professional knowledge-intensive work of platform workers and freelancer as it comes to demands of work.

The study produce knowledge for increasing well-being at work and decreasing working ability risks for those working in a platform economy in a broader sense. We study and develop holistic well-being at work of e-athletes and eSports organizations (training, rest, working out, diet, psychological coaching, organizational well-being) with individual athletes as well as teams and the whole organization to guarantee their sustainable well-being at work.

eSports is characterized by strong focus, feeling of control and flow that supports performance also in other kind of work. It is hard however, to maintain this state and

despite the positive experience it is straining. In order to understand the development of the athletes and factors related to a good performance it is important to understand issues related to the game situation but also to training and every-day life related resources as recovery in a longer period. New knowledge of these issues is required through physiological measurement techniques.

The eco-system of eSports consists of different professions. The athletes are in focus, but more and more people get revenues through live streaming of playing to a wide audience, organizing tournaments and coaching athletes. Also, within existing organizations there has become eSports related professions that have not previously existed. eSports is eco-system is widely virtual as well as working communities of eSports partly. This study is related to platform ecosystem for occupational health so that the profession descriptions, measurements and well-being at work practices are presented at a virtual platform of working life knowledge to describe the development of eSports as a new way of working within changing digitalizing working life.

This study applies multi-method approach and data triangulation. It is inspired by action research (e.g. Susman, & Evered, 1978), case study method combining theory and data and creating theory (Eisenhardt & Graebner, 2007; Dyer & Wilkins, 1991; Yin, 2003). eSports related professions' working ability risks and well-being at work factors are explored through for example interview and observation methods. The holistic well-being at work perspective is developed together with eSports organizations and traditional sport institutes developing services for e-athletes. eSports has been studied in relation to psycho-physiological demands related to the game situation (e.g. Ravaja, Bente, Kätsyri, Salminen & Takala, 2018). In this study, we can measure strain and recovery and related issues in a longer period. One goal is to chart e-sport related forms of work as well as identify and visualize rising professions and job descriptions. These classifications are presented at a virtual platform ecosystem of working life being developed. New ways of collecting statistical data of professions is being developed. This study is work-in-progress.

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How Does Sport-Related Mobile Apps Usage Motivation Affect Consumer Perceptions of the Sport Organizations?

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Although sport organizations have adapted and developed the capability of mobile apps to improve the relationship with fans and draw their supports (Kang, 2015; Theodorakis, Wann, Sarmento, & de Carvalho, 2010), the functional, contextual, and motivational perspectives of using sport related mobile apps have received little academic attention within sport communication, public relations, or marketing literatures. Thus, the current study was to examine the relationship how the usage motivation factors of sport related mobile apps affect users' perception on sport organizations' reputation using three motivational factors (i.e., perceived customization, involvement, and liking) which were modified from the previous research (Guillory & Sundar, 2014).

Three hypotheses were tested for the current study as follows:
Hypothesis 1: Perceived level of customization of sport organization apps will positively influence perceived organizations' reputation.
Hypothesis 2: Perceived level of involvement with sport organization apps will positively influence perceived organizations' reputation.
Hypothesis 3: Perceived liking of sport organization apps will positively influence perceived organizations' reputation.

A self-administered paper survey was modified and developed from the previous studies. It was comprised of 27 items and included a series of questions relating to the following areas: 1) demographic information (e.g., age, gender, race, etc.), 2) three sport organization apps' motivations (e.g., liking information, involvement information, and perceived customization information), and 3) sport organization reputation. Participants were asked to choose one of their favorite apps from sport organizations (e.g. CBS Sports, the Score, Yahoo Sports, Team Stream, Thuuz Sports, Yahoo Fantasy Sports, StubHub, T!ckets, Forza Football etc.) for the items. For the motivations, liking information, involvement information, and perceived customization were measured using five items (Guillory & Sundar, 2014), three items (Sundar & Kim, 2005), and three items (Kalyanaraman & Sundar, 2006) were used to measure, respectively. Sport organization reputation was measure using four items (Guillory & Sundar, 2014). The results of the CFA indicated a reasonable fit of the model to the data ($\chi2$ / df = 213.248/82 = 2.601, CFI = .953, and RMSEA = .086). Cronbach Alphas for each motivation and a correlation matrix among three motivation factors are reported in Table 2. The range of Cronbach Alphas (α) for the motivations and sport organization apps' reputation was from α = 0.858 (perceived customization) to α = 0.944 (involvement information), which exceeded the recommended benchmark of .70 (Nunnally & Bernstein, 1994). The results confirmed positive associations among the variables and

revealed that the means and standard deviations for three motivations of sport organization apps. The results indicated the participants reported high levels of liking motivation (M = 4.95) and customization motivation (M = 5.03), while they reported low levels for involvement motivation (M = 3.16). The results of the regression revealed the overall model was significant, [$F_{(3, 208)}$ = 64.958, $p <. 001$, Adjusted R^2 = .476], indicating that 48% of the variance in perceived sport organizations' reputations was explained by three motivations of sport apps. The findings also supported all three hypotheses by showing the positive associations between all three motivations and perceived sport organization apps.

The findings indicated that all the three usage motivation factors (i.e., perceived customization, involvement, and liking) of sport related mobile apps positively influenced perceived sport organizations' reputation, which supports our all research hypotheses. Specifically, the results revealed that the higher level of customization of the mobile apps, the more positive apps users' perception of sport organization reputation. The most important finding of this study was that customization as the most important factor for perceived organization reputation and attributed that tailored engaging services such as interactivity and communication features in the mobile apps as a meaning of apps customization enable sport related mobile apps users to have a positive image of sport organizations. Thus, it is very critical for sport marketers to understand their customers' needs and wants and develop their apps to provide more customized services according to various customer groups' expectations via their sport apps. Involvement factors as the second important motivation also could affect sport organization reputation. This implies that sport marketers should prepare useful involvement features in the sport related apps that likely stimulate the apps users to involve in the sport organizations. Although the finding indicated liking as the least important factor of the mobile apps, liking was still positively associated with sport organization reputation. This finding demonstrates the mobile apps of sport organization should be likeably designed which makes the apps users would have a positive reputation of sport organizations. However, the results of suggest that sport marketers should remember that perceived customized services would have a higher association with customers' perception of organization reputation than perceived likability of sport apps. Thus, it is very important for them to put more attention and efforts in developing high quality services with their sport apps based on thorough understanding of their customers rather than just creating sport apps with only good visual layouts and features. The practical implications of the analysis and possible future studies are also discussed.

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Session Chair: Alvaro Fernández

Investigating the Role of Brand Personality of Running Races on Runners' Involvement, Identification and Behavioural Intentions

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Aim
One of the fast-developing areas within the non-profit sport sector in Europe and in Greece has been the running events. This research aiming to investigate the degree to which the brand personality of the races can influence the development of runners' involvement, identification with the event and their future intentions.

Theoretical Background
Aaker's (1997) model of brand personality has received wide recognition however, it has also received criticism. In a detailed critical review of Aaker's (1997) model, Avis (2012) addressed the issue of the applicability of the five facets in different consumer settings and contexts such as sport, tourism or banking. Running events have a distinct image or personality, which is determined by the attributes of each event, such as their destination, their management, their image etc. They have (or can develop) their distinct personalities, since they do have symbolic meanings for the runners. These meanings may reflect and fit or not with the runners' individual personality traits. While the conceptualization and operationalization of the brand personality construct in different settings has been heavily discussed, the degree to which a running event personality can influence the development of runners' involvement and identification with the event, and intentions to run again at this event has yet to be achieved. Since there are very few studies investigating brand personality in running events this research reexamines the influence of brand personality dimensions of Aaker's (1997) model on runners' involvement, identification and intentions.

Methodology
The data of the current study were collected from (N=200) runners of the Alexander the Great Marathon Race held in Thessaloniki, Greece. The five facets of Aaker's (1997) brand personality model (excitement, sophistication, competence, ruggedness, sincerity) were used to measure if they describe the running race. Involvement was measured with Kyle et al's (2004) leisure involvement scale, adjusted in the context of a running race. The three sub-scales (attraction, centrality and self-expression) were measured with three items each. Identification with the race was measured by the Tuškej, Golob, and Podnar (2013) scale. Runners' intention was measured with Intention to participate in next year's event (Tzetzis, Alexandris, Kapsampeli 2014).

Results and Discussion

The results of the first linear regression analysis indicated that from the five factors of brand personality: a) the factors "sophistication" and "excitement" predicted: a) a significant (R^2=0.38, F=23.81, p<0.001) proportion of variance for the "attractiveness", b) a significant (R^2=.32, F=18,38, p<0,001) proportion of variance for the "centrality" and c) a significant (R^2=0.28, F=15.01, p<0.001) proportion of variance for the "self expression" dimensions of involvement. The results of the second linear regression indicated that from the five factors of brand personality the factors "sophistication" and "excitement" and "sincerity" predicted a significant (R^2=0.34, F=20.23, p<0.001) proportion of variance for the "identification". Finally, the last linear regression analysis indicated that "sophistication", "competence", and "excitement" predicted a significant (R^2=0.26, F=13.07, p<0.001) proportion of variance for the "intentions" to run at this event next year.

Conclusions

The results provided evidence that for the running events the sophistication and the excitement dimensions of the brand personality influence the development of runners' involvement to the event and their identification with it. The sophistication, the excitement and the competence dimensions influence the development of runners' intentions to run at the event next year. The above results support previous research conducted in sports such as mountain running races (Alexandris 2016). It seems that the excitement and sophistication were very important predictors of involvement, identification and intentions, which shows that serious leisure runners are more likely to develop involvement, identify with the events and intent to participate again at the events. Their intention of runners for a future participation is also influenced by how reliable and competent the event is. The brand personality dimensions of ruggedness and sincerity did not influence none of the above variables. The ruggedness trait seems that is not important for the runners possibly because their main motive of participation is leisure and recreation and not how tough or extreme the race is. Sincerity trait was also not very important for the runners since the authenticity of marathon races comes from all the different characteristics of them like the destination, the route etc. It seems that runners select to participate in events that hold symbolic meanings for them, because they reflect their own personality traits and these traits are excitement, sophistication and competence. The adjusted version of Aaker's (1997) five-dimensional model can be applied in the context of running races. The current study provides event organizers with a tool for measuring the influence of personality of their events. Furthermore, it explains how event personality influences the development of event involvement, identification, and intentions of runners to run again at this event, which is an important variable for the development of event loyalty.

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Sponsorship Activation Decision Framework - A critical analysis

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Aim

Sponsorship goals, so creating value with sponsorship, can only be achieved by activating the purchased sponsorship rights (Cornwell et al., 2005). The challenge is to identify the activation strategy that generates the highest value for their specific sponsorship goal. Assumingly a link exists between sponsorship goals and activation strategies. Based on the Sponsorship Activation Decision Framework of O'Reilly and Horning (2013) combined with current literature, a new tool to plan sponsorship activation shall be developed. This also helps to understand the process and a potential link to specific objectives. The following research question arises:

Is there a connection between the sponsorship goal and the importance of an activation strategy for the sponsor based on the ideal planning process of the Sponsorship Activation Decision Framework of O'Reilly and Horning (2013)?

Theoretical Background

According to Schwizer and Reinecke (2017), setting objectives is essential in decision-making processes, e.g. to serve as a foundation for performance measurement (Holzleitner, 2018). Sponsors mainly aim for psychological sponsorship goals that are linked to economical measurement. In this study, 16 sponsorship goals (e.g. "increase awareness", "transfer image" or "generate media coverage") were identified by revising and completing findings of Hohenauer (2016) and Holzleitner (2018). Furthermore, four categories and eleven sub-categories featuring 23 activation procedures were identified by evaluating about 58 activations based on applied literature and expert assessments within a qualitative factor analysis. Connecting a theoretical model with sponsorship goals and the categorized activations leads to a new management tool that as also includes risk scenarios.

Methodology

An online questionnaire following the scheme of Hohenauer (2016) and Holzleitner (2018) was conducted in early 2018 to test the developed tool and to answer the research question. It was sent to 117 potential participants from three sporting goods manufacturers. A cluster approach within the authors network was a tactical move to keep the response rate as high as possible. People contacted were carefully examined with regards to specific professional expertise and their voice towards sponsorship decisions. A response rate of 47% resulted, after data cleanup, in 33 evaluable questionnaires. The survey closed three weeks after all participants were contacted because of a steadily decreasing quantity and quality of responses.

Results and implications

Using descriptive statistics, the most pursued sponsorship goals were "increasing brand awareness" (M = 4.39, SD = 0.17) and "positioning the brand" (M = 3.94, SD = 0.14).

Significant differences in the pursuit of sponsorship goals per department were demonstrated. Regarding the general approach to sponsorship activation, it is shown that tactics through social media and through creating dedicated product were the most followed sub-categories for activation ($M_{Social\ Media}$ = 5.90; $M_{Product}$ = 5.42). Out of the 23 defined activation strategies, "create content and distribute via own social media" (M = 6.03, SD = 0.16) and "create content and distribute via sponsee's social media" (M = 5.76, SD = 0.17) were the most pursued ones. Besides social media activation, "branding the sponsee" (M = 5.64, SD = 0.25) and "product in relation to the sponsee" (M = 5.42, SD = 0.25) were rated as important.

Significant correlations between sponsorship goals and activation strategies were demonstrated by identifying Spearman's r (Linear regression was not possible due to not normally distributed data). The most pursued goal "increasing brand awareness" correlates with the activation strategies "external appearance" and "branding the sponsee" (p < 0.05). By forming extreme groups, differences in the implementation of activation strategies when pursuing different sponsorship goal were identified. The approach to the activation strategy "produce content and distribute via own social media" differs significantly in case the sponsorship goal "improving the image" is pursued or not (p < 0.05). The scenario of "branding of the sponsee is not perceived positively" is assessed with the highest risk while no tested scenario is assessed to be beneficial.

Managers should plan their activation strategies according to defined sponsorship goals considering relevant risk scenarios. They may use the Model of Efficient Sponsorship Activation (MESA) as a basis. A link between sponsorship goals and activation strategies is even more likely after evaluation of this study. This offers a framework for future research.

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ESports ecosystem: A Closed Community or a New Platform to Reach the Millennials? An Ecosystems Perspective

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Aim and Research Questions

This research focuses on eSports business ecosystem. Two following questions are in the focus of this research:

How should eSports business ecosystem be defined and conceptualized?

How to reach and influence millennial through eSports sponsorship?

Theoretical Background and Literature Review

ESport is a global phenomenon that reaches over 1 billion people worldwide (Jenny et al., 2018) and the global eSports revenues grew from $350 million in 2016 to $696 million in 2017 (Funk, Pizzo, & Baker, 2017). At its core, "eSports" refers to a competitive video game playing broadcast to a live audience both online and in a physical location. Past ten years, the growth of eSports has been fast and new games, teams, tournaments, players appear to eSports monthly. Jenny et al. (2018, p. 37) explain: "At least one person plays video games three hours or more in a week in 63% of the U.S households. Nielsen's(2017) report on eSports clarifies that 61% of eSport fans live in households with three or more people.

Academic research in eSports as an industry is scarce and fragmented. Previous research in eSports mostly relates to the social aspects of eSports, such as research on players and fans (e.g., Jonasson & Thiborg, 2010). Research focusing on eSports as an industry and business is minimal, and the research on the sponsorship side of eSports is almost not existing. To better understand the eSports industry and business, this study focuses on defining an ecosystem of eSports and addressing the crucial actors in the eSports ecosystem.

Research Design, Methodology and Data Analysis

Four in-depth interviews were conducted from the crucial ecosystem actors in Finland. Also, the secondary data sources (webpages, annual reports, and press releases about the eSport environment) was used to strengthen our understanding of the phenomenon. Theme analysis was utilized to analyze data.

Contribution, Implications, and Conclusions

In our results, we define eSports as a complex ecosystem of actors (such as publishers, tv-channels, advertisers, Twitch (online streaming platform), fans, betting, players, teams, organizers, investors, sponsors, non-profitable corporations) that create and deliver services to its actors. The actors are interdependent to fuel the industry. Actors form symbiosis where none of the parties can properly and effectively function without each other. Each of different actors essentially has their primary ecosystem or platform, but they are a part of the eSports world, and thus, create the separate ecosystem that we call

eSports business ecosystem the actors presented to conceptualize an eSports business ecosystem that can be generalized.

The ecosystem shows the possible cashflow and close influence connections between different actors. Furthermore, the paper illustrates the cycle of a causal connection that occurs inside the ecosystem between sponsors and organizers. The role of the individual players is also described in the ecosystem. It is necessary to identify and assess the corporations, 'sponsors', position in the eSports ecosystem and how other ecosystem actor's decisions may affect their overall business. It is not only smart risk management, but the management of the corporation's/sponsor's entire business. From the managerial perspective, the illustration of the eSport ecosystem assists potential and current sponsors to understand better the value of sponsoring eSports.

The contribution also supports Finland's attempts to grow as a strong eSport influencer worldwide. Moreover, we argue that sponsoring in eSports could be an effective channel to reach millennials and younger age groups. eSports is reaching millennials, the notoriously tricky segment for marketers, who have primarily alienated themselves with technology from traditional advertising, which can be seen from the drastic decline of popularity towards traditional sports (Nielsen, 2017).

The conclusion offers an overall benefit for corporations joining the eSports industry. Finally, the value of the eSports business ecosystem for its actors and especially for the sponsors is in its infancy, which calls for an empirical cross-country investigation on the complexity of the phenomena (e.g., different games, platforms, culture) and opportunities in the industry.

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Sport Participation Trends in Australia Informing Sport Strategy and Investment

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Aim and Research Questions

This research aims to develop a robust and cost-effective method of measuring sport participation and trends in Victoria, Australia. A further aim is to investigate how this research informs state government and health agencies sport strategies and investment.

Theoretical Background and Literature Review

Sport policy, including in Australia, has consistently had a focus on increasing the number of people participating in sport (Department of Health, 2018). However, there is generally no robust measure of the prevalence of participation to inform or evaluate such policy. Generally, population-wide surveys are used to estimate the prevalence of participation, however these are all potentially susceptible to non-response or self-selection bias, whereby the answers of survey respondents differ from the potential answers of those who did not respond, which may inflate the participation estimates (Harvey, Charity, Sawyer, & Eime, 2018). Furthermore, such surveys can be costly to implement.

Research Design, Methodology and Data Analysis

Each State Sporting Association (SSA) captures participant demographic details annually. However, these data have generally sat within the silo of the SSA and not been analysed to inform sector-level strategic and policy developments.

As part of the Sport and Recreation Spatial program of research, www.sportandrecreationspatial.com.au, this study has to date integrated annual registered sport participation records from 12 of the most popular club-based sports in Victoria, Australia in 2015, 2016 and 2017. A sport participant was defined as one registered with a sports club and/or program affiliated with the respective SSA, and aged between 4 and 100 years.

This is a census rather than a sample, as it captures all registered participants. This methodology is cost effective as it involves secondary analysis of existing data.

The 12 sports are: Australian rules football, basketball, bowls, cricket, football (soccer), golf, gymnastics, hockey, netball, sailing, swimming, and tennis.

Participant data included: sport, date of birth, gender and residential postcode. The age- and gender-specific participation rates for Victoria and various geographical regions were defined as the number of participant registrations in each cohort expressed as a percentage of the estimated resident population in that cohort (Australian Bureau of Statistics, 2016).

Results

The 12 sports represents the great majority of organised sport participation in Victoria, Australia.

The number of registered participants rose from 1,057,805 in 2015 to 1,062,750 in 2016 and, 1,112,369 in 2017. From these totals, participants with missing values of age, gender or residential postcode were excluded. Participants with complete data used for the analysis numbered: 2015 - 918,264, 2016 – 937,830 and 2017 – 975,249.

Sport participation rates were highest among those aged 4-14 years (4 years: 22%, 5-9 years: 57%, 10-14 years: 68%), and dropped off significantly from the age of 15 (15-19 years: 32%) (2017). Participation rates were higher for males than females in all age groups. The overall sport participation rate among females (11%) was half of that among males (20%) (2017). Higher participation rates in sport were apparent in regional Victoria (20%), compared to metropolitan Melbourne (14%). There was considerable variation in participation rates across the 79 Local Government Areas, ranging from 5.9% to 38.6%.

While participation numbers increased each year from 2015-2017, the overall participation rate remained the same at 15%. Largest growth in participation rates were within the 15-19 year age group, for both females and males (x and x percentage points respectively).

Discussion

This research is commissioned by State Government and the Victorian Health Promotion Foundation (VicHealth), who use this research for the development of specific participation policies, and for planning infrastructure investments.

The 2015 research report, demonstrating a significant drop-off in participation during late adolescence, and a much lower participation rate amongst females than males has driven recent significant investment strategies and policies, including VicHealth and State Government initiatives such as VicHealth's Physical Activity strategy 2018-2023, which focuses on children and young people aged 5-17 years, and women and girls. Furthermore, this research has provided evidence for infrastructure developments including over $9 million (AUD) in government funding for netball courts.

It is pleasing to see that there are considerable positive trends in line with these strategic investments, specifically the increase in female participation across many sports, and particularly among 15-19 year olds, where traditionally the largest drop-off in participation occurs.

Conclusion, Contribution and Implication

This annual data integration and analysis of over one million participant records is progressively developing a very large and valuable sport participation dataset that can be analysed cross-sectionally and longitudinally. The methodology is unique and cost-effective, and the research program is influencing sport and health policy and strategic focuses, and will enable evaluation of these significant investments over time. There is also potential to duplicate the methodology internationally and compare community-level club-based sport participation globally.

This research provides insights for improved participation opportunities across the lifespan, for particular strategies based upon retention and specific geographical locations, and infrastructure planning.

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Understanding What Is Relevant For Club Member Satisfaction - An Empirical Study In A Leading German Tennis Club

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Background and Research Question

Sport clubs are significantly contributing to health and well-being of the population worldwide (WHO, 2018). They are not only developing professional athletes, but are also conveying socially desirable values such as tolerance, respect and fairness. Large sports clubs are providers of sports facilities and employers of administrative personnel and trainer teams, who provide services for multiple stakeholders. They host and organize tournaments and association leagues competition. In times of declining memberships and growing operating expenses financial pressure on the clubs is increasing dramatically. Therefore, sport clubs are forced to act market-oriented and develop strategies in order to compete for members. Service orientation, club marketing and especially customer or more specifically member satisfaction are terms that are increasingly discussed in the sport club context as satisfaction has a high influence of retention. Based on Ajzen's (1991) Theory of Planned Behavior (TPB), member satisfaction has an impact on a member's decision to maintain or cancel his or her membership in a sports club. The aim of this study is therefore to explain and analyze customer satisfaction in the context of German Sport clubs from a member perspective with a special focus on possible dimensions that might shapethe individual club member satisfaction.

Theoretical Background and Literature Review

The basis of the conceptualization of club member satisfaction is the confirmation/disconfirmation (c/d) paradigm. In general, customer satisfaction is the result of a complex mental comparison process. Here, a customer compares his or her experience in the use of a property or service (actual performance) with a comparison standard (target performance) (Churchill and Suprenant, 1979). The c/d paradigm is not limited to customer satisfaction. It can also be used as a basic model for the development of job satisfaction and member satisfaction (Nagel, 2004). The construct itself, can be classified as one of the central pillars of relationship marketing.

In order to gain deeper insights to club member satisfaction, our study focuses on the various performance dimensions of a sports club and how they might influence the subjectively perceived member satisfaction. In general, dimensions include facilities, services and the whole sport and recreation program. Over time the members form an opinion about these multitude of individual aspects. Therefore, we measure member satisfaction in a multi-attribute model (Fürst 2016).

Research Design, Methodology and Data Analysis

Since the definition of the individual performance parameters for customer (member) satisfaction has to be done on a company-specific basis, we were conducting an empirical study in a leading German tennis club. According to Nagel (2014), who developed criteria for the classification of sports clubs, this club is representative of service-oriented sports clubs. These are on the one hand characterized by employing staff for the tasks and by charging high membership fees. Service-oriented Sport clubs have a high budget and usually represent the sports of tennis, golf and horseback riding. With an open-end survey, we qualitatively assessed variables of customer (member) satisfaction and dissatisfaction. Data was thematically analyzed using MAXQDA.

Results/Findings and Discussion

Our study aimed at providing insights into club members perceptions of their club offerings. With a response rate of more than 40 % among the members (N = 292) of the tennis club, different themes driving member satisfaction were identified. Besides club facility, tennis courts outdoor, tennis courts indoor, pool, club office, club restaurant, tennis academy, offerings for children, club media, club events, club management, pricing and variety of the offerings, we also identified organizational culture values and well-being as a relevant dimension of club member satisfaction. These findings confirm the results of previous research that indicated that members expect a quality level of service and the importance of positive organizational culture (MacIntosh & Law, 2015), and add well-being as another relevant aspect. In addition, many club members also use the survey to get rid of critical comments, such as the condition of the facility and the courts. Parents comment critically the training costs and want more child friendliness over all.

Conclusion, Contribution and Implication

Our results indicate that club member satisfaction is not only influenced by the experiences of the use of the property or the service of the club. Next to the various performance dimensions over which club members form an opinion over time, there is evidence that club atmosphere associated with well-being, including aspects of group cohesion, and self-identification also play a major role. In addition, the study indicates that under the protection of the anonymity of a survey, a number of problems are addressed that would otherwise not be known. Moreover, the study offers ideas for the next marketing campaign in order to attract new club members. For example, the dimension of well-being and self-identification might be worth translating advertising messages.

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Risk Management during Sport Activities : Analysis of the recent legal case in Japan regarding sports accidents

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Aim

One of the key elements for solid sports development is risk management of accidents and injuries that are inherent in sport (Ishii, 2013). This study aims to understand the impact of Japanese courts' new tendency to recognize the tort of amateur players who caused a severe injury to another participant during the games. Specifically, we focus on the unprecedent case in Tokyo High Court of last year, which fully recognized civil responsibility during a social sports activity as detailed as following.

Case *X v. Y, Tokyo High Court (12 September 2018) (NE) No.1183 & 2401of 2015*.

On 4 December 2014, X, a woman in her forties, had a recreational doubles match of badminton by pairing with Y, another woman who has experiences in the sport more than a year. When a shuttlecock flew into the pair's court, X was positioning herself three meters ahead of Y and closer to the shuttle than her. Meanwhile, Y moved forward and hit backhand it with her right hand with assumption that her partner would not respond. However, the frame of Y's racquet hit X on her left eye, and it caused mydriasis sustained even after three months. Consequently, X brought an action against Y for compensation (15 million JPY/ 137 thousands USD).

Addition to the fact of no violation of the competition rules by herself, Y insisted that all the doubles players of badminton were presumed to have accepted the risk of collision between a pair during the games. Tokyo District (lower) court accepted such a presumption, but also said that non-violation of the sports rules was not enough to conform it. After closely examining the situation, it ruled out that there was not enough reasoning for Y to justify her judgement on the occasion, then ordered her a partial compensation (7.8 million JPY).

However, the High court ruled out that it was not fair to offset the negligence because there was no considerable fault of X. It also said that unlike boxers, badminton players cannot be presumed to have accepted such a serious injury as inherent in the sport. Hence, the court recognized Y's full negligence and order her to pay 13 million JPY.

Analysis

Regarding the civil reliability in sport, Japanese courts used to mitigate, sometimes completely exempt it by presupposing that all the participants have accepted sport-related risk in advance as long as it happened under the rules and practices set by the sport itself. By applying the principle, in the precedent case of almost fifty-year ago, the court recognized no negligence of a recreational volleyballer who caused severe injuries onto another player. Afterwards, the case was repeatedly cited in favour of sport promotion to encourage people to actively partake any sporting activities without worries of civil reliability.

However, in the recent cases, Japanese courts do not apply the principle inevitably, but carefully examined each accident to clarify the duty of care in it. Especially in the

badminton case mentioned above, the appeal court fully acknowledged the responsibility of a wrongdoer in sporting context for the first time not withstanding that there was no violation of the sport rules.

While having a great meaning for the protection of the victims, this is a significant alert for the sector. The sporting rules set by the sector does not have the absolute power to protect its participant from the civil liability anymore. In this context, it is worth mentioning to the earlier case of 2016 that recognized the partial civil liability of an amateur footballer in the league that has prohibited their members from filing a lawsuit on a sport-related damage if it happened within the rules.

Discussion

Regarding the players' prior acceptance of sport-related risks, it is not a unique principle to Japan but shared with other countries such as Belgium where a player can still claim compensation to the extent of the standard of general due diligence. Therefore, it is important for the sector to get all the stakeholders insured otherwise there would be no means of reparation for a victim. For example, the French law requires all the organizers of sports competition to get insured so that they can compensate the damages onto the game's competitors, staffs, and spectators in case it happened. Also, their laws require the sport federation to advocate the importance of insurance on the annual membership registration.

However, in Japan, unlike France, there is no legal background to require the sector to buy a compensation insurance even though the Sport Basic Act (2011) encourages all Japanese to "play – watch – support" sport actively. Although some insurances are available for individuals, the organizations or facility owners, the only way to let them get insured is raising awareness of the stakeholders at this stage. Ultimately, institutional solution is essential in near future.

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The Effects of Different Types of CSR Messages on Sport Fan Emotions and Behavioral Intentions

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Aim

Understanding the impact of Corporate Social Responsibility (CSR) message content on consumers/fans' responses is critical for CSR effectiveness (Chang, Connaughton, Ju, Kim, & Kang, 2019). This study aims to examine how different types of CSR message contents (based on urgency, intention, fan engagement) affect fans' emotions (i.e., empathy, inspiration, pride) and, thus, behavioral intentions (i.e., CSR participation, spectating, visit, word-of-mouth (WOM) recommendation).

Theoretical Background

According to Du, Bhattacharya, and Sen's (2010) framework of CSR communication, message content is a key determinant for CSR effectiveness that ultimately results in internal (e.g., attitude, trust) and external (e.g., purchase, advocacy) outcomes. Message content can be categorized into two types, which are "issue" (e.g., importance) and "initiative" (e.g., motive, commitment). Applying the framework to the sport context, sense of urgency, company's intention, level of fan engagement, and their interaction effects can be suggested as key predictors for a sport organization's CSR effectiveness.

S*ense of urgency.* Because CSR is "a company's contribution to resolve societal issues" (Kotler & Lee, 2005), CSR activities linked to more urgent issues can be perceived to be more value to consumers. Various research has found CSR messages have a stronger influence on consumer behavior (e.g., corporate sales, company's credibility) when dealing with urgent issues that local communities are facing (Menon & Kahn, 2003).

Company's intention. A company's intention (e.g., social contribution vs marketing) should be considered as important as well. While consumers can perceive multiple CSR intentions from a company, their behaviors are positively affected when a company's intention is perceived as a pure giveback to the community (Ellen, Webb, & Mohr, 2006). Du et al. (2010) found that consumers' emotions and behaviors tend to be negative when perceived as concentrated on marketing rather than philanthropic purposes.

Engagement of fans. Han, Jun, and Kim (2019) argued that consumers' engagement level could have positive influence on loyalty and social well-being. They encouraged companies to consider unique strategies utilizing CSR activities. For instance, a company may expand its philanthropic activities such as fundraising, inviting consumers to be volunteers of their plan, and/or encouraging consumers to share their talents for its plan. The main idea of these unique CSR activities is to make consumers become part of the company's CSR, which may positively impact consumers' emotions and behaviors.

Interaction effects. While the direct effects of the factors (i.e., urgency, intention, fan engagement) on CSR effectiveness are expected, not much is known on the interaction

effects. For example, will there be any synergistic effect when fans get to engage in resolving urgent social issues? Will fans condone a marketing-intentioned CSR activity if it resolves an urgent issue? Testing interaction effects and answering such questions can provide valuable insight to better understand CSR effectiveness.

Method
A 2 (urgency) x 2 (intention) x 2 (fan engagement) experimental study will be conducted to test CSR effectiveness based on CSR message content-types. Through convenience sampling, at least 300 U.S. adult sport fans will be recruited via a popular online survey platform (i.e., Amazon Mechanical Turk). Participants will be randomly assigned to one of eight conditions and will read a fictional news article about their favorite sport team's CSR activity (cf. stimuli will be customized to fit each participant's favorite professional or collegiate sport team). Then, participants will take an online survey which includes items for manipulation check (i.e., urgency, intention, fan engagement), perceived emotions (i.e., empathy, inspiration, pride), behavioral intentions (i.e., CSR participation, spectating, visit, WOM), and demographics (e.g., age, gender). After checking the reliability and validity with the collected data, a MANOVA (for manipulation check) and an ANOVA test (to examine the direct and interaction effects of the three independent variables on fan emotions and behavioral intentions) will be conducted. Further, PROCESS modeling will be employed (model 11) for an in-depth understanding of the three-way interaction effects. At the current stage, the IRB approval has been obtained and the stimuli have been pilot tested. Data collection will take place between June 10 and 21, 2019.

Expected Results and Implications
This study will provide valuable insight on how CSR effectiveness may vary based on CSR message content types. In particular, knowledge of the interaction effects will provide novel insight on ways to improve CSR effectiveness. The study's findings may add to the discussion on how and what kind of CSR strategies sport managers/marketers should develop and utilize, and will be of value to sport organizations from various sport sectors (e.g., collegiate, professional, international) that try to maximize the utility of CSR activities. Finalized results, discussions, and suggestions for future research will be provided in the presentation.

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An Assessment of Trinidad and Tobago Cricket Board`s Organizational Culture: A Critical Review

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Background

The possibility of cultural change is the genesis of this research as it seeks to assess its cultural impact of increasing paid staff via the implementation of zonal coordinators into the Trinidad and Tobago Cricket Board`s (TTCB`s) organizational structure. A strong organizational culture is the crux of any successful group and failure to address issues or keep up with the demands of needed change will inevitably lead to failure (Ridpath, 2008). Groups and group members often display characteristics that are unique to their own experiences or that of the group, thus forming ideologies that can either affirm already established beliefs/values or refute them. That said, organizational culture is defined as a set of basic assumptions that influence organizational behaviour (Schein, 2004).The Trinidad & Tobago Cricket Board (TTCB) is a non-profit organization responsible for the governing and development of all versions of cricket in Trinidad & Tobago. Since its inception, the TTCB has predominantly been volunteer directed and managed by eleven (11) executives selected by its forty-eight (48) members. The process of making the TTCB more professionalized is an ongoing development and began back in 1985 (Ragoonath, 2017), when paid administrative staff were incorporated. The organizational restructuring continues to this very day.

Theoretical Framework

The theoretical frameworks used to increase our understanding of the organizational shifts observed in this study are organizational theory, and institutional logic. Organizational theory focuses on the social structure of an organization and the social interactions that occur at the various levels. Perspectives that have been the focal point of this framework surround relational, demographic and cultural aspects (Haveman & Wetts, 2019). Haveman and Wetts (2019) paint the picture that these social interactions can have a profound influence within any organization. They can even be the determining factor regarding successes or failures. Institutional logic's premise is on a deeply held value system where organizational decisions/processes are made based on externalities, which are grounded in a set of basic assumptions (Southall et. al, 2008). These basic assumptions tend to be individualistic at times and can challenge the established value systems in place.

Methodology

A qualitative design was utilized for this research project. According to Guba (1978), this approach is naturalistic, allowing researchers the opportunity to interact with participants while they engage in natural everyday behaviours, and in a normal setting. A total of forty-six (46) members comprised the target population which consisted of 35 volunteers and 11 staff members. Of that total, 27 participants (59%) were surveyed i.e.

five (5) board members and the CEO, nine (9) paid staff which consist of six (6) administrative staff and three (3) zonal coordinators and twelve (12) volunteer zonal executive members, met with the researcher either at the TTCB's office or at a venue within their zone to complete the semi-structured survey. Interviews were recorded and transcribed verbatim and lasted approximately 15-20 minutes. The questions derived for the interview were formatted from an extensive review of literature surrounding organizational culture assessment; where culture, organizational culture, cultural change, and level of satisfaction were key words. The approach here is to not disprove elements within the TTCB, but to gain an understanding of the current structure by exploring emergent themes that may arise with the implementation of Zonal Coordinators. A phenomenological analysis was utilized to interpret given responses (Kvale & Brinkmann, 2009). It took over three months to obtain the acquired data.

Findings

The findings reveal that hiring the Zonal Coordinators did not only change the structure and functioning of the TTCB, but also impacted its culture. Common themes discerned through the perusal of text data and notes revealed attributes related to a 'clan culture, adhocracy culture, market culture and hierarchy culture'. The cultural impact of incorporating the Zonal Coordinators into the TTCB contributed to the development of additional subunits with a unique subculture which further added to the cultural diversity within the organization. Additionally, subcultures existed among the four subunits; upper management, administrative staff, zonal management and zonal coordinators. This has contributed to an increase in cultural diversity at the TTCB since the implementation of the Zonal Coordinators. These findings can assist in initiating organizational culture change at the TTCB while adding to research on organizational culture at national sport organizations and the impact of professionalization on sport organizations within the Caribbean. Each theme was further explored.

Limitations

There were several limitations that arose during this project. First, the single sport (cricket) sample doesn't allow for the generalizability to other sport populations. Second, access to participants was problematic due to individual schedules and schedule conflicts. Third, participants' personal bias and unwillingness to participate began to emerge. Nonetheless, all data gathered can prove to be helpful in assessing the impact of including paid employed in a volunteer-based environment.

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WORKSHOPS

Special Worshop Malmöe 2018: Sport and Integration From a Policy and Governance Perspective

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Convenors: Karin Book, Johan R. Norberg, Patrik Karlsson, Malin Eggertz Forsmark

From "helping hand" to "All join hands". Governance Perspectives on Public Subsidies to Clubs for Free Drop-in Activities Among Non-members

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Aim and Research Questions

In 2013, the city of Malmö initiated a specific subsidy to sport and youth clubs for providing free, drop-in activities among young people (SPIS). The grant was primarily created to help local clubs to market their activities and recruit new members among adolescence, especially in socially vulnerable areas of Malmö. The results, however, with regards to recruitment were modest. Nevertheless, the subsidy encouraged clubs in Malmö to initiate free and open drop-in activities for non-members. Today, SPIS has developed to a popular and established grant. Clubs arrange drop-in activities on a regular basis – and they attract many young participants. This raises important sports policy questions. Why do clubs continue to arrange drop-in activities? Who are the young participants - and why do they not want to become members? And do Malmö officials consider the grant as a failure, or is it deemed to have other positive effects?

The purpose of this study is to analyse SPIS from a sport-governance perspective. How are we to understand public subsidies aimed to encourage local sport and youth clubs to provide drop-in activities among non-members? What are the motives, views and experiences of SPIS among participants, clubs and Malmö city officials?

Theoretical Background and Literature Review

Research shows that young people's sports and leisure habits in Sweden are socially stratified (MUCF 2015, Norberg 2019). The city of Malmö is no exception. In a comprehensive survey of leisure and cultural habits among youth in Malmö, it is shown that the city is highly segregated and that young people with low socio-economic position to a lesser extent take part in club sports activities (Blomdahl et al 2017). Thus, an important welfare policy goal for the City of Malmö is to promote equal opportunities fort sport and leisure for all young citizens regardless of socio-economics conditions.Theoretically, this study takes starting point in theories of governance as "networks" (King, 2016) and in sport policies with the aim of promoting integration and equality (Agergaard 2018). SPIS is interpreted as part of a paradigm shift in public support for sport in Sweden: from a development of sport-focus to a sport for development-perspective. It is an example of new forms of public grants based on

ideals of partnership and cooperation between the public sector and the non-profit sector in Sweden in the fight against societal problems such as integration, obesity, physical inactivity etc (Norberg 2016).

Research Design and methodology

The study has a qualitative design. Clubs' perspectives were gathered via electronic online surveys and a workshop. Of a total of 28 clubs in Malmö, receiving grants in 2018, 14 answered our questionnaire. Thereafter, a workshop was held with 10 associations with long experience of SPIS. The participants' perspectives were gathered by an online survey spread through local clubs and answered by 44 people. The City of Malmö's view of SPIS was obtained through interviews with three officials at the Leisure department. Surveys and interview-guides were designed as SWOT-analyzes focusing on strengths and weaknesses of SPIS today and its future development potential.

Results

The result shows that there are principal challenges with SPIS. Firstly, the grant does not result in member recruitment. The reasons are many, such as that the young participants are satisfied with the activities provided, that they appreciate activities that are free and less demanding. Secondly, activities for non-members tends to violate the member principle that is fundamental to traditional club life. It creates a conflict of interest with the clubs' paying members.

From a sport-policy perspective, however, SPIS also provides possibilities. Firstly, SPIS offers free leisure activities for young people with limited financial resources. Considered this way, the grant fits well into the City of Malmö's political goal of creating opportunities for all young people to activate themselves in their spare time regardless of economic conditions. Secondly, SPIS provides activities that reflect what many young people of today are calling for. While sports clubs often focus on talent development and elite achievements, SPIS provides an alternative for youngsters with limited sporting ambitions, Thus, SPIS is a subsidy that promotes innovation and development among local clubs in Malmö.

From a sport governance perspective, SPIS can be regarded as a strategy for the city of Malmö to encourage and support social aims in local sports and youth associations. It is no a traditional subsidy with the aim to help clubs and non-profit organisations. Rather, it can be seen as a new form of partnership between the public sector and civil society to face societal challenges in Malmö.

Conclusion, Contribution and Implication

Our analysis can help to reformulate the aims and sports policy expectations of SPIS. We recommend a new aim focusing of the social benefits for young participants rather than new members for Malmö's sport and youth clubs.

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Challenges About Sport And Integration From An Operator Perspective

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Professional practice contribution
Statement:
Here is a perspective on sports and inclusion based on a district sports association. The organization's mission is to develop, support and lead the regional and local sports in Skåne.

Aim
Swedish sports wants to further strengthen the work on diversity in clubs and thus contribute to the inclusion in society and to Swedish sports development. The Swedish government sees the power that sport is and has allocated funds for the sports movement's establishment of refugees.

Purpose and background
One of the priority areas in the Swedish sports strategy is sustained, lifelong sport. Swedish sport should be inclusive and a positive force against segregation and exclusion. That will benefit the whole society.

In 2015, Sweden experienced a sharp rise in immigrating refugees from conflict-ridden regions throughout the world. As a response, the Swedish government has allocated funds for the sports movement's work on establishing refugees. Since 2015, we have been able to intensify and coordinate this work. Sport activities can offer a healthy active leisure time and a communal structure in the association as a way into Swedish society. The Swedish government regards civil society and its physical activities as a key factor in the establishment of newly arrived migrants. They therefore see the importance of providing the right prerequisites, so that they are able to become a part of the Swedish society. Being engaged in sport can facilitate this integration.

Experience shows that the work achieves the best results where there has been close cooperation between the associations, districts and municipalities, often in the form of integration networks where, for example, the Employment Service, the Migration Board, the business community and other non-profit organizations participated. All forces must work together to open as many doors as possible.

There may be major or minor obstacles to starting sports and those obstacles may vary depending on where you live, how much sport costs and how close you are to sports, for example. The obstacles are individual and it is also part of the sport's strategy to be even better at making it easier for everyone to be with, regardless of background. Children practice more when their parents think that sport is important and supports their child in the sport.

In our work on the local plan and above all in the Malmö area, we have seen that collaboration with other non-profit organizations has been a key to success. Never before have so many different organizations worked together to achieve increased integration of migrants into the Swedish society. Organizations possess so many

different skills and together we can create a sustainable society. For sports, it has been a must for succes. Sports leaders have knowledge of competitive sports, but not always the same knowledge to meet children and young people with trauma related to migration. Through this collaboration, new networks have arisen and this is predominantly beneficial, but it can also be a challenge when the financial resources decrease as a competitive situation can arise.

In Malmö, we work together with Save the Children, who works with "engagement guiding". This is a strategy based on the presence of Save the Children representatives in school who are able to guide children to associations and activities. The representatives bring children to activities in connection to the end of the school day. During schooldays, they work to build relations with the children, and they continuously map the needs and wishes of the children.

Funding of the business is usually done through public funding from the municipality, region and the state, where the funds must be support for facilitating, for example, refugees entering the community. Unfortunately, this type of funding is not coordinated so that it is usually scattered parts for the idea-borne, where each one is forced to seek their own financial means to maintain the business. Another challenge is that financing is short-term and follows a budget year and is seen as a project funding. The non-profit resources want to focus on the activities but are forced to put more and more effort into seeking long-term funding sources in order to maintain their business.

In order to succeed to use the power of sport and civil society as an integration engine, the public sector must coordinate support to the associations. It must be a long-term financial support and there must be a greater confidence in the non-profit work. The financial support must not lead to higher demands on the associations. In that case, this only leads to the creation of extra work in the form of increased administrative tasks.

Furthermore, the sports clubs need a new type of leadership with a broader competence and that can handle other issues and challenges than the sport's own. This should be done in collaboration with other types of associations that already have the right skills already.

Negotiating Logics: Norwegian Football Clubs' Involvement in Refugees Inclusion

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AIM

The aim of this paper is to discuss how expectations to voluntary sport clubs concerning social inclusion of refugees, challenge the institutional logics of voluntary work and to overcome such challenges. The discussion is based on data from a study looking at the way Norwegian football clubs cooperate with various stakeholders to achieve the goal of "Football for all". In the Nordic context, governments have actively commissioned national sport confederations to direct their activities towards underprivileged groups based on the assumption that sport activity can ameliorate integration and health (e.g. Aggestål and Fahlén, 2015). Several studies have aimed to explore how sport clubs respond to implementing public health policies, and a common theme running through this literature is that of institutional conflicts between logics directed towards social policy vs sport as an aim in itself. Specifically, the focus of the paper is the negotiation of logics between stakeholders such as regional football federations (RFFs), football clubs, municipalities, public agencies, schools and others (i.e. NGO's, foundations, sports councils and commercial partners).

THEORETICAL BACKGROUND

The reason diverse organizations have problems collaborating effectively to reach agreed upon goals can be conceptualised as a problem of aligning institutionalized paradigms or logics. Institutional logics represent frames of reference that condition the actors' choices for sense-making, motivation for action, and their sense of self and identity (Thornton et.al. 2012). While competing logics have been shown to characterize single organizations (e.g. Reay and Hinings, 2009), inter-organizational collaboration almost by necessity invite people to cooperate across logics that potentially conflict. However, sport organizations with their broad and popular reach are inherently pluralist, harbouring a multitude of logics (e.g. Gammelsæter 2010), hence what might seem to be an obstacle for collaboration may perhaps also act as a capacity to work in pluralistic landscapes.

RESEARCH METHOD

This study employed a combination of qualitative and quantitative methods to collect data.

First, data were gathered through semi structured in-depth interviews (N=40) with various stakeholders from three different (football) regions selected in cooperation with the Football Association of Norway (NFF). Subsequently, informants were identified through snowball and purposive sampling, and included representatives from football clubs, refugee reception centres and/or public refugee services, regional football federations, regional sport confederations, municipality representatives, schools, NFF

and voluntary organisations. Most of the interviews where completed as individual interviews and audio recorded. A second researcher made notes. Interviews were not transcribed verbatim, however the researchers mainly used the audio record as a quality control. In the analysis, Malterud's (2012) systematic text condensation was applied. The interviews were scrutinised to get an overview of the data material and to identify preliminary themes. Preliminary themes were discussed before identifying meaning units that were further classified into themes. In subsequent meetings, the research group discussed the coding, re-evaluated the original themes and identified illustrative quotations.

Based on the findings from the qualitative interviews, an online survey was distributed to Norwegian football clubs (N=279), requesting data regarding the clubs formal systems of refugee integration, funding of refugee inclusion projects, experiences in working with cooperating partners as well as best practices.

RESULTS AND IMPLICATIONS

Generally, football club representatives in the study seem to understand and accept the expectations provided by their surroundings that through being voluntary organizations they have particular opportunities and responsibilities in focusing on refugee inclusion. Similarly, football club representatives believe that football has a unique ability and potential to unite people and therefore is an appropriate tool in refugee inclusion.

However, most of the football clubs consists of volunteers who contribute to the club in their spare time, engaging in sport or in their own children. Many clubs report that it is unreasonable that the public sector expects volunteers to be responsible for making integration happen. Consequently, many clubs request increased involvement from the public sector in order to reach the goals of inclusion. This is particularly important in order to enable the football clubs to build systematic club-driven structures (as opposed to processes driven by individuals and volunteers).

A relevant question that arises is whether the expectations provided to the football clubs by the society not only changes what is conceived as the primary aims of volunteering in a football club, but also is part of a process that leads to less non-payed volunteers and more professional employees in the clubs. In the framework of competing institutional logics, we reflect on whether social responsibility in sports also is part of a competing process between the sport logic, from the idealistic logic to the professionalism logic.

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Introduction To The Special Workshop Malmö 2018: Sport And Integration From A Policy And Governance Perspective

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At the 2018 EASM European Sport Management Conference, Malmö became the first EASM Legacy Charter City. The Charter was founded as a statement of co-operation between the City of Malmö and Malmö University in endeavours for social aims and "the role that sport and sport management can play in meeting the challenges of a modern city", such as a growing population, migration and multi-culturalism. This Workshop is one way of continuing the legacy work, with special focus on sport and integration.

The Workshop is founded in the following questions: How can integration and inclusion in and through sport be promoted in modern cities? Policies for using sport as an arena for integration are common, but are the policies being efficiently implemented? How is integration interpreted in different policies and projects? What is the role of academics, of professionals and of sport management? How could new organisational settings and co-operations increase the goal fulfilments and achievements? What practical and theoretical insights can be drawn from projects and initiatives?

The aim of this introductory presentation is to frame and problematise the theme of the Workshop based on 1) the legacy of the 2018 EASM European Sport Management Conference, Malmö, 2) the following up of the Thematic Symposium of the 2018 Conference, and 3) some theoretical starting points.

During the 2018 EASM European Sport Management Conference, a so called Thematic Symposium around "Rethinking Sport for All: Inclusion and Integration (?)" was organised. The second part of the thematic symposium was a practitioner-oriented workshop in Swedish. The participants represented sport clubs, sport federations, municipalities and other types of organisations. During the Workshop they discussed different organisational settings and conditions for the integration- and inclusion efforts carried out in sport organisations. A lot of the discussions concerned the fact that the efforts are often carried out in the form of delimited projects separated from the regular activities. Examples of questions raised had to do with the problem with the projects being dependent on one specific person (project leader), the need for acceptance and anchoring of the project in the wider organisational context and, not least, ways to create continuity after the project time.

Similar questions have been discussed in other studies. For instance, Fundberg (2017) evaluated integration efforts in a number of sport clubs and found that the projects had few long-term effects; the participants didn't become regular members and didn't continue the activities.

The Thematic Symposium at last year's conference was followed up by a second meeting – a seminar – in May 2019, in which 14 participants from different sport-related

sectors further discussed "Sport and integration – what is the problem?". According to the participants, the existing support systems tend to reproduce things we already do and know, instead of creating new ways of conducting activities and developing structures. There is little room for creative solutions within traditional sport organisation. Instead, creativity often has to take place in other types of organisational settings in the form of temporary projects. On the other hand, it is difficult to apply for support for a non-traditional type of organisation with limited knowledge about application procedures. To support new initiatives, an ongoing dialogue between the municipality and different sport-related organisations is crucial.

Another crucial aspect highlighted during the seminar was how to define the concept of integration and, based on that, expectations and goals. Various interpretations and, not least, alternative formulations were discussed. One of the participants used Midnight Football to underline his argumentation. In a study concerning Midnight Football as a strategy for integration of refugees, Dahlstedt and Ekholm (2019) depict Midnight Football as a symptom rather than a solution to the challenges in focus. The Midnight Football projects studied did result in fun activities for people in deprived areas. But it did not result in an integration of different groups and into other arenas of society. The activities were opportunities for creating contacts among people in a similar situation, that is a way of bonding and creating social integration, but did not create bridging and system integration (for a discussion concerning the concepts see Agergaard 2019; Putnam 2000; Ekholm 2019).

There are many critical aspects of "sport and integration", including how to define the concept and, based on that, how to define aims and develop policies; how to organise and implement the projects or strategies; how to evaluate them; and, which is essential in the Malmö Legacy Charter, how to work across the organisational boarders.

This Workshop will include reports of the current situation and ongoing projects in the City of Malmö, as promised in connection to signing the Malmö Charter, as well as contributions from other countries. Contributions come from academic as well as professional participants. The workshop will contain presentations as well as interactive discussions and experience-sharing.

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Workshop: Knowledge Translation in Sport Management

Convenors: Kevin Harris, Andrew Adams, Hebe Schaillée, Ramón Spaaij

Enhancing Knowledge Translation in Sport Management: Good Practices, Enablers and Constraints

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Aim and Research Questions

Knowledge translation is highly relevant to sport management, but it remains somewhat of a 'black box' that is yet to be fully understood. To date, there appear to be relatively few deliberately designed pathways to research impact in sport management. This presentation addresses the following question: how can knowledge translation be conceptualized and fostered in sport management? Through both the conceptual and empirical analysis of this question, the presentation aims to contribute to identifying good practices that sport management researchers adopt, as well as the enablers and constraints that affect knowledge translation.

Theoretical Background and Literature Review

Knowledge translation refers to the exchange, synthesis, and application of knowledge through a dynamic and iterative process of interactions between relevant stakeholders to accelerate the societal or economic impact of research. The scientific literature on knowledge translation offers various theoretical approaches to understand what characterizes knowledge translation processes and what factors influence knowledge translation outcomes. In this paper, we synthesize and adapt some of the existing approaches and models in order to analyze how knowledge translation can be conceptualized and fostered in sport management. We draw particularly on Clavier et al.'s (2012) theory-based model of knowledge translation practices, which assists in distinguishing strategic, cognitive, and logistic practices. We also build on literature that identifies individual, organizational, and external enablers and constraints associated with knowledge translation practices.

Research Design, Methodology and Data Analysis

This presentation draws on empirical evidence of knowledge translation practices, enablers, and constraints from two large, co-produced studies in Belgium and Australia (Schaillée et al., In press). Our aim was to apply theory on knowledge translation in sport management by bringing together and assessing researcher experiences and empirical evidence from the two studies within a comparative analysis. We used and compared data on the different stages of the two research projects – from design to dissemination – to elicit insights into how knowledge translation practices took shape in the studies, and the factors and conditions that enabled or constrained these practices. Data were

collected from research team members, partner organisations and end users of the research. The data we used and analyzed were drawn from multiple sources: minutes of internal project team meetings; minutes and reports of external partner meetings; field notes on interactions between the research team and users during meetings and events; notes on and, where available, audio recordings of formal and informal conversations with research team members, partner investigators, and users; and products produced by the research teams. We thematically analyzed the data using the themes from the theoretical framework, with a focus on cognitive, strategic, and logistic translation practices, and associated enablers and constraints. Data analysis focused on the identification of themes and clarification of patterns that cut across cases.

Results/Findings and Discussion

The empirical findings operationalize the strategic, cognitive, and logistic translation practices that sport management researchers may develop and engage in. For each type of practice, we found different interactions and behaviors that shaped the translation process. In addition, the findings identify enablers and constraints that affect knowledge translation practices. Several strategic, cognitive, and logistic translation practices enabled the process of creating research-based knowledge and products that met the practical needs of users, such as co-design, boundary spanning, evaluative tools, and linkage and exchange activities. A major factor that influenced effectiveness in translating knowledge was the development of accessible and usable, co-produced outputs. Our findings further highlight the importance of sustained academic-practitioner linkages and boundary spanners as mechanisms for bridging the perceived gap between research and practice, and for creating new, context-specific knowledge. These mechanisms can assist in reducing constraints to knowledge translation, such as the investment costs incurred by researchers and users, boundary work as an additional responsibility of researchers, diverging work cultures, privileging of scientific knowledge over context-specific practical knowledge, and conflicting demands on researchers' time and/or clashes with other organizational goals.

Conclusion, Contribution and Implication

The findings show tangible ways in which knowledge translation may be effectively facilitated and supported. Yet, they also reveal individual, organizational, and external constraints of knowledge translation that need to be recognized and, where possible, managed. The findings also identify practical strategies for using knowledge translation as a mechanism to bridge theory and practice in sport management. The analysis can encourage researchers to develop greater awareness of what knowledge translation in sport management requires, as well as ways to navigate individual, organizational, and external constraints.

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Applying Realist Programme Development Within A Local National Governing Body

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This abstract relates to a professional practice.

AIM

The aim of this contribution is to provide an account of how the author, as a sport practitioner, working for a local sports governing body applied realist programme development when designing and implementing a development programme. The case study used for this contribution is a talent identification and development programme for grassroots soccer referees aspiring to be promoted to the semi-professional level of soccer in England.

BACKGROUND

Despite the realism approach growing in popularity and usage over the past 20 years, its application and influence within sport management has so far been limited (Lusted, 2018). Sitting between positivism and constructivism, realist programme development "builds, tests and refines theory about how causal mechanisms, including human agency, and contexts (individual and system level), interact to produce outcomes (intended or unintended)" (Brand et al., 2019, p. 3). Whilst there are increasing examples and literature regarding realist evaluation of projects (for example, Lusted, 2018; Dalkin, Greenhalgh, Jones, Cunningham & Lhussier, 2015) there remains a lack of literature regarding specific projects within sports management which are designed using realist programme development. This is due in part to the limited use of realism within the sport management sector. One of the causes to the lack of realism being applied within sport is a lack of knowledge translation taking place between academics and practitioners (Schaillée, Spaaij, Jeanes & Theeboom, 2019). Houlihan (2012) argues that: "academic knowledge continues to be privileged, but also ignored." As a result, seldom are programmes within the sports management industry developed or evaluated using realist programme theory principles. Therefore, this contribution is uniquely positioned to give an insight into the benefits and challenges realist programme development can bring to the sports management sector.

OUTCOME AND REFLECTION

In contrast to a number of realist examples within the literature, the author as the practitioner, who designed and implemented the programme that forms this paper's case study, was in a rare position whereby he had a robust academic background and experience in realism; from developing the programme, right through to the monitoring and evaluation process. Therefore, no knowledge transfer per se, needed to take place between a practitioner and an academic. However, it is important to acknowledge that due to an academic background in realism, the author was relatively docile in further developing his realism understanding as a practitioner, which as the current literature suggests in not the norm. As a result, the author was able to apply his own knowledge of

realism when designing and implementing the programme, acting as a knowledge translator in his own right within the sports management context. This is certainly unique when compared to previous studies and papers into the matter of knowledge translation. Of course it can be argued that knowledge translation to the practitioner did happen at some point, however this took place when the practitioner was at university and not working within the sport management sector. Another advantage of this paper is that the insights and reflections are written directly by the practitioner, as opposed to an academic reporting on interviews and observations carried out. Thus, the contribution offers unique insight from a method which has yet to be fully utilised within the sport management sector (Wiltshire, 2018).

The contribution is based on the author's reflections of the realist process, from design to implementation. Reflections include: the need for realism within the sport sector; the benefits and challenges of implementing realism within the sector; and concludes with a look to the importance of effective evaluation. Moreover, the paper explores how variations of language and terminology can affect the understanding of both academics and practitioners. After outlining the principles of realism and exploring why there is a lack of knowledge transfer, the paper outlines the programme theory and the context of the case study being used. The paper also suggests effective ways in which greater knowledge translation can take place between academics and sport management practitioners.

The programme itself is operated by a County Football Association (CFA). This paper will focus on the programme conceptualisation, including how the realist programme theories which were developed provided the foundation for financial investment into the programme. The paper will then reflect on the initial delivery stage of the programme. Due to a change in employment, the author no longer works for the organisation, therefore the scope of this paper covers planning, development and initial delivery. However, the paper will briefly consider the implications and challenges for implementing realist evaluation within the context of the case study. From the author's experience, it is one thing for sports organisations to apply realist programme development, but it is another challenge in itself to develop robust realist monitoring and evaluation practices. The contribution will conclude by suggesting methods to embed realist evaluation within the sport management sector.

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Scaling Up by Sharing – The Experience and Knowledge From a State-Of-The-Art CSR Work.

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Aim and Research Questions

This pilot study aims to investigate CSR activities and opportunities of how to best accelerate the scaling of impact in the Swedish sport context by scrutinising a best practice example from the Swedish PL (Allsvenskan) and the Association of Swedish Professional Football Leagues (SEF).

The paper is posing the Research Question: If the aim is highest possible overall impact from CSR activities – what is gained, alternatively lost, by clubs being governed, showcased and taught how to do their CSR?

Theoretical Background and Literature Review

It is increasingly becoming everyday business amongst football clubs at the highest level to have a CSR agenda and to carry out CSR activities. However, it is well known and takes little scrutiny to conclude that clear measurable goals are often missing and as consequence the ability to evaluate real impact (Persson, 2014). Even in the "flashy" and in some cases detailed reporting by large clubs such as Manchester United the goals of their CSR activities are often lacking, rendering it impossible to evaluate their outcome.This is not only negative for the clubs, but for their stakeholders and society as a whole. It has been stated elsewhere that CSR regulations are moving towards self-regulation across the EU member states (Breitbarth, T., Walzel, S., & van Eekeren, F., 2019), but so far little impact is detected within the field of sport and even less in terms of state-of-the-art CSR reporting. Although CSR reporting might be increasing, as pointed out by Gjerdrum Pedersen & Rosati (2019), not even policing CSR activities by dictating CSR policy and strategy from the top, as in the UK, as pointed out by François, Bayle & Gond (2019), does necessarily seem to be solving the issue of poor reporting. Borrowing from literature on social innovation (Dees, Battle Anderson, & Wei-Skillern, 2004), this paper will argue that showcasing successful cases may be one way forward to achieving change and by that increasing impact, i.e. upscaling success by replication through sharing knowledge, experience and opinions with fellow sport organisations on how to successfully conduct CSR activities. Moreover, in line with Breitbarth, et al. (2019), this paper is acknowledging the importance of taking the local context into consideration when evaluating the CSR activities by sport organisation. Hence, what may or may not work in the Swedish context, may produce a different result in a different context.

Research Design, Methodology and Data Analysis

This is a qualitative pilot study combining document and webpage analysis with semi-structured interviews with club and SEF's CSR managers to investigate their knowledge, experience and opinions on how to successfully conduct, share, teach and govern CSR activities, as well as how to accelerate the scaling of impactful CSR activities. This paper

is grounded in the context of Swedish sport organisations and more specifically Swedish football clubs in the two top tiers. SEF and Malmö FF, the most successful Swedish football club – in terms of domestic league titles and European presence – and with a longstanding engagement in terms of CSR, are used as case studies.

Results/Findings and Discussion

From studying documents describing CSR activities for goal setting, reported results, and evaluations (Heri & Tinglöf, 2014), webpages, and conducting interviews with CSR Managers at MFF and SEF, it becomes clear that although both state that telling the remaining football clubs what to do would backfire, this is exactly what is being done. That Malmö FF together with three other PL clubs make up SEF'sCSR steering group could be interpreted as soft governing of the remaining clubs.However, the fact that parts of Malmö FF's CSR activities are already rolled out on a national level through a collaboration agreement between SEF and the Swedish Unemployment Offices could be interpreted as an indication of accelerating the scaling of impactful CSR activities, that only 24 clubs have shown interest in joining this partnership and that only 10 clubs so far have signed the agreement could support the fear expressed by MFF and SEF that telling the remaining clubs how to do things would backfire.

Conclusion, Contribution and Implication

This pilot study aims to lay the ground for a larger study on the same theme that will include all 32 clubs in the two top tiers of Swedish professional football, as well as SEF. It aspires to contribute to the wider European discussion, academic and otherwise, in line what is discussedas a 'European-ness' of CSR (Breitbarth, *et al*. 2019), the differences within Europe (François, *et al*. 2019), but more importantly raising the question of differences within one and same country. Furthermore, the collective knowledge, experience and opinions of CSR managers/administrators about CSR activities and possibilities of accelerating the scaling of impactful CSR activities, will form the basis of a policy brief for Swedish SGBs and policy makers.

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EASM GReFORM Workshop:
Good Governance Enhancement Through e-Learning for Sport Volunteer Board Members

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Convenors: Stefan Walzel, Ruth Crabtree

Project description:
This Erasmus+ Collaborative Partnerships research grant is to increase the capabilities and knowledge of volunteer board members in sport organisations by providing online and research-informed education on good governance in sport. The development of an electronic platform will allow board members of sports organisations, especially Volunteers -in their own time- to follow a series of educational modules on good governance principles. By providing up-to-date, research-informed and quality oriented educational support to volunteer board members, the good governance of sport organisation will be strengthened.

Panel Discussion: Gender Equality in Sport Management

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Moderator: Gerardo Bielons

The aim of the session is to shed lights on the importance of gender equality in the field of sports and how practitioners are dealing with this major challenge. Ranging from the utilization of data analytics to help organizations sort their data and improve their equality, exploring the minds and approach of industry professionals, through the future solutions of how to attract and retain the most suitable people for your organization, with the help of AI technology.

Panel members: Ramón Alarcón (Adviser, Real Betis Balompié), Reyes Bellver (Sports Lawyer, Bellver Sports), Nancy Roberts (Founder & CEO, Umbrella Analytics), Rosa Siles (Andalucia Emprende, Fundación Andalucia Emprende), Ole Martin Vebenstad (Founder & CEO, SportIn Global)

Managing Accessibility and Inclusion of Sport

Convenors: Paul Kitchin, Juan Luis Paramio-Salcines, Geoff Walters

Typology Of Inclusion - New Perspectives From The Sports Sector

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Aim of the research

The purpose of this study was to investigate disability terminology to examine how inclusion is being understood from a practical perspective.

Literature Review

Over the past thirty years, the life chances and opportunities for many people with disabilities (PWD) have dramatically changed (Blauwet & Willick, 2012). This change has brought with it new terminology such as inclusion. While such terminology is intended to represent different concepts, it is argued that this distinction is often not clear in practice (Pirrie, Head, & Brna, 2006). Moreover, according to Thomas (2004) there is no universally accepted definition of the term inclusion and this lack of clarity can be problematic.

This paper takes the stand that a perspective derived from multiple models can contribute more to the understanding of disability terminology than a perspective derived from a single model. As such, this paper utilises both ableism (c.f. Hehir, 2002) (which incorporates the medical and social model of disability) and the affirmative model of disability (c.f. Swain & French, 2000) (which provides an alternative view on disability). This combination aided in developing a better understanding of the six typologies of inclusion proposed in this paper. This was achieved by linking each of the typologies to elements that characterise ableism or the disability models.

Research Design, Methodology and Data Analysis

This paper forms part of the lead author's recently completed PhD studies for which the study sample consisted of representatives of the UK sports sector. Interviews were conducted with seven national sport organisations: Sport England, Activity Alliance, UK Coaching, CP Sport, LimbPower, Swim England and England Athletics; and 15 representatives of grassroots sport clubs of swimming, athletics and triathlon. This was followed by nine interviews with PWD which enabled the contrasting of their perceptions and attitudes with those of the organisations that are meant to serve them. The data were analysed using thematic analysis (Joffe, 2012) which was carried out in six phases; reading the data, coding, collating the codes into initial themes, reviewing the themes, defining the themes and writing the report, aided by the use of NVivo. This has resulted in identifying three main themes: mainstreaming sport provision, finding inclusive opportunities and, training and coaching with this paper taking focus within the first theme.

Results/Findings and Discussion

Data from the interviews showed a disparity in the understanding of what the term inclusion means in a practical sense. This is perhaps not surprising given the fact that the term is often used without elaborating on what is meant by those who use the term. In fact, the data suggest that inclusion is often explained using vague terminology that is broadly interpretable. Moreover, there appears to be an implied assumption that when confronted with the term people automatically understand what is meant.

Based on the interviews, it was possible to distinguish between six strands of inclusion. These strands provide an important nuance to the use of the term inclusion, while showing the need to elaborate and define the term inclusion whenever and wherever it is used, because of the profound implications these nuances bring to the lives of PWD.

The following typology emerged from the data:

- *Parallel inclusion* concerns segregated provision for PWD in a nondisabled setting while *full inclusion* describes participation of PWD in a nondisabled activity.
- *Able inclusion* makes a distinction between who is considered to be included in a nondisabled setting based on ableist perspectives of who can take part.
- *Barrier removal* focusses on the removal of physical barriers in order to be in line with the legal requirements of the EQA2010.
- *Opportunity* focuses on creating new activities for PWD within nondisabled settings.
- *Identity* attempts to create a mutual identity based on the participation within a discipline or sport (e.g. sprinters).
- *Choice* prioritises opportunity to participation over placement.

Implications

This proposed typology represents an initial step towards exploring how actors in the sport landscape understand inclusion terminology. The findings indicate that discourse amongst the actors in the sport landscape is complex and varied. The main difference surround the question of: who should be considered to be included; what the end goal of inclusion is; and the debate around whether inclusion is more about access to opportunity rather than placement within a nondisabled setting.

In light of the profound implications a different understanding of the term "inclusion" can have on the lives of PWD, this paper highlights the need to clarify and define the term inclusion within communication, particularly by policymakers and other strategic actors, as the intended use of these terms does not necessarily conform to their interpreted or perceived intent. Further research could explore the impact of the different perceptions described in this paper on the lives of PWD. This could bring better insights into what the implications are when taking a certain perspective or approach.

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Analysing Career Paths in Parasport: A Survey with Brazilian Para-athletes

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Aim

The development of Paralympic athletes' pathways is potentially impairment-specific driven (Patatas, De Bosscher, & Legg, 2018). However, it is unclear to what degree an impairment-specific approach may exert an influence on how the phases of para-athletes pathways differ from one type of disability to another. Furthermore, another detected gap in the literature is the lack of knowledge on the extent to which the severity of impairment (i.e., the classification in which an athlete will be allocated in a sport-specific system) influences the para-athletes' progression through the phases and can lead to success. This study aims to identify the characteristics of the development of para-athletes' sporting careers such as the influence of the origin of the impairment (i.e., acquired and congenital) and the sport-specific classification, to understand how these factors can influence para-sporting success in Brazil. As such, this paper responds to the need for researching para-athlete development while considering the context in which parasport operates (Patatas, De Bosscher, De Cocq, Jacobs, & Legg, 2019).

Introduction

The able-bodied sports literature has copiously described the continuum of athletic development, from initiation of fundamental movement skills through proficiency at an elite level (Sotiriadou & De Bosscher, 2017). The substantial theoretical and empirical literature has been exploring the different processes, phases, and transitions faced by non-disabled elite athletes (Dehghansai, Lemez, Wattie, & Baker, 2017). However, research that has focused on the development of athletes with a disability and their pathway to expertise has been lacking considerably. As a result, evidence on the developmental trajectories of para-athletes is necessary to examine the critical determinants of para-sporting success (Dehghansai et al., 2017).

Methodology

A sample of 345 active Brazilian para-athletes (248 males and 97 females) with ages varying between 14 and 61 years (M = 33,35; SD = 10,545) participated in the study via an online survey. The inclusion criteria were 'being para-athlete with acquired or congenital impairment eligible to compete at the Paralympic Games' and 'have participated in at least one official competition of their respective sport'. The respondents represented 15 different sports: boccia (N = 14), football-7-a-side (N = 13), judo (N = 10), athletics (N = 75), canoeing (N = 14), cycling (N = 29), shooting (N = 11), swimming (N = 68), triathlon (N = 17), powerlifting (N = 25), sitting volleyball (N = 12), table tennis (N = 13), wheelchair basketball (N =20), wheelchair fencing (N = 13), and wheelchair tennis (N = 11). The survey consisted of 37 questions regarding para-athlete career development, trajectory, and milestones. The descriptive data and multiple regression analyses mainly focused on comparing para-athlete pathways based on (1)

competition level (national, continental, and international), (2) origin of impairment (acquired or congenital), and (3) severity of impairment (higher or lower classification).

Results

The overall results showed that athletes with congenital impairments achieve milestones related to success earlier than athletes with acquired impairments (M=26,10 and M=33,51). This is possibly due to their age when starting parasport participation, which is younger for athletes with congenital impairments (M=19 and M= 27,7). However, interestingly, for athletes with an acquired impairment, all phases of the career pathway are slightly shorter (in years) compared to the athletes with congenital impairments. Meaning that due to the remained motor skills from previous sport experiences before the injury, the athletes with acquired impairment stay longer at the top, maintaining longer careers, but spending less time in each phase. Concerning success, athletes with congenital impairment with higher classification (less severe impairment) appeared to be more successful than athletes with an acquired impairment. As athletes with a congenital impairment may have more chances to become successful, it is recommended that national sports federations should be strategic in talent identification at a younger age for this group. Regarding the influence of classification in obtaining success, 51,3% of the sample perceived that the classification had an impact on their para-athletes' career trajectory.

Conclusion

The results of this study provide more detailed insights in how the para-athletes' pathways are currently developed and allow to assist on how to better recruit successful athletes with a disability in the context of parasport in Brazil. Hence, insights into understanding the particularities of para-athletes' pathways on an impairment-specific level, may allow sports managers to challenge their high-performance strategies and enable informed future investment and resource allocation decisions. Given the sports careers that tend to last longer for athletes with an acquired impairment and the more chances of developing success for athletes with congenital impairments, active athletes in both categories may have different and specific needs to be successful. The latter suggests that it may be of importance, in order to obtain success, to approach these as distinct categories. Key stakeholders can use the results of this study to successfully identify and develop talented para-athletes to contribute to more medal-winning performances in parasport.

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Determining International Parasport Success Factors For Para-Athletics In The UK

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Aim and Research Question

Parasport, also identified as disability sport, is identified as sport practised by people with physical, visual and intellectual impairments (Vanlandewijck, 2006). Parasport is attracting increased attention, with many nations adopting a systematic approach to the pursuit of international sporting success. The acceptance of an approach developed in a non-disabled context assumes that the determinants of success are concomitant for parasport and non-disabled sport alike. This study aims to identify the international parasport success factors for UK para-athletics, a model titled Determinants of International Parasport Success (DIPAS) is conceptualised.

Theoretical Background and Literature Review

As international sporting success is pursued by nations globally, researchers have attempted to create models and develop frameworks to denote the critical policy factors required to top medal tables, frequently in the literature this is referred to as 'The Global Sporting Arms Race' (De Bosscher, De Knop, Van Bottenburg, and Shibli, 2006). The empirical research on which elite sport development theory has been created has focussed on non-disabled, Olympic contexts. The acknowledgement of policy factors by academics, which enable success, has resulted in a homogenous approach to national elite sport policy and elite sport structures in an Olympic context. For many nations, the approach to the production of parasport success has mirrored the established elite Olympic sport structures (Great Britain and Northern Ireland, France, Netherlands, Canada, Australia). There is an assumption that the determinants of success are concomitant for parasport and non-disabled sport. Patatas, De Bosscher and Legg (2018) contend that there are significant differences between both systems that influence the way sport policies should be developed. Nations adopting the tried and tested Olympic support structure to chase parasport success are doing so with the belief that the critical success factors are the same for parasport and non-disabled sport. Patatas et al. (2018) provide an understanding of how parasport differs when compared to the non-disabled sport and what this means for sport policy. Policy development in this area is currently underdeveloped and a significant knowledge gap is evident in relation to studies examining international parasport success factors; international sporting success factors in sport-specific contexts and an absence of studies that address both dimensions.

Research Design, Methodology and Data Analysis

The study uses a mixed methods research design. A four-phase sequential design was adopted which included both quantitative surveys completed by para-athletes and their coaches and qualitative semi-structured interviews, with athletes, coaches and UK Athletics staff. An independent sample t-test was used to establish whether the different types of impairment (e.g. seated/non-seated athletes) and determinants of success

identified were statistically significant. Further analysis using one-way analysis of variance (ANOVA) was used to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. Participants were grouped for this study by event group (Throws, Jumps Sprints and Distance), classification group and nature of impairment (congenital or acquired). Interviews undertaken with UK Athletics staff, athletes and coaches were analysed thematically using template analysis.

Results/Findings and Discussion

The results of this study suggest that the determinants of success identified for para-athletics include the factors identified in previous non-disabled studies but that there are additional variable factors for consideration. A strategic approach to elite sport development, the determinants of international para-athletics success, in this context can be simplified down to the presence of some or all of the 10 factors outlined by Oakley and Green (2001) or the 'nine pillars' derived from the literature by De Bosscher et al. (2007). In addition, this study supports the inclusion of Athlete Carer Pathways, as outlined by Patatas et al. (2018). The relevant variable factors identified by this study are grouped as: nature of impairment (acquired or congenital); level of support and care needs; level of equipment needs.

Conclusion, Contribution and Implication

This study derives a model for Determining International Para Athletic Success (DIPAS), which may be of value for the development of para-athletics policies and the design of parasport support structures in the future. Consideration of the DIPAS model may enable improved structures and enhanced support of para-athletes, consequently improving success rates and ensuring appropriate spend of public money. It is recommended that the research approach is repeated in nations that perform comparably in para-athletics. Further research within athletics is advised to explore variance across event disciplines and ensure appropriate allocation of resources.

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Getting Onto The Beaches – Surf Life Saving Community Development Approach To Inclusive Space And Place

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RESEARCH AIM

In Australian coastal towns and cities, "beach life" and associated "coastal activities" provide a source of fulfilment for the social, sporting, leisure and commercial activities of residents and tourists alike. Similarly Surf Life Saving clubs are considered an iconic and significant part of Australian beach life forming a community hub for rescue, social and sporting purposes. This study is an investigation of community development approaches used in three geographically different beach precincts (rural, regional and metropolitan) for the social inclusion of people with disability in sport and recreational activities. Such social inclusion projects are designed to develop belonging, acceptance and recognition, which lie at the centre of social inclusion. This research seeks to determine the impact of 10 community development projects in each of the three precincts (30 projects in total) across a range of disabilities (mobility, vision, hearing, cognitive and mental health).

THEORETICAL BACKGROUND

The research brings together two theoretical frameworks, that of community development and social model approaches to disability. Social model approaches to disability emphasise the ways in which organisations, structures, processes and practices need to change to account for access and support required to enable participation and inclusion for PwD in social, political and cultural life. Understanding the disability experience by considering impairment effects, creates a paradigm that takes into account the range and intersections of socio-cultural disadvantage embodied in social approaches relating to gender, race, location, sexuality and socio-economic positioning (Meekosha & Shuttleworth, 2009). There is scope to elaborate on the social model of disability through an application of leisure constraints to sport participation (Darcy etal, 2017).

Frisby & Millar's (2002) community development framework recognises that decisions about community services and support are most effective when made with the direct input and involvement of those with a lived experience of exclusion, which complements social model approaches to disability. In this frame, community development is articulated in a bottom-up approach, founded on local empowerment, participation, change from below and enhanced local capacity building. The Frisby and Millar (2002) framework involves six dimensions: a shared concern about a social problem requiring action; encouraging active participation of a marginalised group; forming public sector partnerships to pool resources and build political support; adopting collaborative principles of organising/shared leadership; collectively developing and implementing action plans; and re-thinking notions of accountability.

METHODOLOGY

The multidimensional community development framework was implemented across 30 community development projects across the three beach precincts. Baseline data was collected across social inclusion indicators relevant to disability based on an extensive literature review and access audits of the sites. Once this baseline was established the research design incorporated in-depth interviews, management information systems, observation, media analysis, photos/video analysis, questionnaires and longitudinal case studies. The analysis builds on previous studies undertaken by the research team using a combination of the social model of disability and community development frameworks encompassing intrapersonal, interpersonal, environmental/spatial, relational, functional and power dimensions.

RESULTS, DISCUSSION AND IMPLICATIONS

Project coordinators for all funded projects were asked to report back on: perceived project outcomes; any barriers to achieving outcomes; and any unexpected outcomes identified from the project. Additionally three case study projects were identified in each precinct and were researched in greater detail by the team through interviews of project coordinators and project participants, together with observing project activities. In this way, it was possible to report on outcomes across the entire CIP program, within precincts and for individual people with disability that took part in the projects.

Analysis indicates barriers to social inclusion for people with disabilities include: a lack of infrastructure and facilities; need for provision of specialist equipment; a lack of awareness and training available for attendants and carers; a lack of available attendant and carer support; time constraints; financial limitations; management issues within key organisations; fear and anxiety of activities. Results also indicated that outcomes within the three different precincts were influenced by the individual features of the precincts and their communities. For example, the rural community provided an existing network and highly supportive actors due to existing social networks, and social and human capital. The more "successful" individual development projects created a space and place for PWD across different recreational and sporting activities through a series of enabling practices. Some key outcomes included: increased individual confidence in social situations; skill development in sporting activities involving supported and independent access the water and the beach precinct; socialising and networking opportunities for both PwD, their family, attendant and carers; outcomes for the provision of infrastructure and equipment to transcend environmental barriers; organisation to organisation communication that had not previously been established to assist individuals and groups of people with disabilities attain their stated goals; and attitudinal change to disability presence within the precinct.

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"My Ideal Is Where It Is Just Jane The Cricketer, Rather Than Jane The Gay Cricketer": An Institutional Entrepreneurship Perspective Of Lesbian Inclusion In Cricket.

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Aim

The aim of this paper is to develop a theoretical framework to aid current understanding of social change practice in sport. Drawing on the concept of institutional entrepreneurship, we propose and apply a theoretical framework to investigate social change at the intersection of gender and sexuality inclusion in cricket. Starting from the perspective that institutional arrangements can be exclusionary (or biased) toward certain groups in society, our research investigates how the actions of institutional entrepreneurs can create more inclusive institutional arrangements over time.

Purpose and Background

Australian cricket provides a rich context in which to explore the dynamic processes inherent to social inclusion. We make the case that, by highlighting the role of individuals in influencing biased institutional arrangements, an institutional entrepreneurship perspective provides scholars a deeper understanding of the social inclusion process. Our overall premise is to understand where a sport demonstrates historical bias toward a particular societal group or groups, how do institutional entrepreneurs bring about social inclusion? Specifically, with respect to the exclusion of lesbians from Australian cricket over time, we ask, how did institutional entrepreneurs perform diversity work to create more inclusive institutional arrangements in Australian cricket?

Institutionalized sexism continues to be a prevalent concern in sport (Fink, 2016). Sexism as a form of bias, is readily visible from the hypermasculine cognitive understandings of male college basketball coaches in the United States (Walker & Sartore-Baldwin, 2013), to gendered social processes and discourses embedded in national sport organizations in the United Kingdom (Shaw, 2006). Similar patterns of institutional bias have been found in other domains of diversity in sport including sexuality (Melton & Cunningham, 2014; Shaw, 2018). The intersection of any two (or more) axes of institutional biases may act to heighten the degree of marginalization of a social group or individual within a given institutional setting (Walker & Melton, 2015).

Biased institutional arrangements (e.g., embedded inequality on the basis of gender, race, sexuality, ethnicity, etc.) enable conditions for the emergence of institutional entrepreneurs. Battilanna, Leca and Boxenbaum (2009) identify two categories of enabling conditions for institutional entrepreneurship to emerge; field-level conditions, and social position. At the field level, regulatory change that mandated gender representation on the boards of national sport organisations, and linked funding to the inclusion of diverse groups set the conditions in the Australian sport setting for change agents to emerge and challenge the existing arrangements which actually excluded

these groups. Disparity between the institutionalization of men's and women's sport within Australian society (e.g., as exemplified by differences in pay, media exposure, sponsorship, participation) further reinforced inherent biases in the professional sporting system, enabling would be change agents to reflect on, and diverge from, inequitable institutional arrangements.

Design and Implementation

To investigate social inclusion, we interviewed 17 individuals including managers, players/past players, media, and coaches at local, state and national levels of men's and women's cricket. Interviews were thematically coded with a specific focus on the varying types of work carried out by actors in the field.

Outcomes

Key findings identified that the institutional arrangements were disrupted when entrepreneurs enacted two types of diversity work that focussed on inclusion on the basis of: (1) gender; and, (2) sexuality. Gender oriented diversity work was prompted by inequitable institutional arrangements between male and female cricketers in combination with changes to, and subsequent pressures from, the regulatory environment (e.g., Senate inquiry, federal funding requirements). Changes in these environmental conditions pressured central actors such as cricket's national governing body and also the professional players' association to include more women in decision making, appropriately fund and support elite performance and do more to drive mass participation. Conversely, diversity work that focussed on sexual orientation was driven by peripheral actors such as advocacy groups (e.g., Bingham Cup, Proud2Play) and individual entrepreneurs who acted as role models and change agents to pressure central actors to take on more inclusive practices. Finally, our findings indicate that areas of tension were visible between the two types of diversity work around the use of heterosexual players to market the sport and promote participation, and the initial lack of signs of inclusion for lesbian women within cricket. These tensions further enabled the emergence of institutional entrepreneurs focussed on improving inclusivity regarding sexual orientation in cricket.

These findings have several implications for future research. Theoretically, we apply Battilana et al's (2009) institutional entrepreneurship framework and link the notion of social change to the theoretical phenomenon of institutional change. Drawing on this body of work, we are then able to outline how biased institutions are disrupted at given points in time in order to develop more equitable institutional arrangements. In doing so, we are able to identify pathways and suggestions for practice such as unconscious bias training for managers, and changing embedded and routinized language that are visible within a given sport setting.

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Developing an Accessibility League Table in European Football: What is an Appropriate Methodology?

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Aim and Research Questions

There has been increasing political attention on the issue of accessibility within sports stadiums (e.g. Culture, Media and Sport Select Committee, 2017). Given this focus there is a need for a more overarching understanding of how football stadiums within Europe are implementing measures designed to ensure accessibility and inclusivity. Our aim is to develop an accessibility league table for assessing football stadiums within European football. The research question is therefore: what criteria need to be included to develop an accessibility league table in European Football?

Theoretical Background and Literature Review

Ranking systems and league tables assessing organisational performance across a variety of measures can become embedded and institutionalised, shaping organizational structures and processes (e.g. Locke, 2014). They can also impact on the way an institution is perceived. Thus, organisations seek to ensure that they perform well in ranking systems despite concern as to whether they provide a true reflection on organisational practice: this concern relates to whether the methodologies are valid.

Within professional sport there are a number of ranking systems related to the measurement of off-field organisational activities (for example, Deloitte, in relation to football finance; Responsiball, which seeks to rank Football Leagues based on their governance, community and environmental credentials; and Forbes on sport brand values). At present, efforts to measure the extent to which football club stadiums are addressing accessibility are lacking, despite this issue gaining political attention (e.g. Culture, Media and Sport Select Committee, 2017). There is one notable exception: in 2015, Revitalise produced an accessibility league table for football clubs in the English Premier League and the Football League Championship. While this work was important and provides a sound starting point for addressing accessibility, accessibility is not an English phenomenon, and as such further work across European football leagues is required. It can be argued that promoting an accessible and inclusive stadia environment to people with disabilities and older people should not be considered in isolation from other managerial and economic decisions across European football (see Paramio-Salcines and Kitchin, 2013; Paramio-Salcines, Kitchin and Downs, 2018). Instead accessibility and inclusion need to be considered as a sound business decision and not only as a legal requirement or social values. Despite pockets of good practice in some clubs across Europe (Kitchin and Bloomer, 2017), the reality is that accessibility remains low on the agenda of most clubs.

Research Design, Methodology and Data Analysis

This research is in the formative stages and this presentation focuses on the development of a valid and reliable methodology with which to assess each club in five leagues in European football (England, Spain, Germany, Italy, France). The aim of this presentation is to discuss the development of the methodology that we intend to use to develop an accessibility league table. The methodology will be underpinned by the identification of various criteria that we need to draw on in order to analyse and assess the extent to which a stadium is addressing accessibility. Thus far, we have identified a range of criteria that could be included in the methodology for the accessibility league table. This includes such criteria as the total number of accessible spaces as a proportion of the stadium capacity; the total number of wheelchair spaces as a proportion of the stadium capacity; the adequacy of information for supporters with disabilities on the club's website; the proportion of accessible toilets compared to total accessible seating; the proportion of accessible parking spaces compared to total accessible seating; the proportion of stewards with disability awareness training; the number of accessible parking spaces within stadium grounds; and the presence of contact details for accessibility team; the presence of an access statement. However, the aim of the presentation will be to discuss these criteria, think about how they could be weighted to inform our methodological approach, and to engage in discussion and feedback from audience members as to potential criteria that we have overlooked.

Results/Findings and Discussion
The purpose of presenting our methodology is to engage in discussion as to whether this methodology is appropriate, what we might have missed and need to include, data collection, and the potential limitations of adopting such an approach.

Conclusion, Contribution and Implication
Despite the growing focus on accessibility at stadia and venues there has yet to be a rankings system that is able to compare and contrast professional football clubs in Europe. Such a ranking would serve a two key purposes: firstly it would highlight those clubs at the upper ends of the ranking system and demonstrate good practice; second, if an accessibility league table was produced on an annual basis it has the potential to become accepted and embedded in the sector, will give more prominence to the issue of accessibility, and shape the decision making processes of football clubs.

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Towards More Robust Designs for Researching the Impact of Elite Sport on Society

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The 'Trickle-Down' Effect On Sports Club Membership In The UK

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Aim and Research Questions

The purpose of this research was to apply in a UK context the research on German data by Weimar et al (2015) examining the changes in sports club membership attributable to the 'trickle-down' effect. Sport policy is often justified on the grounds of: achieving international sporting success; a home advantage effect from hosting events; and a role model effect whereby successful athletes have a positive impact on general sports participation. These assumptions comprise the trickle-down effect that effectively link elite and grassroots sport through inspiration. Our aim was to answer the question 'is there any evidence of a trickle-down effect in the UK?'

Theoretical Background and Literature Review

We justify the research question through the gaps in knowledge outlined below. While several studies have examined the links between participation or membership and each of the facets of the trickle-down effect, none (prior to Weimar) had examined the aforementioned variables within a single model. Most studies tend to focus on elite sport success because it is easier to measure (e.g., Feddersen, Jacobsen, & Maennig, 2009).

In previous studies, data quality has been questionable because of the relatively short time periods used and the subjective perceptions of clubs, participants, and policy makers in providing what should be objective data (e.g., Hindson et al., 1994).

Past statistical methodologies were not sufficiently advanced to isolate the trickle-down effect. It is important to use regression models applied to panel data, while at the same time controlling for non-sporting independent variables, notably economic factors that may also influence people's behaviour (e.g., Wicker, Breuer, & Pawlowski, 2009). We therefore included an array of non-sporting independent variables in the various models we devised.

Finally, it is important to introduce a time dimension in the form of lagged variables, because the trickle-down effects may not necessarily occur in the same year as a change in the independent variables and may also take longer than a year to occur.

Research Design, Methodology and Data Analysis

Data for the dependent variable were sourced from 10 years of the Active People Survey (APS), which was a continuous survey that ran from 2005/6 to 2015/16, with sample sizes of c. 170,000 per year. This survey measured sports participation rates and whether or not this participation took place within a club environment. For the three sport-related independent variables we used: the number of gold medals won each year in elite level competition; the number of elite level events staged in the UK each year; and the top three from Sports Personality of the Year as a proxy for 'role model'. In terms of the estimating method, Ordinary Least Squares regression (OLS) could not be used because of the lagged dependent explanatory variable (lags in membership), which is contrary to the basic assumptions of the OLS method (Hsiao, 2003). Instead, a Dynamic Panel Regression was estimated. The characteristics of the dataset dictated that the Arellano-Bond and Blundell-Bond methodologies should be used (Bruno 2005). The significance of this approach is that it permits the investigation and diagnosis of causal links rather than just associations.

Results/Findings and Discussion

Our analysis showed strong statistically significant evidence of a trickle-down effect on sports club membership amongst adults from sporting success, stars, and hosting home events. The trickle-down effect can therefore be said to have three dimensions as outlined below.

Firstly, elite sporting success has a positive inspiration effect on the population, contributing to some people becoming sports club members.

Secondly, some people are inspired to become sports club members by elite athletes as a result of their personalities and popularity.

Thirdly, hosting major sports events has a positive effect on the population in the host country to become sports club members.

Conclusion, Contribution and Implication

The results show that the trickle-down effect can last for a total of three to four years with sports club membership being influenced by: the current year's home events; last year's sporting success; home events from two years ago, and Sports Personality of the Year results from three years ago. For the period under review, the impacts are real, can be quantified, and are causal.

Notwithstanding the above, although encouraging, we need to be cautious with our interpretations. This is because although the independent variables have a statistically measurable and significant positive impact on sports club membership, they are actually associated with a relatively small overall variation in membership (c. 14%). The implication here is that the three trickle-down variables are not the only factors that influence sports club membership. Therefore, although the relationships we have found are statistically significant, the scale of their impact is marginal. This finding in turn requires us to conclude that there must be other more significant variables at play which we have not captured in our models.

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Public Value In Elite Sport Management: An Insider's View

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Aim and Research Questions

The growing costs associated with developing international sporting success forces elite sport policy makers to justify their expenses. Hence, governments increasingly tend to advocate for elite sport development by stating that it will trigger a range of societal benefits for the public (e.g. increased happiness or inspiration to participate in sport). In contrast, researchers argue that governments overstate the positive impact of elite sport and pinpoint a lack of clear evidence to support the governmental claims (De Rycke & De Bosscher, 2019). In addition, little is known how elite stakeholders, such as athletes, coaches and performance directors perceive the impact of elite sport for society. Their views can support or question the justification of elite sport investments (Funahashi et al., 2016). As such, the following research question was posed: What are the assumed potential outcomes of elite sport in society according to elite sport stakeholders in the Netherlands? In doing so, we seek to extend the notion of societal impact by focusing on public value creation.

Theoretical Background and Literature Review

In 1995, Mark Moore published his seminal book *Creating public value*. In this work he expresses the need for public managers to identify social goals and to build support for their policies. The concept of public value can help sport policy makers understand how elite sports can create positive outcomes for the public. By asking their views on the societal impact of elite sport (in this case by using the categories of the MESSI-framework of De Rycke & De Bosscher, 2019), the public is given the opportunity to express what they value in sport. However, it is important to not only focus on the views of the public, but it is equally important to incorporate the views of a multitude of stakeholders and to combine their interests and values. Important groups in this respect are elite athletes, their coaches and technical directors (representatives of sport federations) (cf. Chelladurai & Chang, 2000). The MESSI-framework as developed by De Rycke & De Bosscher (2019) provides a valuable categorization of the potential both positive and negative societal impact areas of elite sports. Ten categories are distinguished within the framework: 1. Social equality and inclusion; 2. Collective identity and pride; 3. Ethics and fair play; 4. Feel good and passion; 5. Fans and (media) attraction; 6. International prestige and image; 7. Athletes' ability and quality of life; 8. Sport participation and health; 9. Sponsors and commercial activity; and 10. Local consumption and living conditions.

Research Design, Methodology and Data Analysis

The data were collected in the Dutch National Elite Sport Survey, which is conducted every four years. The survey consists of four questionnaires for different subgroups: elite athletes (n=289), elite sports talents (n=302), coaches (n=100) and technical directors

(n=29). In the 2019 survey the ten categories in the MESSI-framework were included as ten items in the survey. Respondents had the opportunity to indicate on a five point Likert scale whether they think elite sports can create positive societal impact.

Results/Findings and Discussion

At the time of writing the abstract, the research is in its final stages of data collection. The preliminary results indicate that among the four groups there is widespread support for the idea elite sports can deliver positive societal impact. For almost all categories the majority of the respondents agreed that elite sports contributes to that particular category. Most support was found for 'feel good & passion' (average agreement of 88%) and 'collective identity & pride' (87%). Respondents had their biggest doubts on the contribution elite sport can make on 'local consumption and living conditions' (on average 34% agrees that elite sports can contribute, while 24% disagrees). Surprisingly, despite recent doping and matchfixing scandals, there are little doubts among all four groups about the positive impact on 'ethics & fair play'. Disagreement on this topic varies from about 5% among athletes to 14% among technical directors.

Conclusion, Contribution and Implication **

An understanding of an insider's perspective on the societal impact of elite sports can advance the discussion of what is the public value of sport and how this value can be enlarged. This paper contributes to a deeper knowledge of the perspectives of athletes, coaches and technical directors on societal impact. In general, we can conclude that the views of elite sport stakeholders are far more favorable than the available evidence-base suggests. These insights should be taken into account when policy makers want to create public value with the positive impacts of elite sports and when they combat the negative impacts.

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Exploring Processes Enabling the Trickle-Down Effect of Elite Sport

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Aim and Research Questions

Sport policy discourses regarding the societal value of elite sport have predominantly taken shape around self-evident positive presumptions. Elite sports would, for instance, contribute to international prestige, national pride and increased sport participation (Grix & Carmichael, 2011). The assumption that elite sport would 'trickle-down' to community levels to generate increased sports participation has particularly been subject to debate (e.g., Weed et al., 2009; De Bosscher, Sotiriadou & Van Bottenburg, 2013). Current research does not provide indisputable evidence for the presence, nor absence of such trickle-down effects. The latter stresses the importance of transcending the question if trickle-down effects on community sports exist, towards questions regarding when, how and why relationships take shape (De Bosscher et al., 2013). This study aims to explore under what conditions trickle-down effects may take place by examining six Flemish (the Dutch-speaking part of Belgium) sports federations.

Theoretical Background

Societal phenomena, such as changes in current sport-related preferences that are required for trickle-down effects to take shape, are relatively unpredictable in Western societies and challenging to investigate. Nevertheless, boundaries that structure human behaviour are relatively solid phenomena but may have a different influence within different contexts (Scott, 2014). In other words, an athlete achievement may by one population be perceived as successful and inspires the public to take up sports, whereas for another population a similar achievement is considered unsuccessful and does not reinforce community sports. In this scenario, athlete performance is a solid boundary that determines sport-related behaviour but has a different meaning and consequences across contexts, cases or sports. Identifying these structural boundaries while taking into account the 'within case' complexities seems necessary for understanding when, how and why relationships between elite and mass sport take place.

Research Design, Methodology and Data Analysis

In the first phase, for six Flemish sports federations elite sport index scores (i.e., individual sports) and world rankings (i.e., team sports) were calculated and correlated to membership developments for the reference period 2000-2017. The cases were three team sports (a) volleyball, (b) football, and (c) field hockey and three individual sports (d) sailing, (e) track and field, and (f) swimming. Observed correlations in phase one were submitted to board members of community sports clubs (n=12) and representatives of the national sport governing bodies (n=6) in open interviews. Interviews started by asking interviewees if they could explain the observed correlations. Findings therefore represent interviewees' perspectives on factors of influence regarding the observed correlations. Interviews were transcribed and initially inductively coded. After sub-categories emerged, literature informed clustering the sub-categories

into main categories in an iterative process; a constant interaction with the literature and the empirical data (Boeije, 2009).

Findings and Discussion

Findings suggest that three levels of interaction are essential to foster trickle-down effects of successful elite sports: (1) athlete level, (2) sport governing level, and (3) societal level. Concerning the (1) *athlete level*, track and field, football, field hockey, and volleyball displayed distinct positive associations between Belgium successes and Flemish membership figures for the reference period. When positive associations were observed, it seemed that it was not only the presence of elite sporting success that influenced federation growth, but what defined and characterised those successes. Particularly sudden to be followed by stable increases in performances (i.e., field hockey, football, track and field) or unique one-off successes (i.e., volleyball) seemed to have inspired the public. Related to the *(2) sport governing level,* strategic management (e.g., targeting specific socio-demographic groups, engaging in public-private (media) partnerships, deploying athletes in community settings) and the presence of pre-conditions for membership growth (i.e., quality and quantity of human resources and infrastructure) were reported by the respondents as necessary factors to facilitate trickle-down effects. Finally, situated at the (3) *societal level,* it was found that societal transformations may accelerate or discourage membership developments. Apart from media coverage, socio-demographic and cultural or economic developments were reported as essential factors of influence for federation growth or decline, and therefore also in the context of successful elite sport. Inevitably, developments at the societal level should be considered in strategic decision-making processes that attempt to generate federation growth in the context of successful elite sport.

Conclusion

For understanding relationships between elite sport and mass sport, board members of sport providers and sport governing representatives reported that this relationship cannot be understood in isolation. Specific configurations within and across three levels of analysis seem required to co-exist in harmony to benefit from elite sporting success. How these levels of analysis empirically take shape may differ for different societal contexts and sports. Understanding how interactions across the three levels of analysis take shape for different cases, contexts and sports may enable to further understand essential configurations that allow elite sport to inspire the mass public.

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The Development of an Elite Sports Program in the Northern Region of the Netherlands: a Stakeholder Approach to Value Creation.

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Statement that abstract relates to professional practice

In the Netherlands, the organization of the elite sports climate is divided into 7 regional elite sports organizational entities (RTO's). One of these entities/organizations focuses on the elite sports climate in the northern part of the Netherlands, which is a sparsely populated area compared to the other areas in the Netherlands. This organization is struggling to create social value at a local level by means of elite sport success and talent development. Usually research on the impact of elite sport is ex post carried out by means of the input, throughput, output, outcome-reasoning (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). In this abstract the preliminary results will be given of an ex ante study using a stakeholder approach to create value at a local level by means of an elite sport and talent development program.

Aim

The aim of this study is to create an overarching elite sports program focusing on local impact to society in the Netherlands.

Purpose and Background

In the global sporting arms race (Oakley & Green, 2001) it is believed that the number of medals is strongly correlated to the available financial resources for sports. The SPLISS study (Sports Policy factors Leading to International Sporting Success) also indicates that 'elite sport success is developable: it can be produced by proactive resourcing and the strategic management of national sport associations in an elite sports system' (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015, p. 37). In the Netherlands we see an increase in investments made by the national government into elite sports (Dijk, Van Bottenburg, De Bosscher, De Rycke & Funahashi, 2018), but at a local level this increase in financial resources for elite sports and talent development cannot be found. While at the local level, especially in the northern region of the Netherlands, the possibilities for talents to develop themselves are scarce. The quality of the talent programs are under pressure, creating an uncertain future for these programs. Subsequently, this leads to the question whether the Dutch Olympic Committee, governing bodies and elite athletes should focus more on local impact for society. In order to create a rationale for local governments to invest in talent development and elite sports.

Design and implementation

In the first half of 2019 a study was conducted with the aim to design an overarching program focusing on the creation of an optimal elite sports climate, using a stakeholder approach to value creation. Stakeholder value creation can be described as; 'the ability of an organization to create enduring relationships with its stakeholders' (Kujala, Lehtimäki, & Freeman, 2019). The stakeholder value creation model distinguishes the

definition of value for a single organization and what is considered to be valuable in general. 'An organization will likely never be aware of all stakeholder interests nor be able to fully manage the social processes leading to value creation' (Kujala et. al, p. 131). To gain more insight in the common interests of the main stakeholders (provincial and local governments, local sport service organizations and knowledge institutions), 4 -5 focus group interviews have been carried out with representatives from this stakeholders. During summer, the opportunities for collaboration have been examined with all stakeholders involved.

Outputs/Outcomes, Reflections and Future Development
The main findings based on the focus group interviews suggest a very positive attitude amongst the stakeholders about the creation of an overarching program for elite sports. The shared value seems to be that elite sport and talent development programs have the ability to improve the quality of life in the region. Quality of life in terms of an environment which allows self-development for youngsters, but also in terms of local pride. The local and provincial governments consider self-development by means of talent development programs most important. They do not value elite sport success itself that much. However, governments do attach a high degree of importance to the inspirational value of talent development. They are able to use this value to improve their social policies (e.g. sports for all).

Local sport service organizations differ in their perception on value of elite sports and talent development. They believe it is necessary to focus on the ideal sports environment for everyone. And hereby on developing coaches and trainers by elite coaches. Furthermore, they do not value the self-deployment or inspirational significance of talent development and elite sports. However, sport service organizations highly value elite sports events, since these events are able to generate awareness for the power of sports.

The involved knowledge institutions mainly use elite sport programs and talent development programs for the execution of research and for finding internships for students.

In the final phase of the process, stakeholders are asked to what extent they want to contribute financially or in kind to the program.

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A Mixed-Method Study On Leveraging Football Stars As Role Models

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Aim of the Research

The purpose of this study is twofold: (1) to explore to what extent Belgian National football team players are perceived to be role models and credible ambassadors for a charitable organisation. And (2) to examine the effectiveness of the football stars' charitable actions among different contexts and population segments.

Theoretical Background and Literature Review

Although the fanbase of football stars is generally vast, there is often scepticism regarding the behaviour of these highly-paid individuals both on and off the pitch. Generally, the public claims that, especially in the eyes of youth, athletes are seen as role models and therefore should behave accordingly (De Rycke & De Bosscher, 2019; Lyle, 2009). This is in line with academic consensus that individuals actively search for several appropriate role models, from whom they observe, adapt, or reject specific attributes or behaviours (Young et al., 2015). Interestingly, according to an international study representing elite athletes from 28 sports, it was found that most athletes do perceive themselves to be role models for today's youth (De Rycke, De Bosscher, & Hallmann, 2018). Moreover, whether or not intrinsically motivated, sport stars regularly partake in altruistic activities, for instance by supporting charities. Surprisingly, there is scant insight in the extent to which the efforts of sport stars are perceived credible by the public, and also a lack of societal impact evaluations of their benevolent actions. In order for sport stars to have impact, a change in behaviour amongst the observer is needed (i.e., involvement with this charity). As such, the aim of this study is to examine whether sport stars' stimuli are a sufficient band-aid to overcome the real-world obstacles certain population segments experience to initiate this behaviour change.

Research Design, Methodology, and Data Analysis

For the current study, a campaign was selected that instrumentalised players of the Belgian national football team. The objective of the campaign was to activate primary schools and its pupils to develop a local promotion campaign for the charitable organisation 'Foster Care'. Hence, examining the effectiveness this campaign among different contexts and population segments enabled us to answer the research questions. A concurrent mixed-methods design was used as qualitative data (11 focus groups with pupils, observations and informal interviews) and quantitative data (surveys with both participating and control-group pupils (n=511) and adults (n=2400)) were collected with the purpose of confirming, cross-validating, or corroborating the findings within this study. The data was collected pre-, during- and post-campaign. In order to structure this research, a logic model (an explanation of how the activities of the program are expected to contribute to particular results in the short-term and longer-term) was developed that integrates ideas of Theory of Planned Behaviour, Social Cognitive Theory, Transtheoretical Model and Self-determination theory (Locke &

Latham, 2002). In line with these theories, the assumption of this study is that the impact of the campaign is not a direct one, but that it may influence awareness, motivation before impacting on actual behaviour.

Results/Findings and Discussion
The mixed-method analysis revealed that Belgian National football team players are indeed perceived as being role models by most pupils and adults across population segments. Most respondents (85%) considered the football players efforts for the charitable organisation to be positive. The players were also perceived as credible ambassadors (73%). Interestingly, amongst a third of the adult sample there was nonetheless scepticism about the charitable actions being conducted 'only to boost personal image' (49%). Finally, across population segments, no significant increase in knowledge, awareness, motivation or change in favour of the charitable organisation was detected. The logic model provided a useful tool to investigate why the expected impact was not achieved.

Conclusion, Contribution, and Implications
Theory suggests that individuals search for role models from whom they can observe, adapt, or reject specific behaviours. Hence, several authorities build policies and programmes upon the notion that football stars can be leveraged to serve positive societal change. Surprisingly, this is without consideration of whether sport stars are perceived credible, nor actual assessments of programme impact. This paper thereby contributes to the literature on athletes as role models, both theoretically and empirically. The results confirm that football players are likely to be perceived as role models and credible ambassadors for charitable organisations. In contrast, no significant impact in favour of the charitable organisation was measured. A methodological contribution is the filling of research gaps by use of adequate data and sophisticated methods for role model impact evaluation, as requested by Lyle (2009). The mixed-method design and logic model helped to provide more robust evidence. Based on the study results, it could be argued that sport authorities could become more strategic in leveraging sport stars as role models and become more realistic of their actual impact.

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Designing Sport Management Curricula

Convenors: Jens Peter Sørensen, Kari Puronaho

Using South African Sport Industry Engagement to Determine the Design of a New Sport Business Management Curriculum

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Aim

The aim of this project was to develop a new Sport Management curriculum for the North-West University in South Africa. The challenge was assigned by the Dean of the Faculty of Economic and Management Sciences to create a novel curriculum that will fit the purpose and vision of the faculty, namely the business and IT hub of the university. The recommended pathway was to include members from various sport industry sectors in a consultation process to develop the new curriculum.

Purpose and Background

Numerous studies on curriculum development have commenced with an investigation of key competency requirements by the sports industry for Sport Management students (Hovemann, 2006). The rationale behind this approach being that current curricula are not educating students for the widely transformed Sports Industry (SI) and, therefore, curricula need to be adapted according to industry skill requirements (Puronaho & Laitila, 2018). This project, however, commenced with an in-depth evaluation of the current South African Sports Industry (SI), since this landscape has changed dramatically over the last decade (Mothilall, 2012). The steps followed in this project were as follows: 1) South African SI evaluation, 2) evaluation of employment opportunities within SI, 3) identification of key competencies for SI segments, 4) analysis of the current South African universities' programmes to fulfil the needs of the SI, 5) development of the new SM curriculum, 6) benchmarking of the new curriculum to international university programmes and 7) presentation of new proposed curriculum to SI stakeholders.

In the first step, the process focused on engagement with key stakeholders from various segments of the SI and, through discussions, developed a SI segmentation to portray the South African SI segments. The sport industry segment model was used as verification (Pitts, Fielding, & Miller, 1994). During detailed discussions with SI stakeholders, the South African economic and work force context as a whole was also taken into consideration. In this regard, the establishment of Small, Medium, Macro Enterprises (SMME) was Governments' plan for growth and economic stimulation and to combat unemployment (Mothilall, 2012), and discussions ventured into sport entrepreneurial avenues for the SI. In Step 2, the evaluation of employment opportunities within the SI segments indicated that due to the current limited managerial positions available within the public, non-profit and government sport

sectors, the importance of the possible entrepreneurial focus as an avenue of employment was indeed a viable prospect.

Design and Implementation

After the SI segmentation and employment evaluation by the key stakeholders and academics, a strong inclination towards sport entrepreneurship and new sport business opportunity creation was identified, which was substantiated by literature (Ratten, 2012). In Step 3, the key competencies of students for a sport entrepreneurial and business focus was identified through further discussions with SI stakeholders. In this regard, sport business and entrepreneurial skills needed by individuals to start new sport SMME could also be transferrable and beneficial to various other segments of sport management such as non-profit sport organisations (Surujlal, 2004). The analysis of other South African universities' SM programmes, as part of Step 4, indicated that few had a strong entrepreneurial and business focus. This accentuated the need to develop a Sport Management curriculum with a different focus to fulfil the needs of the current SI. In Step 5, the new Sport Business Management (SBM) curriculum was developed with a strong focus on educating students with knowledge and skills to identify and develop new sport business ideas successfully. In addition, this curriculum addresses the current needed sport managerial competencies such digital and brand marketing, data management, social media marketing, business management and decision making, which is applicable to a variety of other SI segments. A comparison of the newly developed SBM degree against international universities as benchmarking in Step 6, indicated that the strong business, marketing and entrepreneurial skills focus is still a fairly unique approach. During the seventh and last step, the proposed SBM curriculum was taken to the SI stakeholders once again and accepted as a novel programme, addressing the South African SI segments and employment opportunities.

Outcomes and Reflections

The new B.Com Sport Business Management degree is filled with Business Management, Entrepreneurial and Marketing modules, combined with Sport Industry, Sport Governance and numerous Sport Business Management modules. The combination of these modules within the curriculum fits into the faculty vision as "business and IT hub". The SBM degree was implemented in 2018 and it is evident that the mind-set of students needs to be changed. Students view their SM qualification as their ticket to employment, yet knowing that in the current economic and SI conditions this is not the case, students will systematically have to be persuaded to embrace the new sport business management, entrepreneurial and marketing competencies that they need to acquire in order to be successful within the current South African Sport Management Industry.

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How Can the Future Market Demand of Personal Competences be Implemented in the Sport Management Education?

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Introduction

Sports in Denmark is a very young business and labor market area. The history is only four decades. So, we are dealing with a labor market without many business traditions but a legacy from the days of amateur sport. The focus will be on the personal competences since most of the business of sport is based on this. The relevance of the topics investigated in the Erasmus+ project *New Age of Sport Management Education in Europe (NASME)* is the missing link between the education and business in Denmark. The unemployment rate is significantly higher than most areas.

How do we change the curriculum, so we educate to relevant jobs in the business?

In the Danish education tradition, the learning skills have been the new trend since the start of the century. The bottom line is that the candidates must be able to transform *knowledge to practice*. This has been a large challenge to transform teaching into learning. The *AEHESIS analyses* (Petry et al, 2006), established the fundamental for the sport management education in Denmark after 2009. In the last ten years the business area has changed significantly. All stakeholders in the business must reformulate the objectives and competences the candidates must possess to be attractive for the world of sports. How do you organize a business intelligent educational process which can match the ever- changing world of the sport? How can we develop a systematic and efficient way to solve this problem? At the 2018 EASM conference the issue was discussed by Wohlfart et. al.

Method

The study is based the NASME-projects mix method (Frederiksen, 2015). 60 respondents have in a quantitative online questionnaire identified the most important competences in the future. The findings and future trends have been discussed in eight qualitative expert interviews with decision makers in the sport management business. From the quantitative and qualitative data, the authors have identified the results and presented the findings to the responsible for the bachelor's degree in sport management in Denmark.

Results and discussing

Our data reflects opinions from the labor market in sports in Denmark. The most important results besides the internationalization, digitalization and commercialization are the personal competences related to future jobs in the sporting world. This paves the way for a discussion of how to develop the these in a learning context.

Possessing personal impact with relational competences: A general trend is an increased focus on the relational competences, where it is important to be able to work with a diversity of personalities. The relational competences are the ability professionally to join various communities with different stakeholders. The personal impact, which is

characterized enthusiasm and the will to succeed, is important, because the industry is very much driven by commitment and passion:

Understanding practice: The shows the importance of the ability to convert visions based on data and conclusions into concrete initiatives. The results must be optimized through an evaluation of results, whereby an ambition of high-quality work will be developed.

Possessing an entrepreneurial mindset: The ability to combine existing elements to new ways of thinking which results in better solutions will be in high demand in a future. As the traditional ways of commercializing spread to all, the need for unique solutions arises. Here, being enterprising means a "never- ending" search for new simple and profitable practice models. An eternal search for moving boundaries is fundamental.

Being able to handle situations of pressure: The sport and event industry is an experience economy where you continuously work with the factors or incidents that can affect the results. Success requires a great awareness of the whole as well as the details. The process is an ongoing impact analyses and make new decisions under pressure. Communication is vital. The employee must possess rational and analytical skills in a world guided by emotion and many different stakeholders.

Working project-oriented: The work of many companies is organized as projects handled by the permanent staff and ad hoc employees. It is important to implement the project work form during the studies including the variety of stakeholders.

Conclusions

The highest score on the future personal competences are *teamwork* og *networking*, but also the *capacity for applying knowledge in practice, desire to succeed* and *ability to work autonomously* are of interest. This supports *the 21st Century Learning Skills*, in which the critical thinking, communication, corporation and creativity as core competences in the 21.st century. (OECD, 2015; 21st Century Skills, 2002).

This can only be obtained in a close corporation with the business and situated in a business context.

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Analysis of Assessment Methods of Sport Management Programmes in Germany and Implications for Curriculum Development

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Aim and Research Questions

The labour market requirements for sport management graduates in Germany have changed considerably during the last two decades. While earlier studies on competency requirements for sport managers highlight professional competencies, most recent research has identified a much greater need for generic competencies in various occupational contexts (Wohlfart, Adam & Hovemann, 2019). The requirements of the labour market, underpinned by the central postulate of the Bologna Declaration of increasing employability of graduates, present great challenges to sport management programmes. Curricula need to formulate precise intended learning outcomes and create learning situations for students, which are geared to the professional demands of the sport management labour market. The question arises, as to whether current assessment methods are aligned with intended learning outcomes. In order to find answers to this question, this study examines the assessment methods currently applied in sport management programmes of German universities. In a second step, we interpret these findings in the context of competency development and curriculum design. Based on current labour market research and results of three data collections within the Erasmus+ Project "New Age of Sport Management Education in Europe"[1], we contribute to the academic research on sport management curricula in Germany by analysing employed assessment methods and drawing conclusions on student learning and competency acquisition.

Theoretical Background and Literature Review

"Constructive Alignment" (Biggs, 2003) is a didactic concept to promote curriculum development and serves as our theoretical framework. Based on constructive alignment, there are three major steps of curriculum development: (1) to define intended learning outcomes (2) to define appropriate assessment tasks and criteria, and (3) to choose the teaching and learning activities that likely lead to the intended learning outcomes. Our study focuses the second step within this process. In this context, we need to make sure that the assessment tasks reflect the intended learning outcomes and competency acquisition (ibid).

Academic research on sport management curricula at institutions of higher education in Germany is scarce. Dunkel, Wohlfart and Wendeborn (2018) analysed the module descriptions of all German sport management programmes focusing on intended learning outcomes associated with the acquisition of professional competencies. On a European level the AEHESIS project gave first recommendations for the development of sport management curricula in Europe (Petry, Froberg & Madella, 2006). In contrast to the recommendations of the North American Society for Sport Management, however, these recommendations are not enforced in Europe, resulting in an abundance of different curricula.

Research Design, Methodology and Data Analysis

In a first step, the current study and examination regulations of seven German universities with sport management programmes were examined by employing a quantitative content analysis. Based on the idea of constructive alignment, we used the competence model by Kauffeld (2006) to draw conclusions, which competency acquisition would be assessed with the individual method. The acquisition of 21 competencies was ascribed to the various assessment methods. The classification of the competencies was discussed critically in the research team using the method of "critical friends" (Smith & McGannon, 2018). Thereby, it is the role of the critical friends to encourage reflexivity by challenging each other's construction of knowledge rather than to agree or reach consensus (ibid).

Results/Findings and Discussion

We found nine different assessment methods within sport management programmes. Written exams made up one third of the assessment methods applied in the Bachelor programmes and one fourth of the assessment methods applied in the Master programmes on average. The final thesis and seminar papers appeared to be more important in the Master programmes. Oral presentations and project reports played a minor role across all programmes. Other assessment methods appeared to be hardly used. The ascribed competencies range from willingness to learn and capacity to bear loads up to capacity for dialogue and problem-solving ability. We find large differences between the number and variety of competencies ascribed to the nine assessment methods.

Conclusion, Contribution and Implication

Written exams continue to be the most prominent assessment method in sport management programmes at German universities. Based on the concept of constructive alignment we conclude that most of the intended learning outcomes would need to be associated with promoting specifically professional competencies. There seems to be a lack of intended learning outcomes associated with the acquisition of generic competencies, such as socio-communicative competencies, since oral exams or project presentations only play a minor role in assessment. The sport management labour market, however, increasingly requires specifically these competencies (Wohlfart et al., 2019). Our results imply the necessity of decision makers to include diverse assessment methods in sport management curricula. We strongly recommend the adaptation of assessment methods to meet the requirements of the sport management labour market.

[1] More information on the project is available here: http://ec.europa.eu/programmes/erasmus-plus/projects/eplus-project-details/#project/3e7a9fe8-7338-4a40-8ace-bc739d467a60 (status 16.04.2019)

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New Age of Sport Management Education in Finland

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Aim and Research Questions

NASME –project (New Age of Sport Management Education) aims at sport management curriculum development on national level. During the years 2017 and 2018 a lot of data related to sport management skills and competences and future requirements of the market were collected in nine different European countries. In addition to these quantitative data collections and analysis expert interviews were conducted in every participating country.

The main aim of the expert interviews was to deepen the researchers´ understanding of the results of NASME -data collections and to find out, what are the relevant trends and explanations. This study concentrates on results, conclusions and implications of these interviews as a part of total curriculum development process in Finland.

Theoretical Backround and Literature Review

High quality competence-based curricula are those that enable learners to develop competences for meeting challenges and taking up opportunities in fast 21st century waves of change. Curriculum here can be defined as a comprehensive plan for an educational program to offer improved manpower to fulfil the rising needs of a dynamic society (Marope, 2017. Pillai, 2019. Future Competences and the Future of Curriculum, 2019). Experts are specialists and people who have special knowledge, skills, or experiences with regard to the content of your research findings. Conducting expert interviews can serve to shorten time-consuming data gathering processes, particularly if the experts are seen as "crystallization points" for practical insider knowledge (Bogner, Littig and Menz (2009). The sample of interviewees represents here four sectors (public, private, business, and 3rd voluntary sector) and the key organizations in the Finnish sport culture. A shared understanding of the social relevance of the research can in this situation be assumed.

Research Design, Methodology and Data Analysis

During the autumn 2018 the interviewees were contacted, and the main national research findings with the basic facts of the data collection as well as the research questions were sent to them in advance. Every contacted person (seven men and two women) was willing to participate and during the period 21.11.2018 - 19.3.2019 nine semi-structured interviews were conducted. The average age of the interviewees was 48 years (variation 39-57 years) and average working experience was 18 years (variation 5-29 years). Most of the interviewed experts had been working in several sectors during their working careers and they had not participated in the former data collections.

The interviews were recorded, transcribed and analyzed with Webropol Data Mining Analytics. The interviews covered trends like e.g. commercialization, internationalization, digitalization, the future role of welfare and the health sector, increasing environmental awareness, integrity, changing values, disruptions and demands for safety. In addition

the findings deriving from this qualitative data with the findings from the preceding quantitative data analysis were compared and discussed.

Results, Discussion and Conclusions

According to the provisional results commercialization will have a strong effect to the sport culture. There will be more sport supplies and new services also in public sector organizations. Digitalization will be - together with commercialization - the most important factor that will affect everything. Organizations can reach the target market easier than before. There will be easier ways to find alternative services, which will increase competition. There will be new ways to get people start sport activities. Networking becomes easier and more productive than ever. Internationalization will be a part of ordinary sport life and it will also be a way to recognize new business opportunities.

Organizational and good leadership skills, networking, social intelligence and positive communication are modern ways to create and keep up a good, productive, and profitable organization. The transition period of sport organizations is going on, and the leaders must also be able to work in versatile teams and with experts from other fields. Social media or digital marketing is not any more only text or pictures but visual – one way or another. The leaders and the managers must also be able to work autonomously. The interviewees agreed that especially oral but also all the other communicational skills, digital marketing, business intelligence, legacy planning, and the use of big data as well as change management are the topics that need extra educational efforts in the near future.

One has to be able to network, cooperate and communicate with the experts in other fields. Leadership skills, social intelligence, and communication skills will help to get the message through. Environmental affairs will also be of great importance. Generally speaking, most of the interviewees underlined many times that the world is becoming more visual. The development of media, increasing competition, and new powerful, resourceful competitors will change the free-time market radically in the near future. As one of the specialists stated: "We haven't seen anything yet".

All the results, conclusions and implications of the study are not yet available, but they will be presented during the conference.

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Unpacking Sport Managers' Future Preferred Competences

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Aim and research questions

In 2017, an ERASMUS+ project was launched in order to improve the match between obtained skills through sport management education and demand in the labour market in nine European countries: Denmark, Finland, Czech Republic, Norway, Germany, France, Spain, Greece and Lithuania. This research is a follow-up of a previous AEHSIS (Aligning a European Higher Education Structure in Sport Sciences) study done in 2004 where only six countries participated (AEHESIS, 2006). Findings from Norway are the subject for this presentation. One focus of the research project aims at answering the following question: Which trends will affect the future competencies of sport managers and which competences are preferred in future?

Literature Review

Few previous studies show the relationship between competences acquired in sport management education (Dunkel, Wohlfart & Wendeborn, 2018) and what is preferred by the labour market (Schlesinger, Studer & Nagel, 2015,2016)**.** A recent study analyzed the context specific competencies from a sport management alumni perspective (Fahrner & Schüttoff, 2019). We have focused on competencies required by those having sport management positions in the different sectors as explained by Schlesinger, Studer and Nagel (2016). These competences are: social competence, methodological competence, subject specific competence and self-competence.

Research design, methodology and data analysis. A combination of quantitative survey and qualitative interview data were used. In early January 2018, 63 persons working as sport managers answered a questionnaire sent out by e-mail. The response rate was 72 per cent (63 of 88). The respondents came from four sectors in the sport industry: 1) non-profit and professional sport clubs 2) a city or municipality (public sector), 3) regional and national sport organizations, and 4) private enterprises. 68 per cent of the respondents were male and 32 per cent female. Age varied from 25 to 69 years. Importance-Performance analysis (Martilla & James, 1977) was used to identify competences important in the future. On bases of the results from this survey, interviews with ten experts (key informants) followed in the beginning of 2019. None of the experts has been involved in the previous survey. Several of the experts had own experience from several sectors, and that is why they were chosen for interview. Six were females and four men. The interviews lasted on average one hour, and they were recorded and transcribed verbatim. The interview transcripts were analyzed in four steps. The last step was to compare the findings from the survey with the findings from the qualitative data. All authors participated in the data analysis.

Results/findings and discussion

Similar to the previous AEHSIS study, the trends of commercialization, digitalization and internationalization were confirmed as the most significant factors for change. Almost 90 per cent of the respondents claimed that commercialization would affect their future work and especially the costs for sports for children. Commercialization, which is defined to be mean that sport has become a comodity, will lead to more cooperation with sponsors, increased sums for media rights and selling/buying of athletes. This will again influence that taking part in sport becomes more expensive. Competences that will be needed for sport managers are creative work, B2B, B2C, marketing and entrepreneurship. More than half of the respondents thought internationalization of sport would have an effect and result in more professionalized sport clubs and international requirements. Internationalization refers to the increasing importance of international cooperation, international relations, agreements, alliances, etc. Only people in small local clubs did not agree to this development. Information technology will have impact on work tasks, competences as well as future positions, 97 per cent answered. All respondents highlighted the importance of a new digital age within the sport industry. High demands for specialists on social media, (digital) marketing, information technology and communication are the result.

Conclusion, Contribution and Implication

The competences, which are preferred by sport managers in the future, are more various and specific than previously, because the sport industry has changed due to commercialization, internationalization and digitalization. The various sectors have different needs. For the sport clubs the most preferred competences are financial management, leading volunteers, event management and political knowledge. For the sport organizations digital communication, organizational knowledge, political knowledge, leadership skill and financial management top the list. The public sector demands networking, applying knowledge in practice, political knowledge, cooperation across different sectors and teamwork, organizational skills and oral communication. The private sector asks for digital marketing and communication, B2B, networking, capacity to learn and strategic planning and development.

Already for the academic year, 2019-2020 changes have been done. A course in "Sport and media" has been included for all sport management students at bachelor level. The head of sport management will recommend that this course will include digital media, social media and digital content. A comprehensive sport-marketing seminar is included at master level and more courses are planned to be taught online from 2020.

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Developing Curiculum in Sport Management: The Case of Greece.

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Aim

The aim of this study was to understand what the "market" needs and demands from sport and recreational managers and to recommend the most important competences and learning outcomes that Greek Sport Universities should include in their Sport management curriculum.

Theoretical Background

Higher Education Institutions are expected to encourage and develop a wide range of competences and skills so that their students can be able to get jobs. (Minten & Forsyth, 2014). Today most of the sport and recreation organizations require a large number of roles and skills, which demand a range of personal and interpersonal competencies. Research focusing to the labor market requirements has emphasized the specific needs for other competences for future graduates of sport management and recreation management programs (Wohlfart, Adam & Hovermann 2019).

Research Design

The research was based on the New Age of Sport Management Education in Europe (NASME) project. Data were collected through: 1) a questionnaire that was answered by 68 Sport and recreation managers responding to questions dealing the needed the competences and skills of the future and 2) an interview with eight experts in Greek sport management, after the questionnaires' collection was accomplished. The questionnaires and the interviews were selected so they were divided in four categories. The Nonprofit sector, the professional clubs, the private sector and the public sector. Finally the authors taking under consideration the responds of the questionnaires and the interviews provided results to the Greek Universities with recommendations to what the Greek market requires.

Results

According to the results of both the interviews and the questionnaires, three are the elements that seem to affect the future of the sport industry. Commercialization, globalization, and the information technology will play an important role on the development of the sport economy and will change the skills and the competences that sport managers should have. One of the findings that differentiate the Greek market form other European countries is the tourism industry and the jobs that arise because of sport tourism. According to the interviews, professionals with degrees in sport management have found jobs and there is a future opportunity in hotels with emphasis in sport tourism and event management. The respondents evaluated very high a) Ethical commitment, b) Desire to succeed, c) organizational skills, and d) Team work. On the other hand they did not give high value to legal planning, sport related legislation and

stakeholder management. It is very important that the responders gave high value for the future skills a) digital marketing, b) information technology skills, c) sport tourism and d) capacity to learn. From the interviews the new findings are that for the future managers important skills are: communication, decision making, oral presentation, negotiation and conflict resolution. Another new finding from the interviews is that Greek sport managers should be: a) more oriented to European sport industry needs, b) adopt the goal setting process and c) accept a validation and certification system of Sport management professionals. Finally, analyzes of all respondents' answers according to the sector they currently work in took place. We should take into consideration that attempts were made, during the data collection, so that all four sectors would be accordingly represented. More specifically, managers of sports clubs represented the 23.5% of the sample. Managers of Organizations (such as sport federations) represented the 25% of the sample. Managers of the sport public sector were the 26.5% and private business owners/managers were the 23.5% of the total sample. Anovas were run and total results of means and standard deviations of how the sport managers of the sample evaluate the potential sport managers' future competences. Managers of sport clubs (either non profit nor professional) did not statistically differently evaluate any of the future competences they believe they have. Professionals of Sports Organizations (especially those of National Federations) statistical differently evaluated the three following future competences desired by professionals: i) Teamwork, ii) *Elite sports event* management and iii) Sport tourism. Moreover, managers of Public sport sector higher than the rest evaluated *Data management skills*, as an important future competence for professional working in the sport management area. Managers of private business did not statistically differently evaluate any of the future competences they believe that professionals in sport management should have.

Conclusions

The result of these research project and previous attempts to identify what are the skills and competences of sport managers have shown that the market demands professionalism and contemporary knowledge (Emery, Crabtree & Kerr, 2012; Ramli, Nawawi & Chun, 2010; Tsitskari, Goudas, Tsalouchou & Michalopoulou, 2017). Greek Universities when they built curriculum that for degrees in Sport management in under graduate and graduate level should take under consideration: a) contemporary methods of teaching sport management, b) have a mixed learning outcomes with information technologies and social competences c) include the needs of the sport tourism industry.

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Competencies of Sports Managers and the Adaptation of Sport Management Curricula in Spain

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Aim and Research Questions

Demands on the labour market for professional sport management are increasing. However, higher education programmes in this area are not clearly defined, it being very difficult to delineate the competence profile of a sports manager (Gallardo, García-Tascón, Burillo, & Salinero, 2008). The aim of this research was to determine the current and future situation of the labour market in the field of Sport Management in Spain, relating it to the competencies necessary for its development.

Theoretical background

The AEHESIS project (Petry, Froberg, & Madella, 2006) developed a research study to transform and homogenise Sports Science studies in Europe, including a specific section of Sports Management. The trends in sport management that they identified were internationalisation, digitalisation and commercialisation. This situation is also complemented by the continuous evolution from a physical education model to a more business-oriented curriculum (Zeigler, 2007).

In Spain, there are currently more than 40 universities offering bachelor's degrees in Sports Science. In all cases they include subjects relating to Sport Management within their compulsory studies, and in most cases as elective specialisation subjects in the final year. In contrast, only two universities in Spain offer a bachelor's degree in Sport Management. Moreover, Spain recently made a national resolution concerning the structure of curricula in Sport Sciences (General Secretary of Universities, 2018). Unlike many other European countries, in Spain the structure of university studies is divided into 240 ECTS for bachelor's degrees and 60 ECTS for master's degrees. Of the 240 ECTS, 60 must be distributed among four areas (teaching physical activity and sports; physical condition and training; exercise for health; and sports organisation and management) with a minimum of 12 ECTS in each one. In addition, there is a margin of 39 to 48 ECTS for specialisation subjects in the final year, plus 12 to 21 ECTS for a practical and the final degree project.

Research Design, Methodology and Data Analysis

This study is included within the methodology of the European NASME Project, while an ad-hoc questionnaire was designed by those responsible for the AEHESIS project. The main difference between the two is that AEHESIS focused on subjects of studies in Sport Sciences, while NASME focuses specifically on the competency framework for Sport Management. The questionnaire was validated by several rounds of experts belonging to each of the nine universities and countries that make up the consortium (more than

15 doctors from nine different countries). The final instrument included five sociodemographic questions, 17 open questions on current and future expectations, and an IPA (Importance-Performance Analysis) scale comparing a selection of 72 current competencies in terms of their importance in the future using a Likert scale from 1 to 5. A total of 62 sport managers answered the questionnaire (four sectors were distinguished: clubs, national organisations, the public sector and private business). Furthermore, eight interviews were developed for key agents. From these various sources of quantitative and qualitative data, the most important Sports Management competencies now and for the future were identified.

Results/Findings and Discussion

The five most important competencies currently, stand out as being classic across the world of business and the Physical Activity sector: Significance of sport and physical activity in society, Teamwork, Capacity to learn, Ethical commitment and Oral communication. However, skills relating to data management, innovation and technological issues were ranked as being of below average importance. It should be noted that the trends in Sport Management defined in the AEHESIS project were internationalisation, digitalisation and commercialisation (Petry et al., 2006); thus, the skills currently perceived by sports managers in Spain to be important are far from adapting to these trends. However, the top five competencies recognised as being important in the future have changed, with those relating to analytical and technological skills especially highlighted: Knowledge of a second language, Ability to use big data, Digital marketing, Data management skills and Use of social media in work. Differences between the sectors showed clubs and national organisations (mostly national federations) to present very similar future competences. On the other hand, the public sector was the most different, highlighting a lack of Digital Marketing.

Conclusion, Contribution and Implication

Thanks to the results of this study, a series of improvements can be proposed for higher education curricula in Sport Management, in accordance with internationalisation and adapted to current regulations in Spain. Thus, it is recommended that bachelor degrees in Sport Sciences have between 78 to 84 specific ECTS in Sport Management, comprising between 18 to 24 compulsory ECTS in the first three courses and 39 optional ECTS in the final year, divided into 30 transversal ECTS and nine specific ECTS per sector (grouped along two lines: clubs and federations or public and private sport services), in addition to a final project of 12 ECTS and a practical of nine ECTS.

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Critical Reflections on Good Governance in Sport

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Conceptualizing A National Sport Integrity System

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Aim and Research Questions

The continued occurrence of non-corrupt/unethical (e.g., conflict of interest) and corrupt practices in sport (e.g., match fixing, financial improprieties) exposes sport governing bodies' lack of capacity to adequately confront and respond to such integrity violations. This paper introduces a framework conceptualizing a national sport integrity system that aims to safeguard integrity within national sport organizations (NSOs).

Literature Review

Integrity in sport represents a range of moral values and norms that sport stakeholders and organisations should uphold in different contexts such as sporting and administrative behaviors, decision making, and governance systems (Gardiner, Parry, & Robinson, 2017). Breaches of sport integrity across national sport governing bodies encompass both non-corrupt (e.g., conflict of interest, gamesmanship) and corrupt behaviors (e.g., money laundering, bribery, sexual assault) that erode the public's trust in sport (Cleret, McNamee, & Page, 2015). To prevent and counteract integrity violations, a range of governance theoretical frameworks, integrity policies, and/or systems (e.g., Sport Integrity Australia) have been conceptualized and/or implemented to enhance sport integrity. In general, sport governance scholars have conceptualized integrity as an aspect of "good governance" rather than an overarching concept with governance practices (e.g., Chappelet & Mrkonjic, 2013). Rather than adopting an overarching system to enhance integrity more broadly, various integrity policies (e.g., SafeSport) have been adopted to prevent specific certain kinds of integrity breeches. Pope (1996) argued that "the long-term success of integrity and anti-corruption depends on holistic rather than piecemeal reform" (p. 5). Furthermore, Chappelet (2018) argued that effective reform of corrupt governing bodies requires moving beyond good governance principles. This paper aims to address these concerns by conceptualizing and developing an overarching national sport integrity system to limit integrity breaches.

Theoretical concept

An integrity system consists of individuals, institutions, policies, practices, and agencies that contribute to safeguarding the integrity of an organization (Huberts & Six, 2012). NSOs' integrity systems are responsible for outlining the elements and conditions necessary for monitoring, preventing, and tackling integrity violations and minimizing integrity risks in governance and sports competitions. The system is multidimensional

and the elements comprising the system can vary significantly depending on several factors: the sport governing body; the level in which the elements operate; the location; and the political and economic environment. Drawing from the broader integrity systems literature (Huberts & Six, 2012; Six & Lawton, 2013), a sport integrity system is conceptualized to be comprise of three main components: (1) sport actors, (2) internal environment, and (3) external environment. These perform different but interrelated functions in safeguarding integrity. Within an NSO, actors hold the responsibility of serving as generators and guardians of integrity (Huberts & Six, 2012). These might include individuals who are internal to the organisation at the club, regional, state, and national levels (e.g., governing board members, administrators) as well as those external to the organisation (e.g., watchdog groups, media). The internal environment involves organisational characteristics and ethical management practices that require working in harmony within the system. The internal environment contains organisational characteristics (structure and culture) and ethical management practices (compliance- and values-based programs). Last, the external environment is comprised of guardians who are peripheral to the NSO and consists of independent regulatory environments (i.e., laws, regulations, and external regulatory oversight agencies) and social environments (i.e., media and community members) that function as external checks and balances. Checks and balances are the mechanisms for guardianship and accountability that ensure that local, regional, and national sport governing boards operate within legal and social boundaries. The components that comprise an NSO's integrity system (e.g., actors, policies, practices) and their respective relationships should ideally act coherently to ensure integrity risk containment including the appropriate exercise of power throughout a sport system. In such a system, NSOs collaboratively support and coordinate with state/provincial, territorial/regional sport governing bodies, who in turn coordinate with local clubs to adopt and implement specific measures, policies, and practices considered important to ensuring integrity within their respective levels of governance.

Conclusion, Contribution, and Implication

The proposed national sport integrity system addresses an important theoretical gap in the sport governance literature by offering an alternative perspective on safeguarding integrity in sport. The presentation will identify opportunities for future research to assist NSOs in mitigating integrity risk factors and curtail integrity violations.

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Improving Good Governance Implementation in Sports Organisations through Gamification: the Sport Good Governance Game

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Aim and Research Questions

The aim of this good governance project is to help sport organisations and sport managers to deal with sport specific and non-sport specific threats by using good governance and ethical leadership principles. The main research question is whether a computer simulation game, named 'the Sport Good Governance Game' (GGG), can aid in the implementation of good governance in the sport sector.

Theoretical Background

Strengthening sport organisations through good governance is an important objective of influential institutions as the International Olympic Committee and the European Commission. Also in the research field of sport management, the topic of good governance in sports organisations is getting a more prominent position. One of the main reasons of this increasing importance on good governance are the recent, large scale cases of corruption, doping and match-fixing in esteemed events and competitions. These scandals are one of the crucial reasons for the legitimacy crisis in international sport governance (Geeraert, 2015). In this context, media coverage, pressure of a wide variety of stakeholders in the follow up of a scandal, often create a momentum that can force large structural changes into the governance of organisations. The question however is: do we always need scandals before structural good governance improvements can be made? Imagine that we could simulate the consequences of failing to implement good governance principles. No scandals would be needed to put good governance high on the policy agenda. This question has been the driving force to develop the Good Governance Game.

The objective of the good governance game is thus to create a simulation of a realistic situation where participants need to find a balance between economical and ethical decisions. Gamification has been voiced as one of the most promising strategies in the digital age to transmit knowledge, to learn skills and competences and to change behaviour (Dicheva, Dichev, Agre, Angelova, & Society, 2015). By learning through experience, the ambition of the good governance game is to add value to current Erasmus Sport+ projects such as the National Sports Governance Observer (NSGO), and improve the implementation of good governance in the sport sector.

Project Design, Methodology

The project has three concrete objectives: raise awareness about the importance of good governance, transfer knowledge about good governance and ethical leadership, and help sport organisations to apply a better good governance policy. To reach these objectives the project wants to develop and disseminate an interactive Sport Good

Governance Game, Workshop and Action Plan to future (i.e. students sport management) and current sport managers of sport organisations (i.e. sport federations, sport clubs and sport administrations).

The Good Governance Game is a realistic and interactive computer simulation where participants need to make choices to tackle sport specific (e.g. doping, match-fixing, lack of sportsmanship, …) and non-sport specific threats (e.g. gender equity, interpersonal violence, mediatisation, …). during an event. Participants of the game need to collaborate with each other to find the best solution to deal with these problems, without losing track of their budget, personal ambitions and stakeholders (athletes, sponsors, spectators, politicians).

The Sport Good Governance Workshop explains the principles of good governance and ethical leadership that underpin the decisions of the game. The workshop integrates theoretical knowledge and practical tools of good governance to explain how these insights can help in regards to dealing with the ethical dilemmas the participants have encountered during the game.

Finally, during the Sport Good Governance Action Plan the participants need to transfer the experience of the game and knowledge of the workshop to their own sport organisation. The goal is to draft an Action Plan that can be used as a guiding document to implement the principles of good governance in their own sport organisation.

Contribution and Implication

This project adds to the workshop 'critical reflections on good governance in sport' by presenting a new, innovative approach to help good governance implementation.

For EASM 2019 we will present the theoretical framework of the Good Governance Game to the audience. Specific emphasis will be put on how to measure the impact of several decisions during the game. This might evolve into an interesting discussion on how to prioritize good governance efforts of sport organisations on international, national and local level.

Overall, the purpose of the presentation is to discuss if and how this Good Governance Game would have most effect to reach its aim to help sport organisations and sport managers to deal with sport specific and non-sport specific threats.

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Sports Federations in Belgium: Towards a Calculation of the Delta Barometer Good Governance & Innovation in Sport Index (GGIS)

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Aim and Research Questions

Good Governance (GG) is a subject of broad interest as more and more examples of bad governance are emerging in society. In recent years, the international world of sport has been challenged by governance issues. This study aims to determine to what extent sports federations (SFs) in Belgium are governed according to the principles of GG in an innovation context (Scheerder & al., 2019; Zintz & al., 2019; Zintz & al., 2018).

Theoretical Background and Literature Review

Governance

Good governance covers three main questions, namely (1) how an organization fixes strategic goals and develops its actions, (2) how the board controls the organization performance in order to reach its strategic goals, and (3) makes sure the management is acting in the interest of members.

Innovation

Innovation sounds as the production, adoption, assimilation and exploitation of something new with added value in the economic or social domains. It entails renewing or expanding products, services or markets; developing new production methods; adopting new management methods. Scheerder and al. (2016) suggest three innovation dimensions in the sport sector, namely product-oriented, social, and organizational innovation.

Governance and innovation

Three main determinants of innovation are put forward, namely managerial, organisational and environmental levels (Damanpour 1 al., 2006, 2008; Frambach & al., 2002). The managerial level refers to governance while considering individuals in the organisation, their relationships with each other, their involvement in the decision-making processes, and their leadership.

Research Design, Methodology and Data Analysis

A specific research design was developed by applying both an online survey (RR: 26.9% - 42 SFs) and observational analysis (RR: 98.7% - 154 SFs). As SFs may under- or over-estimate themselves in the self-evaluation survey, the observational analysis is crucial. One-way ANOVAs were used to investigate the differences in good governance and innovation between different types of SFs. In addition, regression analyses were used to determine which characteristics of SFs influence good governance and innovation.

Results were calculated SF by SF, and according to 10 clusters, namely (1) mono- versus non-mono-SF, (2) number of members, (3) gender of members, (4) number of staffs, (5) age of board members, (6) gender balance of board members, (7) size of federation, (8)

age of SF (9) Olympic versus non-Olympic SF, and (10) sport type (solo, duo, team, combination).

We calculated three different indexes. The Good Governance Index (GGI) combines the GG online survey dimension with the GG observational analysis dimension. The Innovation Index (II) combines the Innovation online survey dimension with the Innovation observational analysis dimension. The GGIS-index combines the means of the GG-index en I-index.

As suggested, governance and innovation in the sport sector have to be considered together as innovation in this context may be product-oriented, socially, and organizationally oriented (Scheerder & al., 2016). This legitimates the relevance and significance of Good Governance Index (GGI) and Innovation Index (II), while their combination in a Good Governance and Innovation Index (GGIS) helps understand how Good Governance and Innovation are interrelated according to the 10 clusters.

Results/Findings and Discussion

Governance Index (GG Index)

Results show that SFs have a higher score for democracy aspects than for solidarity. Moreover, larger and Olympic SFs have a higher GG score compared with their smaller and non-Olympic counterparts. Moreover, in Flanders, a decree requests SFs to put a particular focus on GG.

Innovation Index (I Index)

Results show that 94% of SFs in Belgium have their own website, 67% communicate by means of their own Facebook account, and 40% of them communicate on innovations. On the other hand, only 16% of SFs in Belgium have an online shop, 8% communicate on the existence of a person or commission dedicated to innovation and 8% acknowledge the existence of a mobile application.

Combined Good Governance and Innovation Index (GGIS Index)

The GGIS Index was calculated based on the 42 SFs involved in both the survey and the observational analysis. The size of the SF seems to have very little influence in the GGIS Index, even if the scores of small federations are lower than those of other SFs. Younger SFs have higher GGIS scores than older ones. Being an Olympic or a non-Olympic SF has no influence at all on the GGIS scores. It also seems that single-sport SFs have lower scores than others. Competition between SFs does not seem to influence the results.

Conclusion, Contribution and Implication

The results provide policy makers with an image of the state of good governance and innovation in Belgian SFs. Moreover, SFs can use the findings of this study to enhance their governance. The major strength of this study is to combine the analysis of good governance and innovation, with the possibility to establish comparisons across time (2014-2018-2020). Nevertheless, results should be contextualized in the specificity of Belgium's sport landscape where regional policies may differ a lot.

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Exploring Changes in National Sport Organization Archetypes

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Aim and Research Questions

The seminal work by the late Prof. Trevor Slack and his colleagues on (Canadian) national sport organizations (NSOs) laid the foundation for understanding how NSOs function and help improve their governance for over 30 years. Since these studies, many environmental changes have occurred, such as new technologies, new governance laws, and corruption and ethics scandals. It is therefore time to revisit NSOs and their archetypes. The aim of this presentation is thus to explore the nature of changes in Canadian NSO archetypes.

Theoretical Background and Literature Review

In 1992, Kikulis, Slack, and Hinings developed a typology of three archetypes for Canadian NSOs to provide order for "the complexity of organizational design and understanding the [change] tracks followed by NSOs" (p. 86): the kitchen table, the boardroom, and the executive office. Differences were based on orientation, domain, principles of organizing, criteria of effectiveness, and organizational structure (specialization, standardization, and centralization). Interestingly, out of 108 observation points, Kikulis et al. (1995) found only two fit the kitchen table, 18 the boardroom, and 12 the executive office archetype, demonstrating 29.6% archetypal coherence, as well as a tendency towards NSO professionalization. The somewhat low archetypal coherence means empirically-derived archetypes (a new taxonomy) is needed.

Since 1992-95, the NSO environment and our understanding of organizational processes (cf. Hoye & Parent, 2017) have changed. For example, national laws and funding criteria in various countries (e.g., Canada, United Kingdom, Australia, and New Zealand) have meant a focus on standardization is no longer enough; sport organizations are also expected to formalize key documents like strategic plans (e.g., Parent, Naraine, & Hoye, 2018). Thus, an updated archetype series is needed to reflect the new reality of how NSOs are governed.

Research Design, Methodology, and Data Analysis

To empirically derive the new archetypes, a landscape survey approach was taken. Focusing on the Canadian context, the survey was sent out to all Sport Canada-funded NSOs; we obtained a 55% response rate (32 NSOs). Survey questions were based on the existing archetype information (e.g., revenue sources, domain, and decision-making locus) and current governance literature (e.g., accountability, transparency, performance, and stakeholder participation). NSO sample characteristics included: respondents (either a top executive or board member) with, on average, five years' experience in their position; 64% had also held other roles in their NSO; NSO budgets ranged from $140,000 to $24 million CAD; NSO full-time equivalent (FTE) staff ranged

from none to 58; and boards ranged from four to 15 members. Thus, our sample included very small to very large NSOs.

Because cluster analyses are open-ended analyses (Gerrard, 2018), we explored various options based on: (1) capacity, (2) governance, (3) values and complexity, (4) funding sources, (5) nature of the board, and (6) any combination of the previous. Each of these options consists of several structural components, which, in turn, are comprised of various elements. For example, the structural components for the governance-based clusters consist of performance (i.e., effectiveness, efficiency, economy), accountability, transparency, and stakeholder participation. Further to the example, transparency – as a component - is measured based on nine elements (e.g., transparency is a core value, measured as dummy variables). The sum of the dummy variables for each NSO, then leads to a score for the level of transparency. Then, cluster analysis is performed for each option, based on the various components. Although multiple elements make up the components, the cluster analysis itself is performed on a limited number of components, thereby not violating the sample size to variable ratio (i.e., the number of variables is always significantly less than the 32 NSOs) (Wedel & Kamakura, 1998).

Results/Findings and Discussion

Preliminary results indicate four clusters for the capacity-based archetype option. More precisely, group 1 (n=16) centered around no FTEs and $140,000 CAD, group 2 (n=9) centered around 22 FTEs and $4.5 million CAD, group 3 (n=5) centered around 36 FTEs and $8 million CAD, and group 4 (n=2) centered around 52.5 FTEs and $24 million CAD. Data analyses were still ongoing at time of submission. Complete results for the other five cluster options will be provided during the presentation, including the characteristics of the new design archetypes, the number of NSOs within each archetype, and a discussion of the differences between these new archetype characteristics and those developed by Slack and colleagues 30 years ago.

In conclusion, NSOs' increased organizational and environmental complexity has resulted in increased administrative and governance requirements, which are reflected in archetype changes when compared to 30 years ago. For example, being "small" is not an excuse for avoiding 1) governance requirements imposed by central funding agencies, 2) expectations for effective governance from members, and 3) the need to adopt governance best practices from independent and government agencies. These aspects impose greater demands for appropriate skills and experience for directors of NSOs of all sizes.

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Developing and Embedding Leader Character for Good Governance in Sport

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Aim

The aim of this presentation is to inform governing sport organizations at the micro level to consider embedding leader character into their organizations to enhance performance, sustainability, and ultimately good governance. Specifically, the aims of this presentation are three-fold: (1) to introduce leader character, why it matters, and discuss how leader character can enhance governing sport organizational performance; (2) to address how leader character can be embedded into an organization at the individual level, and (3) to address how leader character can be embedded into organizational practices to enhance organizational judgment, decision-making, performance, and ultimately, enhance good governance in sport.

Purpose and Background: The purpose of this proposal is to introduce a promising practice for governing sport organizations. Organizations have focused largely on competence development, but have neglected character development (Seijts, Gandz, Crossan, & Reno, 2015). Developing and embedding leader character in governing sport organizations is essential to enhance decision-making, which will not only mitigate corruption, but elevate performance and provide a sustainable competitive advantage (Crossan, Furlong, Gandz, & Seijts, 2018). Leader character can elevate performance as it fosters individual well-being and sustained individual and organizational excellence (Sturm, Vera, & Crossan, 2017).

Character is a set of virtuous behaviours formed into a habit and is capable of development (Sturm, Vera, & Crossan, 2017). Furthermore, consistent with Seijts et al. (2015), leadership is about the disposition to lead rather than a position to lead; therefore, leadership is applicable to all individuals within an organization. The leader character framework developed by the Western University Ivey Business School leader character research team includes 11 character dimensions, presented as virtuous behaviours that are interconnected: judgment, transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, and courage. A character dimension can become a vice when deficient or unsupported by the other character dimensions (Seijts et al., 2015). For example, courage unsupported by temperance becomes reckless.

One of the ways that leader character affects decision-making is through culture. "Culture refers to the collective assumptions, values, beliefs and expectations that shape how people behave in a group. These norms determine what is considered admirable, tolerable or shameful within the group, and the status of individual members" (Crossan et al., 2018, p. 1). Therefore, a focus on individual leader character development is critical to support a leader character culture. (Crossan et al., 2018). A leader character culture encourages individuals to constructively challenge authority, to question how things are done, to speak up when something is going wrong, to identity risks, and

importantly, to exercise judgment when no rules exist – an overall improved quality of decision-making and action (Crossan et al., 2018).

Dowling, Leopkey, and Smith (2018) suggested that sport governance would benefit from adopting a broader definition or broader approach to sport governance, such as questioning the structures and practices at the organizational levels and to consider what other contributors may influence governance functions. Sport governing organizations are concerned with accepted norms, values, and processes (Dowling, Leopkey, & Smith, 2018); however, individuals or organizations that simply adhere to rules, regulations, and procedures are vulnerable to practical drift, "the slow, steady uncoupling of practice from written procedure" (Snook, 2002, p.3). Governing sport organizations need individuals who do not simply adhere or follow rules, but instead, are capable of strong judgment and decision-making. Values and ethics define norms, but leader character is required to exercise the desired values (Crossan et al., 2018). Embedding leader character into sport governance practices will transform the organizational culture by altering organizational practices, such as recruiting and rewarding based on leader character, ultimately leading to enhanced organizational judgment, decision-making, and enhanced good governance in sport.

Design and Implementation
Consistent with the three aims, this presentation has three parts: (1) leader character overview; (2) individual leader character development, and (3) embedding leader character in organizational practices.

Outputs and Future Development
A methodology to understand leader character to implement into governing sport organizations is provided. Leader character can be embedded from the bottom-up by encouraging individual leader character development, such as through workshops focused on developing individual leader character. Leader character can also be embedded from the top-down by embedding leader character into organizational practices, such as through recruiting, selecting, and onboarding based on character and character-based performance management (Crossan et al., 2018). A promising direction for future development is to examine how leader character can help to enhance governance in sport. It is expected that a leader character culture provides a degree of protection from misaligned or deviant behaviour within the organization, but also provides a self-reinforcing cycle that perpetuates a continuously improving standard of behaviour (Crossan et al., 2018), which will ultimately enhance good governance in sport.

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Determinants of Sport Governance - Evidence from Switzerland

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Aim and Research Questions

A majority of studies in the field of organisational sport governance aims to find empirical evidence on governance practices and propose a rather situational perspective. To date, only a handful of studies explore the causes that explain whether and to what extent sport organisation implement governance practices. These issues are particularly relevant in federalist and decentralised sport systems such as Switzerland, where numerous stakeholders influence the activities of National Sport Governing Bodies (NSGBs) (Mrkonjic, 2019). From there, building on the recent works by Král & Cuskelly (2018) and O'Boyle & Shilbury (2018), this contribution identifies and discusses determinants that influence governance practices of NSGBs in Switzerland.

Theoretical Background and Literature Review

National and international sport organisations are under permanent pressure from external stakeholders (e.g. public authorities, national sport agencies, advocacy groups, and umbrella organisations) to adopt and comply with "good" governance practices such as the creation of a specialised body, the implementation of term limits, the representation of external stakeholders in decision-making processes, or the publication of financial statements. This phenomenon has gained particular importance since 2011, when the International Olympic Committee (IOC) included the promotion of "good" governance in the Olympic Charter as one of its fundamental principles. Over the last 20 years, this pressure has led to a constellation of sport governance frameworks and generated uncertainties on the appropriate framework to adopt by a sport organisation, especially NSGBs as they abide by the rules of the umbrella organisation and state regulations. From there, Chappelet & Mrkonjic (2019) develop first reflections on a critical evaluation of governance principles and indicators by contending that the implementation of governance must take account of the degree of enforcement of the framework, the conceptual scope, as well as the levels of operationalization and measurement. At another level of analysis, Girginov (2019) regrets that the role of culture in shaping governance practices within sport organisations is often neglected. These initiatives echo recent empirical studies that investigate the role and influence of specific determinants or drivers on the governance of NSGBs. Král & Cuskelly (2018) show, for instance, that structural determinants such as size of membership can have a positive influence on transparency of NSGBs in Czech Republic. Adopting a systemic governance approach, O'Boyle and Shilbury (2018) find evidence from three "sport networks" in Australia revealing that leadership, the structure of the board or the allocation of financial resources influence the emergence of collaborative governance regimes between NSGBs and their stakeholders.

Research Design, Methodology and Data Analysis

This contribution identifies determinants of organisational sport governance of NSGBs in Switzerland using a mixed-methods design. In a first stage, it performs a series of 10 semi-structured interviews of a duration of approx. 60 minutes with decision-makers of the umbrella organisation and NSGBs (e.g. CEOs, Presidents, and Vice-Presidents) over a three-month period. NSGBs are selected according to the classification of their sport (1 to 5) and linguistic criteria. The interview grid is sent in advance and contains 16 open-ended questions focusing on principles and indicators of sport governance, the influence of stakeholders, micro-level determinants and meso-level determinants. A thematic analysis is performed on the transcribed content by means of a qualitative analysis software (MAXQDA). In order to complement the results of this technique, it collects and analyses published policy documents namely by the umbrella organisation and NSGBs (e.g. annual report, statutes, code of conduct, and code of ethics).

Results/Findings and Discussion

The consolidated results of the semi-structured interviews and documentary analysis are not available at the time of abstract submission, as these are still being processed. Nevertheless, preliminary findings reveal the importance of commitment and personal motivations of executives as micro-level determinants, and the competencies and responsibilities of internal bodies as meso-level determinants. The influence of more systemic (macro-level) determinants such as the role of the state and the umbrella organisation is also highlighted and supports the federalist organisation of the Swiss sport system.

Conclusion, Contribution and Implication

Sport governance has gained importance in management literature within the last 15 years (Dowling, Leopkey, & Smith, 2018), but the determinants or drivers of sport governance are yet underinvestigated. To date, it is still unclear why sport organisations implement or not (and to what extent) governance practices. Such exploratory and empirical studies are therefore of paramount importance in order to develop a more holistic understanding of the concept of sport governance and to help sport organisations that are evolving in complex sport systems to achieve better sport governance by taking account their organisational specificities and challenges.

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Management of Interdependencies between Organizations as Condition for Success of Good Governance

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Aim and Research Questions

In this paper, I investigate to what extent the analysis of good governance can be enriched by focusing not only on internal characteristics of organizations, but also on the (changing) relationships between organizations, and what such a perspective means for monitoring and improving good governance in organizations.

Theoretical Background and Literature Review

One of the criticisms of the literature on good governance in international sport is that it attempts to isolate the organizational structure or culture as the causal variables that produce undesirable organizational behaviours and outcomes (Jedlicka 2018). For example, in the Sports Governance Observer, the notion of 'good governance' is broken down into four sub-dimensions that all refer to internal characteristics of organizations, namely transparency, democratic processes, internal accountability and control, and societal responsibility (Geeraert 2018).

In this critical reflection on good governance in sport, I further elaborate this criticism by exploring what a figurational perspective can offer for the study of good governance (Elias 1971). I thereby emphasize two aspects of Elias' theory. First, a figurational perspective on good governance does not focus on an organization in the singular, but in the plural: it relates good governance of an organization to the network of interdependent organizations it forms part of, with shifting asymmetrical power balances. Second, this figurational perspective does not reduce good governance of an organization to a sum of static internal elements, but focuses on the development of these aspects in their mutual relationship and in conjunction with wider interorganizational and societal developments.

Research Design, Methodology and Data Analysis

My theoretical reflections on good governance are based on a case study into the development of the World Anti-Doping Agency (WADA). This case study is particularly relevant in this context because it concerns an organization that is highly dependent on other organizations for its functioning and effectiveness. The case study relies to a large extent on secondary literature. In addition, primary literature is used, such as policy documents and data from WADA and its stakeholders, supplemented with data from interviews with key players in WADA' history. At the time of this abstract submission, this case study is still in progress, as part of a broader research project on public and hybrid organizations that institutionalize, adapt and thrive as guardians of public value. The abstract thus only presents a preview of the results/findings of this study as well as envisioned contribution/implications. The results will be available and shareable at the time of the conference.

Results/Findings and Discussion

WADA was established in 1999 as a global hybrid public-private regulatory body that is financed and governed on an equal basis by both sports organizations and governments (Casini 2009). Its foundation was a response by a wide range of private and public stakeholders to a lack of confidence in sports organizations to adequately manage the doping problem on their own. Although WADA has built a reputation over the course of its history of being impartial, transparent, accountable and reliant, the good governance of the global anti-doping policy has not remained undisputed. The cause of this is not so much the transparency, democratic processes, internal accountability and control, and social responsibility of WADA itself. Instead, the good governance of the anti-doping policy is constantly under discussion because of the complexity of managing the interdependencies between all sport organizations and public authorities involved at the international, national and local, and their omnipresent tensions and conflicting interests. The possibilities for achieving good governance in this organization are thus strongly related to the way in which it succeeds in managing interdependencies and power relations with and between organizations that are essential for the implementation of anti-doping policy.

Conclusion, Contribution and Implication

Applying a figurational perspective to good governance broadens our attention beyond the individual organization to shine light on how relations with other organizations are a determining factor for the success of good governance. Good governance cannot be fully understood if organizations are analyzed as independent entities, separate from their historical and interorganizational context. The management of interdependencies and power relations between organizations is co-determining and a condition for the success of good governance. In line with this, I advocate paying more attention in the Sports Governance Observer to the question of how organizations deal with their dependencies on other (public and private) organizations and what that means for the transparency, democratic processes, internal accountability and control, and social responsibility policies within these organizations.

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Diversity Challenged

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Aim and Research Questions

My contribution aims to critically explore enforced diversity in sport governance. Diversity in governance is considered to be positive a priori, as it is a better representation of the people being governed and diversity in governing bodies will lead to multivocality which provide better ideas (see Callen, Klein & Tinkelman, 2003). But what about the implications of diverse perspectives, social-cultural preferences and interests within voluntary sport clubs? Furthermore, subsidizing governmental bodies (national and municipal sport policy) in The Netherlands enforce sport governance in civil society to be more diverse. How does this institutional pressure and related interventions affect the relatively autonomous sport clubs?

Theoretical Background and Literature Review

Changes in power relations in voluntary sport clubs and the implications of governmental interventions aimed at diversity hereupon is the central theme in this paper. According to Elias (1978), people are to be understood in their mutual dependency; what he terms, a 'figuration'. Interdependences are related to power, which Elias sees as relational and reciprocal. Power is understood as a dynamic and interdependent social relation, in which individuals in groups to a greater or lesser extent are able to define the social norm and impose their will on others. Dynamics occur when a group does not abide by its inferior position and seeks improvement. This subsequently endangers the superior position of the other group, albeit this is experienced as such. In the Netherlands, we see ethnic minorities increasingly participating in sport clubs. Most of them are run by volunteers and characterized by bonding relationships between like-minded people. For the analysis, I turned to the concept of 'established and outsiders' (Elias and Scotson, 1994). In their study of the power relations between 'established' and 'outsiders' among resident groups, Elias and Scotson found that the (longer) duration of residence – what they call oldness of association – enabled the 'established' to develop greater cohesion relative to the outsiders and this, in turn, enabled them to monopolize key positions in local associations. In such a 'established-outsider figuration', the established group aims at maintaining its position and the outsiders strive to improve theirs by means of 'stigmatizing' and 'the possession of key positions'. Lake (2011, p.125) talks about "collective illnes" at sports clubs as a result of an "overgrown we-ideal" among established members and argues that the social system of "like-minded people" is under pressure and that the autonomy of the sports club is reduced.

Research Design and Methodology

From August 2008 to December 2011 I studied the transition of an all-white Dutch amateur football club into an ethnically mixed one. The transition was instigated by the local municipality and the study was concerned with the power dynamics which

occurred after the municipal intervention. Data was collected through participant observation of naturally occurring events, informal talks and interviews. My role is best described as 'participant-as-observer'. That is, during the research I was functioning as a member of the social setting at the football club, as a member of the club's management. Members of the football club were informed about my research.

Findings

The study offers insight into the ways 'established' (white Dutch members) and the 'outsiders' (Moroccan Dutch members) interact in the club's management of Among Ourselves Football Club during its transition towards a mixed club. This enforced diversity led to a power struggle, mutual stigmatization and in the end the exclusion of members, both established and outsiders. The municipal interventions and meaning-making processes of the club's organizational culture reinforced us–them divisions. In this case, the balance of power reversed., the outsiders became the established and vice versa. What is at stake is the symbolic ownership of the club that comes from a deep-rooted desire among members of the club to be 'among themselves'. The findings confirm the social dynamics of status hierarchy, in which different ratings are assigned to individual groups of members.

Conclusion and Implication

In this study diversity in the club's management did not coincide with the integration of different groups within the club's culture. Although well intentioned, the aim for a more diverse club management was problematic. This is because the forced mixing of groups heightens the tensions in social relations. 'Amongst ourselves associations' are extremely important as social hubs, in which people can feel at home and fulfil their need for self-validation in a fairly uninhibited way. According to Lake (2011), stigmatization as a defensive reaction of established members to the arrival of newcomers is an untenable strategy. Sports clubs have become more dependent on local authorities and sponsors, expectations from the institutional environment regarding the inclusiveness of sport have increased, and socio-geographic changes in the recruitment area of sports clubs are emerging. Nevertheless, as others have pointed out, although it may be possible to change an organization's formal structure, it is very hard to plan its culture.

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Emergence and Differentiation of Global eSports

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The Conventions of Esteem and Value in the Esports Ecosystem. A Theoretical Review

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Aim and Research Questions

Esports is the fastest-growing form of engaging in and following sports. At the same time, esports has two faces. Various prejudices are related to fighting games in particular, the most persistent one probably being that fighting games damage the minds of the players and propose behavioural models for real-life conflict situations. Those with a positive attitude towards esports emphasise that online gaming as well as following and discussing it constitute a social activity.

There are several studies available on the value-creation ecosystems that have formed around traditional sports (e.g. Woratschek et al., 2014; Jalonen et al., 2018), but research on the value creation and the means of value justification linked to esports are notably scarce. Without underestimating the risks or over-emphasising the benefits related to esports, the present conceptual and theoretical paper considers the societal discussion revolving around esports to be a reflection of the incommensurability of different means of value justification.

This paper considers the societal discussion revolving around esports to be a reflection of the incommensurability of different means of value justification. The paper seeks an answer to the question of *how esports operators can demonstrate that their work entails aspects, i.e. propose value to aspects that are generally valued*.

Theoretical Background and Literature Review

Paper's theoretical foundation builds upon modern economic sociology, with the trend investigating the conventions of social relationships in particular (Boltanski & Thévenot, 2006). According to the theory of justification by Boltanski & Thévenot (2006), there are certain historically established conventions of justification in society, representing the prevailing conceptions of the common good. In other words, it is easier to justify an activity with certain value foundations and justification logics than with others. Boltanski & Thévenot (2006) introduce six worlds of worth that reflect the things that people value, the conceptions of the common good and the related potential ways of justifying value. These worlds of worth include the *inspired world* that emphasises creativity, the *world of fame* concerned with maintaining reputation, the *civic world* with an emphasis on equity, the *domestic world* relying on tradition, the *market world* built upon trading, as well as the *industrial world* rooted in efficiency.

Research Design, Methodology and Data Analysis

The paper presents a theory-guided analysis of the means of value justification in the world of esports. A mixed qualitative research methods were used: 1) an exploratory review of academic and grey literature was deployed to identify the emerging issues (beneficial and/or detrimental) around esports and 2) a directed analysis of content was employed to analyze the manifestations of the 'six worlds of worth' (cf. Boltanski & Thévenot 2006).

Results/Findings and Discussion

The paper presents an interpretation of how the worlds of worth are manifested in the world of esports. The esteem of esports is not generated spontaneously but requires active measures by operators within the esports field. This calls for an ability to recognise various means of value justification and the related value categories and conflicts in one's own work. The attractiveness of esports in the eyes of the corporate world as well as the general public is proportional to how credibly the esports operators are able to demonstrate aspects of their work that are in line with things that are generally valued.

The vitality of the esports ecosystem ultimately depends on which kinds of combinations and compromises the operators are able to forge out of the means of value justification that are based on different principles. While the different means of value justification aid esports operators in outlining strategic solutions, the different worlds of worth support operative decisions.

Conclusion, Contribution and Implication

The paper contributes to the theoretical discussions on esports (see e.g. Cunningham et al., 2018). It suggests that the esteem held by esports is a crucial precondition for the development of the esport. Elevating esports into something unequivocally good or judging it as something unequivocally bad does not aid us in understanding the multidimensionality of the sport. The paper contributes to the collaboration between esports operators and sponsor companies by visualising and verbalising the tensions and possibilities related to such collaboration. The paper aids in recognising the value-creating interfaces and in fortifying the collaboration and finding synergy benefits. A smart strategy produces workable solutions that can be put together to generate shared value (cf. Porter & Kramer, 2011). Shared value entails activities that utilise interdependency, in which the specific operators' means of value creation are not mutually exclusive, but rather mutually complementary. The paper argues in favour of different means of valuing (i.e. operational, emotional, epistemic, social and conditional valuing; cf. Sheth et al. 1991) and introduces examples of how these valuing principles can be implemented in practice in the esports ecosystem. Finally, the paper shows avenues for further research.

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An Exploration Of The Consumption Motivations Of eSport Viewers

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Aim and Research Questions

The aim of this exploratory study was to explore the consumption motivations of eSports with a particular interest in if they varied by gender.

Theoretical Background and Literature Review

eSports, short for electronic sports, refers to competitive video gaming. Wagner (2006) defines eSports as "an area of sport activities in which people develop and train mental or physical abilities in the use of information and communication technologies (p.3)." eSports first gained recognition in the mid-90s, with numerous professional leagues forming around this time (Wagner, 2006). In recent years, the size of the eSports industry has grown considerably with total revenue expected to approach $1 billion in 2018 as more than 380 million people around the world watch various competitions (Willingham, 2018).

Funk, Pizzo, and Baker (2018) wrote of the importance for the field of sport management to give serious consideration to eSports. These scholars noted that the eSports industry encompasses many aspects of traditional sports. For example, both eSports and traditional sports fulfill the job of providing entertainment to the consumer, and, like traditional sports, eSports requires effective management to develop and distribute its products. Funk et al. (2018) also point out that recent research suggests that consumers of eSport may be gratifying some of the same needs as sport consumers, such as the entertainment motivation. Furthermore, previous research has established that many video games include sexist content that may impact the participation rates of females and the feminist identity of those who play (McCullough, Wong, & Stevenson, 2019). Hamari and Sjobloom (2017) examined the motivational factors which predicted consumption of eSports. These scholars found that *escape, acquiring game knowledge*, *novelty,* and *enjoyment of aggression* positively predicted eSports consumption. This work is not without limitations. For example only 7% of the the sample was female. Futhermore the eSports landscape has changed drastically in the four years since their survey was adminstred.

The rapid growth of eSports since 2015, demands investigation of the habits of those who consume this growing trend. Additionally, as previous research has pointed out (e.g. McCullough et al., 2019) females and males may play video games for different reasons. This study address if their eSport consumption motivations also vary.

Research Design, Methodology and Data Analysis

This exploratory study employed a survey design with a previsouly valided scale used to measure motivation consumption differences between genders (Markland & Ingledew, 1997). In addition, insight from Hamari and Sjobloom (2017) were used to construct the survey instrument.

The research questions guided the research were as follows:

RQ1: What are the consumption motivations of eSports viewers?

RQ2: Do consumption motivations of eSports viewers vary by gender?

The researchers used exploratory factor analysis to examine the data and determine preliminary factors relating toeSport consumption. For RQ2, independent sample t-tests were run to see if there were differences between males and females on each consumption motivation.

Results/Findings and Discussion

The survey was distributed online through gaming sub-reddits and via targeted recruitment of eSports consumers on Amazon mTurk. There with 471 responses, 17% were female and 83% which were male. Sixty percent of the sample identified as Caucasian, while 11.5% identified as Asian, and 5% identified as Hispanic/Latino. Slighly more than half of the sample (50.5%) were between the ages of 18 and 21, 26.3% were between 22 and 25, 10% were between 26 and 29, and the remainder of the sample was 30 or older.

Factor analysis with varimax rotation using maximum likelihood method revealed five factors of consumption with eigenvalues above one, that combined to explain 67% of the total variance. The factors were labeled *Achievement, Escape, Entertainment, Social Interaction,* and *Competition*and are listed in order of the amount of variance explained. The t-tests for RQ2 revealed significant differences between males and females at the p < .05 significance level on 11 of the 18 motivations to consume eSports.

These findings suggest eSports consumers share some similar consumption motivations with traditional sport consumers, but many of those motivations vary by gender. Specificially, the desire to use eSports for escape and entertainment varied significantly by gender.

Conclusion, Contribution, and Implication

The results of this work demonstrate that as Funk et al., (2018) suggested, there are significant consumption motivation differences between modern male and female viewers of eSports. Hamari and Sjobloom (2017) described four consumption motivations for eSport viewers, which we confirmed in this study, though the importance of achievement was greater in among participants in this study. Hamari and Sjobloom also suggested that a firm gender-divide may be growing within the eSports community. This research finds that such a divide extends to differences between the genders in why they consume eSport. Such a divide has vital implications for eSports administrators when it comes to how they strategically market their rapidly growing sport to men and women.

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Why Traditional Sports Brands Are Extending To Esports – Opportunities And Threats

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AIM

E-sports is generating a surrounding multi-layered ecosystem that will open up numerous opportunities for various actors. With explosive growth only just seen over recent years, e-sports is a young phenomenon, whose business logics are still undeveloped and, in many respects, unstudied (Sholtz 2019). Traditional sports and e-sports have more factors in common than those that set them apart. Like traditional sports, e-sports is a hierarchically organised, systematic and goal-oriented activity. However, there are also differences. Unlike traditional sports, the institutional structures in e-sports are largely just being built. Due to evolving nature and huge popularity, e-sports has become potential partner for traditional sports clubs. Some of them have clear strategies, while others aren't sure what to expect. What is clear is that sports clubs are looking for partnerships with e-sports in order to provide value for their stakeholders, particularly sponsors and fans. The paper seeks an answer to the question of what kind of brand extension opportunities (and challenges) e-sports provide for traditional sports clubs.

THEORETICAL BACKGROUND

Brand extensions are widely adopted strategies for business growth. According to Keller (2008), brand extension refers to a situation where "an established brand name is used to introduce a new product". Brand extension may occur in two main categories. Brand line extension represents new sizes or flavors of a products in firm's current product category. In category extension the existing brand travels into a new product category. Findings from the literature reveal that brand extensions may offer several benefits for the brand owner, such as improved brand image and new product acceptance as well as reduced consumer risk and cost of marketing. (Keller 2013) Several issues may determine the success of the brand extension. In case of product brands, it has been shown that the acceptance of an extended brand is higher if consumers perceive a fit between the original product and the extended product and if the perceived quality of the brand is high (Sunde & Brodie 1993). Also, in a service context the perceived fit between the corporate brand and the service extension is essential as it influences the perceived quality of the extension as well as corporate image (Pina et al. 2006). Importantly, original brand reputation affects the success of brand extension (Hem et al. 2003). On the other hand, brand extensions are risky because they may fail and also hurt the parent brand's image (Martinez & Pina 2003). Moreover, in the context of sport it has been suggested that the strength of the parent brand and the quality of the extended product are essential factors for the success of the brand extensions (Apostolopoulou 2002).

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

The paper *is the first part of* a two-part paper that contributes to evolving theories of esports management. The paper presents an analysis based on theoretical background of brand extensions in general, and on hypothesis of brand extension study of sports organizations which have extended their activities to esports. The hypotheses were developed using secondary data and qualitative analysis of preliminary discussions with experts (n=15) in sports and e-sports clubs. In the second paper (autumn 2019), the hypotheses will be tested using questionnaire survey.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSIONS

Our preliminary findings confirm that traditional sports club can use e-sports for both brand line extension and category extension. Sports clubs can aim for brand line extension, for example, by hiring individual players or teams wearing the club strip. This kind of brand extension is typical in sports which have 'digital twins' (e.g. FIFA, NBA and NHL). Sports clubs can also aim for brand category extension and try to create a new brand, for example, by building joint ventures with an existing e-sports team. Brand line extension was seen somewhat easier and less risky than category extension. On the other hand, brand category extension provides, if successful, more benefits such as increased brand awareness.

The main rationale for extending to e-sports is that it enlarges traditional sports clubs' fanbase. In addition, it was found that partnering with e-sports enable sports clubs to develop new business models as well as engage with their communities. It also became clear that many sports clubs are just experimenting without clear plan or strategy on how e-sports could be used in extending their brands. Probably they are foreseeing that something big might be achieved through e-sports, but they don´t know what to do with it.

Based on the review of brand extension literature and expert interviews, we conclude the following: i) Sports clubs with no strategic approach and/or experience of e-sports, should consider to take small steps and try brand line extension by hiring players and focus on e-sports which is fitted with the parent brand. ii) To sports clubs who have strategic approach and potentially some experience of e-sports, we encourage to explore the opportunities of brand category extension.

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"Title Case" The Playing Experiences of eSport Participants: An Analysis of Discrimination and Hostility in eSport Environments

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Aim and Research Questions

The purpose of this project is to gain a better understanding of the experiences of eSport participants. To address the purpose of this research, one main question will guide the study:

To what extent do male and female eSport participants encounter instances of discrimination and hostility during their playing experiences?

Theoretical Background and Literature Review

The rapid growth of eSport has been spurred by an increase in the popularity of online games and the development of online platforms to broadcast those games to others. Games such as League of Legends and Fortnite, require players to communicate with each other, develop strategies, and overcome obstacles all while oftentimes streaming their experiences for others to watch. These interactions lend themselves to a variety of participation experiences and motivations.

According to Ruvalcaba et al., (2018), female gamers may avoid participation in eSport due partially to the sexist actions of male gamers. An extreme occurrence of this hostility became apparent during the 2014 events that have been categorized as Gamergate. Gamergate occurred after female members of the gaming industry spoke out against the lack of gender equity in eSport spaces and were subsequently harassed online and in person by male gamers (Wingfield, 2014). Furthermore, because many competitive settings for eSport players are based within online environments with a shield of anonymity, discrimination and hostility towards women is likelier to ensue (Ruvalcaba et al., 2018). In traditional sports, these types of interactions can have serious and long-term effects on female participants such as emotional distress, mental health impairment, and overall health decline (Marks, Mountjoy, & Marcus, 2011). While this may differ in eSport spaces, the first stage in combatting these harmful outcomes is to analyze the current state of eSport participant experiences.

Research Design, Methodology and Data Analysis

The current study used quantitative design, particularly survey research, to examine eSport participant experiences. This survey contained demographic, descriptive, and multiple-choice questions. The multiple-choice questions concerned with the experiences of discrimination and hostility in eSport spaces were developed based on a previously established "treatment discrimination" scale (Cunningham & Sagas, 2007). The researchers used ANOVE to analyze and compare responses based on demographic variables, with specific interest in the participant gender, age, and gaming experience.

Participants were recruited via Reddit discussion boards that specifically cater to eSport participants. The survey link and participation invitation were posted to a variety of eSport discussion boards on Reddit such as the League of Legends, Fortnite, and Overwatch boards (these represent some of the most popular and heavily played eSport games to date). The post contained a link to the survey and a brief description of the research project. The survey was distributed online through specific gaming sub-reddits and via targeted recruitment of eSports consumers on Amazon mTurk.

Results/Findings and Discussion

This investigation serves as one of the first projects to analyze treatment discrimination and hostility in eSport experiences and will build off Ruvalcaba et al.'s (2018) study that focused on competitive online gamers. The results will assist sport practitioners in generating higher levels of equity and welcomeness throughout sporting environments. 471 individuals participated in this study, with 17% of identifying as female and 83% identifying as male. Racial/ethnic breakdowns were 60% Caucasian, 11.5% Asian, and 5% Hispanic/Latino. Roughly half of the sample (50.5%) were between the ages of 18 and 21, 26.3% were between 22 and 25, 10% were between 26 and 29, and the remainder of the sample (10.4%) were 30 years of age or older.

Results revealed a significant difference between groups as determined by one-way ANOVA (F(2, 452) = 147.32, p= .000). Specifically, women eSport participants identified experiencing discrimination and hostility based on their gender (M = 2.43, SD = 1.16) than did men eSport participants (M = 1.09, SD = .41). Beyond this finding, it was also determined that men eSport participants were less likely to acknowledge this discrimination and hostility experienced by women eSport participants. Results revealed significant difference between groups as determined by the one-way ANOVA (F(2, 451) = 17.90, p = .000). Specifically, men (M = 2.27, SD = 1.12) were less likely to acknowledge that women would experience discrimination and hostility during their time eSport participation than women (M = 3.13, SD = 1.26).

Conclusion, Contribution and Implication

Recently, sport management scholars called for the emergence of eSport investigations in our field so that we may broaden the scope of equitable practices within the sport industry (Funk, Pizzo, & Baker, 2018). Unfortunately, to this point analyses of the experiences of eSport participants are limited. Beyond that, the limited literature that does exist fails to adequately examine the experiences of underrepresented groups within the eSport space (Ruvalcaba, et al., 2018). These results suggest eSport spaces are not entirely inclusive and women participants experience discrimination and hostility more frequently than men.

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CSR in Esport? Investigating the Challenges and Opportunities for Esport to be Used as a Social Development Tool.

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Aim

This research explores the challenges and opportunities to enact Corporate Social Responsibility (CSR) agendas within the Esport industry. Aiming to mobilising key Esport stakeholders to explore the diverse social development pathways which sit within and outside of their corporate and environmental remit. The knowledge and discussions facilitated by this project expose the value of CSR to the global leaders of Esport and the potential for future agendas to be linked to broader sport and social development movements, i.e. equality and gender empowerment.

Research Questions:

- What is the current understanding and attitudes of key Esport actors towards CSR?
- What are the main challenges and issues within the Esport industry?
- How could Esport be used as a social development tool?

Theoretical Background and Literature Review

The billion-dollar Esport industry is growing at a considerable rate and although a relatively young sector, there has been significant investment from traditional sport organisations who have found entry points into the market. Yet, scholarly knowledge regarding Esport is still in its infancy and requires further research (Cunningham et al., 2018). Hilvoorde and Pot (2016, p.15) highlights that Esport "challenges hegemonic concepts of sport", which questions the traditional notion of sport and its uses. As Heere (2018) notes in "certain cases traditional sport might no longer serve as the most effective hook, and activities such as video gaming, dance, and music might offer equally effective returns on their investment" (p.4).

Within sport for development contexts, Esport is currently being explored as an intervention tool to achieve community and personal development goals. Laureus's 'Sport for Good Foundation' and 'Kids in the Game' support Esport initiatives in Harlem, New York and 'Digital School House' in the UK utilise Esport as a mechanism to aid social development in schools. Gamers have noted the achievement of individual life goals and relationship building with teammates as key motives for participating (Martončik, 2015) with Esport communities offering strong social opportunities for interaction, bonding and building social capital (Martoncik, 2015; Trepte, Reinecke & Juechems, 2012). There is a need to consider the potential role of Esport to achieve socio-cultural development goals and explore the challenges and opportunities to enact CSR agendas.

Research Design and Data Analysis

This exploratory research has two phases, firstly interactive workshops conducted in the UK (Loughborough University London) and USA (Berkeley). The workshops (20-30

participants each), involved multiple stakeholders from both the Esport (publishers, teams, key organisations, gamers) and sport development industries. For both workshops and subsequent interviews, key industry stakeholders were contacted (Esport National Governing Bodies, Trade Unions, top teams and Esport working groups), then snowball sampling was used allowing the research team to utilise participant networks to engage additional key stakeholders. Berkeley was selected to host the workshop due to the CAL Esport community centre and social good strategy, which provided a valuable environment through which to engage key partners and stakeholders.

The format of the workshop involved individual and group activities and participant led discussions. The aim was to explore and understand the current and potential social development priorities, as well as the barriers and tensions present within the Esport industry. Supplementary, semi-structured interviews (13 complete, 6 scheduled late June) building on the workshop outcomes form stage two of data collection.

The results from multiple sources (activity sheets, audio recordings, investigation notes, reflections) continue to be analysed by the research team. Due to the inductive nature of the research, a ground theory approach to data analysis was applied, where categories are generated from the data (open coding), these categories are examined to determine a theoretical model (axial coding) and finally the interconnection between categories is described (selective coding).

Results

Through mobilising key stakeholders in the Esport and sport for development sectors, multiple perspectives were/will be captured. The nature of the interactive workshop allowed for a diverse data set to be collected including personas, group discussions, individual reflections and whole group debates on specific opportunities and tensions that currently exist. Case studies presented during the workshop provoked an opportunity for learning from current programmes focused on social development through Esport. Interview data allows for contextualisation and sense-making on key themes that emerged. The initial and forecasted findings demonstrate the complexity of defining Esport, governance concerns and the tension embedded in the notion of CSR within differing corporate, development and sports landscapes.

Conclusion and Implications

Results from the multiple phases of this research project intend to expose the perceptions and attitudes towards social development priorities, within the Esport industry. Importantly by examining key challenges which exist within the industry we enhance understanding in this under-researched area (Cunningham et al., 2018). Key implications for research policy and industry are expected as the results will provide new knowledge, insights and recommendations that can be utilised to inform policy makers and those involved in the business of Esport.

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Future Esports Business Opportunities in Finland

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AIM OF THE STUDY

The aim of this study was to investigate the structure and volume of the esports industry in Finland. The expected outcome of this study was to identify the size of the industry in Finland and recognize the future business opportunities within esports together with recognizing the development possibilities in esports industry in Central Finland. Esports is growing fast globally, and its importance as a new sports discipline has been widely recognized. There is no extensive previous research discussing esports in Finland, and therefore, this study contributes as a starting point for future studies in this area.

THEORETICAL BACKGROUND

Esports i.e. organized electronic game competitions is increasingly gaining attention all over the world. In this study, esports is considered as a one form of sports, even though, academics debate whether esports can be classified as sport (Funk et al. 2017; Parry 2018). Esports popularity amongst players, teams and spectators has attracted major corporations to sponsor esports. Esports economy consists of business derived from media rights and advertising, esports leagues and events, sponsorship, merchandise, ticket sales and game publisher fees. Economical growth of esports was 32% from 2017's USD 655 million to 2018's USD 865 million. From 2018 to 2019 growth was predicted to be USD 1,096 billion and 'till 2022 USD 1,790 billion with 22,3% growth. (Newzoo, 2019) The economic significance of sport events and their impacts on the hosting country and cities are recognized widely (Kaspar & Kaiser, 2013; Preuss, 2007) since the sport event industry as a whole continues to develop and strengthen. Esports events and the amount of players has been growing rapidly in past few years, and it has become one of the most developing forms of new media (Hamari & Sjöblom, 2017). Estimations of the number of esports spectators vary, however, the international adoption of this sport is remarkable. Esports market report shows that the total amount of esports followers in 2017 was 335 million including 143 million enthusiasts. In 2018, global audience reached total of 395 million viewers with a 17,8% growth rate. From 2018 to 2019 follower growth was predicted to be 454 million and 'till 2022 645 million. (Newzoo, 2019).

METHODS AND DATA COLLECTION

This study was conducted as a mixed-method survey; the first part of the survey being a qualitative study followed by a quantitative survey. Qualitative interviews to key stakeholders operating within the esports, retail, professional gaming and game development sector in Finland were conducted from 28th of March to 4th of May 2018. All together 11 persons were interviewed. Quantitative survey was executed online using Webropol online survey software. Data collection took place between May 17-31, 2018, and was distributed to the target group, electronic games players, through online

platforms of research partners operating in the field of gaming and esports. In total 593 respondents took part in the survey.

RESULTS AND DISCUSSION

The results show that esports sector is highly fragmented and challenging but growing business in Finland. Live-events and tournaments, broadcasting rights, sponsorship, integration in traditional sports clubs' activities and coaching were seen as the pillars for future business opportunities. Esports sector possess significant potential from employment perspective and in order to create new business opportunities within esports, management of the discipline requires mastering new set of skills and competences. Interviewees addressed the importance of content marketing, commercialization and networking, managing new funding instruments, and requirements for digital and technical skills in building events and tournaments for the successful esports business management in the future. However, the sector's fragmentation, rapid development and changes in consumption, along with game developers licensing concepts, can be challenges for future business development. Results from quantitative study indicate that esports future growth in Finland is connected to the social acceptance and awareness of the society, commercialization of the industry, new opportunities provided by virtual and augmented reality, and increase in revenues as well as events and tournaments among esports. The results from quantitative study suggests that fragmentation of esports sector continues due to development of professional leagues and franchises, emergence of new esports games attracting new audiences and new technologies offering possibilities to generate and grow business.

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Global Development of Ice Hockey Business

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Corporation In Swedish (Men's) Elite Ice Hockey - A Way Forward?

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Introduction

The Swedish Sport Confederation has an organizational as well as a cultural and ideological hegemonic position in regard to Swedish sport, both in relation to participant sports as well as on elite sport. In this respect the Swedish Ice Hockey Federation (SIHF) has developed, and by being radically enthusiastic towards the ongoing global commercialisation of sports (Carlsson & Backman, 2015).

In ice hockey, it comes as no surprise…NHL, its commercial objects and its relation to the entertainment industry, have, in addition to the quality and superiority of the product, attracted Swedish elite ice hockey in various ways (Björk, 2016). Thus, the 'American way' has influenced the progress of Swedish ice hockey in relation to culture, image and entertainment, albeit the Swedish style of playing has been more European, and alternatively more inspired by the CCCP-hockey (Carlsson & Backman, 2015; Backman, 2018)

Still, the American influences on the 'hockey-events' as well as the general thinking is not remarkable, due to the fact that the 'Americanization process' has had a huge impact on the society in general, which means that American impulses have started to make inroads into genuine local and national traditions. Yet, in Swedish' sport, ice hockey has been acclimated to the 'American way' of entertainment to a more exceptional extent than other sports in Sweden (Alm, 2002; Carlsson & Backman, 2015). As a consequense of the NHL-inspired commercialization it is important to present and analyse the Swedish Hockey League's (SHL) corporation trend during 2017/2018, in regard to business logics as well as sport logics, by contextualise these ambitions in relation to the Swedish Sport Model/Virtues, the Swedish legal system, and the prominent culture of NHL and, thus, the "Americanisation of sport".

Method

The method used is document analysis based on earlier research and literature as well as Swedish legislation and documents and annual reports from the Swedish Sport Confederation, the Swedish Ice Hockey Federation, The Swedish Hockey League (SHL) and the clubs in the Swedish first division (SHL). Hereto research about commercialization/professionalization, as well as North American ice hockey, such as Bruce Kidds and John Macfarlanes *The Death of Hockey* (1972), Richard Gruneau and David Whitsons *Hockey Night in Canada* (1993), John Wongs *Lords of the Rinks* (2005), will complement the analysis.

Theory

The concept of 'Americanization' captures implicitly 'a center-and- periphery-perspective', in which USA, through its economic andpolitical power, has exported its dominant culture – 'the American way' or the 'American Dream' – to the rest of the world.Consumption and, thereby, consumption patterns are imitated or copied, more or less (Alm, 2002), from Hollywood, McDonald, the Big Apple, the Major Leagues-systems, shopping malls, and franchises, etc. Americanization is also a driving force for ongoing global commercialisation of sports (Carlsson & Backman, 2015).

Result

During the years after the establishment of Elitserien in 1975/1976 (first division/since 2013 SHL) the all-time existing 'open' series model with promotion and relegation has been adjusted, and different qualifiers series. Adjustment have been made of sportingly and financial reasons (Fahlström, 2001).

Business logic, i.e. commercilization drivern by American/NHL influnces, however, has grown stronger and become increasingly clear in Swedish elite ice hockey since the 1990s, and during the 2010s many clubs have transformed their operations from non-profit clubs to a limited liability company. (Backman, 2018). The trend is clear. In 7 of the 14 SHL clubs (2017/2018), the non-profit sport clubs has established Sport Ltd:s, while the use of subsidiaries is custom. In addition, several clubs have formed holding companies (Backman, 2018).

In Swedish elite ice hockey, the transition from the tax-favored non-profit sector to the fully taxable business sphere has been driven by financial reasons and international influences, and especially from America/NHL. By incorporating the benefits of Ltd:s and combining these with international influences, the Swedish elite ice hockey want to be competitive (Ågren, 2011).

Analysis

Swedish (men's) elite ice hockey's commercialization and professionalization - and its 'Americanization process' - should be understood in the light of the fact that Swedish elite ice hockey, in its modern vintage, is part of the experience industry and the entertainment sport, despite the fact that the sport has its historical foundation and solid foundation in Swedish sports movement and its organization. This dialectic - and these parallel norm systems - generate debate and practical problems, as well as innovations, temporary solutions, entrepreneurship and sometimes even 'random management', when the field is loosely constructed and its modern control is under development. How elite ice hockey clubs manage and manage successfully depends on the ability to utilize business logic as well as sports logic, the club's ability to mix Gesellschaft and Gemeinschaft, as well as the management's knowledge of how different parallel norm systems work and operate, i.e. both association law and business law and its significance for revenue, taxes and other capital management.

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Is There a Need for a Violence Prevention Programme in Ice Hockey?

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Aim and Research Questions

Against a background of identified masculinity ideals and how they relate to norms of violence in Swedish ice hockey, the overall purpose of this paper is to identify preventive suggestions that can challenge violence-supportive masculinity ideals and norms. The specific research aim is to identify and discuss preventive measures from an individual (coach or player) perspective (i.e. a micro level), club or community perspective (a meso level) and a structural (e.g. rules) perspective (a macro level). The two research questions are: Which ideals have been appreciated in Swedish male ice hockey and what kinds of attitudes to violence in general can be identified? What, more specifically, can be considered as necessary to change in Swedish ice hockey in order to prevent violence and violent behaviour?

Theoretical Background and Literature Review

By combining research on sport, masculinities (or gender), violence/aggression and prevention, a theoretical discussion is conducted about the link between masculinity and aggressiveness/violence in sport and how this affects and is associated with more general expressions of men's violence in society and the adequacy of prevention. The point of departure is a 'broad' understanding of violence that includes physical, psychological, verbal and other non-physical aspects (Connell, 2005; Flood, 2019). Ice hockey has a long history of violence (Lorenz, 2016)and researchers have examined this culture from several perspectives. Rockerbie (2015)estimates the effect of ice hockey fights on attendance in the NHL and finds that although fighting perhaps was more popular in the early years of the NHL, there is no absolute association between average attendance and fights per game. Other research has shown that male team sports can nurture aggressive and sexist attitudes and behaviour (Messner and Sabo, 1994; Pappas, 2012). Flood's (2019) work focuses on men and boys and violence prevention and helps us to understand such attitudes and behaviors as an initial step that could, if it escalates, result in men's violence against women. Although there are strong arguments for male dominated team sports' objectification of women and femininity and the social problems associated with this, there is a risk of simplification by only attributing such attitudes to participation in ice hockey or a team sport. Alcohol consumption, socialization in a sport, society at large and other factors also need to be taken into account.

Research Design, Methodology and Data Analysis

Part of a larger project on masculinity ideals and violence norms in Swedish ice hockey from 1965 up until today, the presentation is primarily based on interviews with five Swedish ice hockey coaches. (The project also gathers data from interviews with players, observations from ice hockey games, excerpts from media, examination of the magazine *Hockey* and (auto)biographies). Taken together, all the coaches had experiences of

playing ice hockey themselves from amateur to professional level in Sweden and abroad. The analytical process can be summarized in three steps. Firstly, a thematic analysis was carried out in which different 'meaning units' were transformed into 'condensed meaning units' and finally collected to 'codes'. Secondly, the codes or ideals were placed within the theoretical frame and interpreted in terms of an eventual hegemonic, masculine and/or violence-supportive ideal. Lastly, given that some meaning units include norms related to aggression and violence, the discussion section is constructed around preventative suggestions emanating from the findings.

Results/Findings and Discussion

The main result shows that some of the ice hockey milieu's positive effects (e.g. community, loyalty, the sense of comfort) to some extent also form the basis as risk factors in developing violent behaviour, (e.g. sexist and derogative attitudes/language, exaggerated hard playing style, collective norms that trigger fights and alcohol consumption). One coach gave an example of the coaches of a junior team he played with (in the early 1990s) who drank alcohol and watched pornographic films in the bus home from away matches. The informant reflected that such behaviour affected the players' values, their talk about and views of women and their attitudes towards alcohol. Another aspect, highlighted by another informant, is that violence (in a wide sense) can become part of the tactics in certain situations during a game, especially if players are encouraged to 'provoke and get provoked!' ie the same qualities that might make someone a successful player could also foster them in violent-supportive attitudes.

Conclusion, Contribution and Implication

The paper shows how ice hockey, as a male team sport, can nurture and even encourage sexist and violent attitudes but the sport also has a huge preventative potential. The conclusion that can be drawn is that a successful, violence prevention programme in ice hockey (and perhaps also other male dominated team sports) should pay specific attention to such individual behaviour with the aim of minimizing the risk of players developing negative attitudes that in the end nurture patriarchy and enhance the inequalities between men and women.

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The Peculiarities Of The Business Models Underlying Swiss Professional Ice Hockey

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Aim and Research Questions

The present study addresses the peculiarities of the business models underlying Swiss professional ice hockey. Unlike North American NHL, the Swiss National League is virtually closed and lightly regulated. Our aim is to determine how the league's stakeholders and the professional clubs (i.e., top two-tier leagues) try to develop in a market that is small and poorly Europeanized. This then contrasts with the market of many other European team sports (especially soccer). In this specific context, we try to answer to the following research questions: what are the peculiarities of the business models Swiss ice hockey's clubs in comparison with other championships? What is the strategy and the position of the Swiss National League to regulate the economy and the sport design of this professional league?

Theoretical Background and Literature Review

Research into the economics and management of professional ice hockey in Europe is scant. Most work in this area has focused on the NHL and the peculiarities of economic and labor regulations in professional sport (Lavoie, 1997; Frick, 2017). Nevertheless, few studies have been carried out in Europe (Ahonen, 2017; Carlsson & Backman, 2015; Delorme, 2011). Actually, only one study addressed this issue in Switzerland (Moret, 2018).

Research Design, Methodology and Data Analysis

We studied the Swiss ice hockey League's sporting and financial regulations from three perspectives (sport; marketing/economy; human resources) as established by Scelles et al. (2011). In addition, we analysed the clubs' business models, taking into account their shareholders, strategies and financial resources (typology and evolution), most notably with respect to the increased seat capacity of their stadiums.

Swiss top two-tier clubs can be promoted or relegated but this rarely happens. As a result, the league may be considered semi-closed. In addition, its sporting and financial regulations (number of foreign players, substitutes, minimum budget and stadium size) are much less restrictive than in North America or other European leagues (KHL). Moreover, the clubs are both judge and be judged since they are the most powerful stakeholders in Swiss professional hockey and the dominant force in the League's governance.

Due to the small Swiss TV market, the clubs within this closed system receive limited broadcasting rights (on average, 10% of a club's annual budget). Consequently, clubs had to develop new strategic and business models. Analyzing the clubs' shareholders,

objectives and revenues (structure and evolution) allowed us to understand how these models have evolved.

Nevertheless, it is difficult to obtain reliable financial data because the league does not impose a strict financial control on its clubs, in contrast with European professional soccer. Moreover, Swiss clubs are not requested to publish their accounts, and most clubs have turned into large companies made of several entities. This makes difficult to compare clubs and identify their business models.

Results/Findings and Discussion

Our results enabled us to establish a typology of four "League A" clubs:
- clubs that make optimal use of a multi-functional stadium (Zurich, Bern, Zug, Biel);
- "regional flagholder" clubs (Fribourg, Biel, Bern, Ambri, Langnau):
- "patron-driven" clubs (Lugano, Zurich, Bern);
- and clubs with a large catchment area (Bern, Lausanne, Zurich, Geneva).

Several clubs, such as Bern, i.e., Switzerland's top club in recent years, combine various approaches.

Conclusion, Contribution and Implications

Our results show that clubs need to optimise their local and/or regional catchment areas, and find the most effective deals for building/renovating and operating/managing their stadiums. Despite the popularity of ice hockey in Switzerland and the above-mentioned protection provided by a virtually closed league, Swiss professional clubs struggle to attract national audience. How can these clubs evolve in a context of slow and faltering Europeanization and globalization? It is unlikely they could succeed to increase their revenues from broadcasting rights, transfer rights and access to lucrative European or international competitions in the short term. Our conclusion/perspectives try to answer these questions from both an empirical and theoretical point of view.

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The Role of Sport Organizations in Developing a Sport within a Major Sporting Event Host Country: An Examination of Ice Hockey and the PyeongChang 2018 Olympic Games

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Aim

Event stakeholders such as governments, event hosting agencies, and sport organizations have acknowledged the potential of sporting events to facilitate the development of a sport in host regions. While the advancement of sport is centrally managed by government agencies and national sport organizations (NSO), other bodies, such as international sport organizations (ISO) (e.g., International Olympic Committee (IOC) and International Federations (IF)) can also influence the development process (Girginov & Hills, 2008), especially when coupled with the hosting of a major sport event. Despite their potential influence, little is known about how and the extent to which sport organizations at various levels impact the development of a sport in host countries. Therefore, this study explores the role of sport organizations in facilitating the development of a sport around the hosting of a sporting event. More specifically, the roles of the sport organizations in the development process, and issues and challenges emerged when trying to further develop a sport in relation to the hosting of a sport event will be addressed.

Literature Review

Sport development is defined as the processes, practices, and polices implemented to facilitate opportunities to involve people in sport and physical activity, from mass participation at all levels of sports to elite-level performance (Taks et al., 2014). This research builds on Green's (2005) sport development model, which emphasized the importance of the proliferation of sport programs and support systems for participants and athletes to aid entrance, retention, and advancement in a sport. Such programs and systems are mainly developed and delivered by government agencies and NSOs, but ISOs' support of these programs and systems could be legitimatized, especially in a major sporting event host country, because they have long been concerned with establishing programs and policies that will promote the development of sport in host countries (Chalip, Johnson, & Stachura, 1996).

Methods

This study is an event-specific case study that focuses on the sport development of ice hockey in South Korea, the host of the 2018 PyeongChang Winter Olympic Games. Korean ice hockey is a valid and timely case that demonstrates the development of a sport associated with the hosting of a sporting event. The case study will be built using a combination of archival materials, official statistical data, and semi-structured interviews. The registration data by the Korean Sport & Olympic Committee (KSOC) was examined in order to conduct an evidence-based approach. Through the review of archival data regarding the development of the Korean ice hockey, individuals from various related-

organizations' (e.g., Korea Ice Hockey Association (KIHA), PyeongChang Organizing Committee for the 2018 Olympic & Paralympic Winter Games (POCOG), KSOC) staffs, professional/national team players, and amateur-level teams' coaches who have knowledge regarding the development of ice hockey in Korea will be identified for interviews.

Results, Discussion, and Implication

Preliminary findings suggest that both mass participation and elite-level performance in South Korean ice hockey have experienced impacts since the country's selection to host the Winter Games in 2011. The total registered players increased from 1,862 in 2011 to 3,266 in 2018, which represents a 75.4% increase (KSOC, 2018). As for elite-level performance, the International Ice Hockey Federation (IIHF) world rankings of South Korean men and women national teams have improved from 31st and 28th, in 2011 to 16th for both groups in 2018.

A number of sport organizations (e.g., KIHA, IIHF, and IOC) have had significant impact on the development of ice hockey in the country. The IOC changed the Olympic qualification rule so that Korean national teams could be eligible to play at the 2018 event and this was seen a great motivation for the teams as well as a source of interest for the public and media. The KIHA focused on the management aspects of the game by hosting a joint venture seminar on the coaching license program with the IIHF to educate and guide domestic coaches. The IIHF set up the Transfer of Knowledge program for an Olympic host to provide a solid working knowledge of what to expect when staging the Olympic ice hockey tournaments. An improvement on the capacity to host events has a significant meaning in terms of the development of a sport because hosting the world-class events lead to the demonstrations effect (Weed et al., 2015).

It is hoped that this study will complement the existing sport management literature by helping academics and sport managers to better understand the roles of sport organizations at all levels including the NSOs and ISOs in fostering the development of sport legacies from the hosting of major sporting events. In particular, the findings of this study can assist future host countries that seek to develop sports via hosting major sporting events (e.g., 2022 Beijing Winter Olympics) by suggesting that support from the ISOs and collaboration among the organizations are critical for the development of a sport.

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Strong Entrepreneurial Focus And Internationalization – The Way To Success For Finnish Ice Hockey? Case JYP Hockey Team

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Aim

The aim of this paper is to discuss the ice hockey development in Finland through a case study of Jyväskylä Ice Hockey Club (JYP). This case study aims to describe the influence of international ice hockey development on a Finnish ice hockey club's commercialization and business development. This development is examined through the lens of entrepreneurship. The aim is to understand how a local ice hockey club in Finland has been influenced by international hockey leagues (NHL, KHL, CHL) during its path from a non-profit organization to a profit seeking, entrepreneurially driven business enterprise. This paper gives new insights into the discussion of sport entrepreneurship and internationalization effects in ice hockey business in one of the leading ice hockey countries in Europe.

Theoretical Background

According to Ratten (2018) sport entrepreneurship can be divided into three main aspects; innovation-based, business formation and opportunity recognition. This framework is used as a standpoint in this case study to identify the entrepreneurial aspects that have affected the development of JYP ice hockey club. Innovation-based entrepreneurship refers to constant change in the marketplace and innovations as new ways of remaining competitive, business formation means changes in business structure, and opportunity recognition relates to new business possibilities and new markets. The market being very limited in such a small country as Finland, it has been of importance for professional league clubs to seek new business opportunities from international markets. An important aspect of this development is how small firm's owner-managers practice the internationalization (Lamb, Sandberg & Liesch, 2011), what the factors enabling the internationalization are (Reuber, 2018) and what is the influence of the industry environment. The development of European ice hockey has been heavily impacted by North America (Backman, 2018), and in Nordic countries Ice hockey has been connected to overall sports development in terms of democracy, gender equality and social integration (Söderman, 2016). In Finland, Ice hockey is the most professionalized sport and has had an important effect in overall sports culture in Finland (Lämsä, 2012). The commercialization process has been influenced, first, by the NHL and the KHL (Backman, 2018), and later by the CHL.

Research Design, Methodology and Data Analysis

The research method of this study is a qualitative case study approach. The case selection was made by comparing the ownership structure and financial records of available twelve SM-Liiga clubs in Finland from 2008-2012. The time period was selected due to the establishment of the KHL and Euro Hockey League in 2008. The aim was to select a club that has been successful both in terms of on-ice and off-ice financial

performance. The selected club, JYP, has gained a substantial success both nationally and internationally, and is also a founding member of the European CHL. The data for this study comes from multiple sources of evidence, such as company histories, websites, financial data sources, the main source being the interviews of the owner-entrepreneur and managing director. The data has been analyzed with NVivo analysis software.

Findings and Discussion

Entrepreneurship is a growing phenomenon in sport due to the commercialization and more business opportunities existing in the sport sector. In the case of JYP this entrepreneurial orientation has been crucial to its success. JYP recognized new opportunities in local and global markets, and utilized them by investing bravely in its operations. International business opportunities amongst the NHL, KHL and CHL have been very important in JYP's financial development. The KHL has been overall an important actor in Finnish ice hockey markets for the past decade, and its importance in JYP's development is distinct in terms of financial returns. The NHL has affected more in JYP's player roster and attractiveness. However, the KHL market has been declining in recent years and its importance today is not very remarkable anymore. This development has forced JYP to develop its other opportunities in domestic markets and European markets, especially with the CHL. The CHL has slowly developed to be the European counterpart for the NHL and the KHL.

Conclusion

In the future, international markets in ice hockey business can be expected to grow further due to internationalization, technological development and expanding marketing possibilities. The effect of NHL, KHL and CHL has been remarkable on a local level for clubs such as JYP that qualify to play in international leagues, and helped them to expand their businesses.

This paper contributes to the discussion of sport entrepreneurship in ice hockey business. This case study highlights the effect and challenges of international ice hockey leagues on the local club level. It cannot be widely generalized and is limited to one case, but its findings can be used as a start to test in mainline research.

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