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**SPORT CONSUMER BEHAVIOUR**

**Chair: Daniel Lock**

**Exploring Different Levels of Well-being among Trail Runners, by applying the Psychological Continuum Model (PCM)**

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<u>Aim and Research Questions</u>

The present study aimed to: a) segment trail running participants according to their sport involvement levels, applying the PCM model, b) test the degree to which individuals in different stages of the PCM model have different well-being levels.

<u>Background and Literature Review</u>

In Greece trail running events is on a rise. The number of mountain running races increased from 88 to 234 between the years of 2013 and 2019, and the number of participants in such events grew from 12,000 to 32,000 in the same years (www.advendure.com). This heighten reflects the important role of trail running events as a serious leisure product in Greece.

The PCM is a conceptual framework that explains the gradual development of sport consumer's psychological connection with a sport product or service (Funk & James, 2001). The PCM represents an ongoing flow that once an individual becomes aware of a sport object, he/she could move to the next stage of attraction, then to attachment, and finally to allegiance (Funk & James, 2001). Several empirical studies explored the PCM in leisure activities and validated its usage to cluster leisure and sport participants (Alexandris et al., 2017).

Well-being reflects on peoples' mental health and life satisfaction (Kern et al., 2015). According to Kern and colleagues (2015), an individual's well-being can be measured by five factors: Positive Emotions, refers to hedonic emotions and happiness; Engagement, reflects to an individual's interest and commitment to an activity; Relationship, refers to an individual's interaction with others and his/her sense of belonging; Meaning, represents a person's internal feeling that his/her life has a purpose; and Accomplishment, refers to the sense of achievement and personal independence. Few scholars tested the PERMA model in sport events settings (e.g. Filo & Coghlan, 2016). However, the applicability of the model in participatory sport has been limited (Mirehie & Gibson, 2020).

<u>Research Design, Methodology and Data Analysis</u>

An online self-administered questionnaire was developed and distributed to capture the key factors of the study. The survey took place in winter 2020 before Covid-19 era. The total sample size was 412 runners from three trail running clubs in northern Greece. The vast majority were males (90,5%), between 35-44 years old (48,3%), and had a university (42,5%) degree. Most of the respondents participated in 2 to 4 trail running events per year and preferred mountain routes less than 25km per race. The research instrument included: a) A Running Involvement scale - adopted from Alexandris (2016) with three factors (attraction, centrality, self-expression) and b) A well-being scale – adopted from Kern and colleagues (2015), with five factors (positive emotion, engagement, relationship, meaning, and accomplishment). All questions were measured in 7-point Likert scales, with anchor points 1=Strongly Disagree to 7= Strongly Agree. A three-stage analysis was conducted. First, confirmatory factor analysis was used to test the measurement model. Then, a three-step staging process was adopted, as proposed in Alexandris, et al., (2017), to place participants into stages, according to their running involvement level. Then, a MANOVA analysis was executed to explore the differences among PCM stages in terms of the dependent variables.

<u>Results/Findings and Discussion</u>

The results of the measurement model indicated an adequate fit. The goodness-of-fit indicators, CFI=.92, SRMR=.05, RMSEA=.08 $\chi2$=672,45, df=220, p<.001, exceeded the cutoff points. The Cronbach's alpha value showed a high degree of internal consistency (≥.75). Moreover, convergent and discriminant validity were met. The PCM segmentation process allocated participants into attraction (N=36), attachment (N=149), and allegiance (N=227) stages. The MANOVA analysis revealed significant multivariate effects among all groups for the dependent variables (Wilks' Lambda=.68, F=16,77, p<.001), with a large effect size ($\eta2$=.17). Levene's test of homogeneity of variance was satisfied for all well-being constructs at p<.05. The results indicated that the allegiance stage group scored higher in all well-being domains (Positive Emotion=6,3, Engagement=6,2, Relationship=5,8, Meaning=6,3, Accomplishment=6,1), in comparison with the attachment stage (Positive Emotion=5,9, Engagement=5,7, Relationship=4,9, Meaning=5,9, Accomplishment=5,4) and the attraction stage, which had the lowest scores (Positive Emotion=5,4, Engagement=5,1, Relationship=4,4,

Meaning=5,2, Accomplishment=4,3). Finally, post hoc tests using Bonferoni's criterion identified significant differences among multi-group comparisons at the level of p<.05.

Conclusion, Contribution and Implication

To summarize, the results provided valuable insights for using PCM as a segmentation tool and validated the applicability of the well-being scale in sport events setting. Despite the recreational nature of trail running events, participants addressed a high level of dedication to such sport. These results support previous studies, which reported similar findings (e.g., Alexandris et al., 2017). The study also confirmed that participation in trail running races may enhance the sense of subjective well-being and life satisfaction. Participants in the attraction and the allegiance stage reported higher levels of well-being. This finding is particularly important for running event policymakers. It is a proof that running is associated with positive psychological benefits, which is a strong argument when biding for running events.

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**Predicting eSport Consumer Behavior: Comparing eSport Fan's Motives and Points of Attachment**

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Aim and Research Questions

This research's primary purpose is to enhance academic knowledge in eSport fan behavior by comparing fan's basic human needs of spectating eSports (MSES; Qian et al., 2020) and psychological connection toward the team (ePAI). We expect to find evidence that eSport consumer behavior can be predicted by not only motives (basic human needs) but also points of attachment toward the team (psychological connection). We explore this research question by comparing the motivation scale and the points of attachment scale to existing eSport spectators.

Theoretical Background and Literature Review

Electronic Sports (eSports) is a rapidly growing industry. The popularity of eSports now rivals the viewership of traditional sports. Accordingly, eSports' importance is more significant than ever, and sport management scholars have started exploring eSports (Funk et al., 2018; Heere, 2018).

Recent eSport fan behavior research has examined the relationship between motives and eSport spectatorship (Hamari & Sjöblom, 2017; Pizzo et al., 2018; Qian et al., 2020). However, many of these studies have directly applied traditional sport scales or have modified these scales to fit their research, making them incapable of fully capturing the uniqueness of eSport spectators. To resolve this significant limitation in eSport research, some have created unique measurement scales to assess eSport consumption motivation directly (e.g., Qian et al., 2020). For example, Qian and colleagues (2020) created the Motivation Scale of Esports Spectatorship (MSES), based on the Motivation Scale for Sport Consumption (MSSC) (Trail & James, 2001). They identified unique motives for eSport spectators (e.g., skill improvement) based on the basic human needs. However, the findings from using the MSES leave room for exploration, as their dependent variables are limited to eSport commitment and Word of Mouth (WOM) intentions. More direct outcomes, such as actual attendance frequency and consumption behavior, are necessary. Incorporating additional variables could also help us

understand the relationships between eSport fans and their behavioral intentions (Pizzo et al., 2018).

Much research has shown that identification or attachment is a crucial predictor of sport consumption behavior (Cialdini et al., 1976; Sloan, 1989; Wann & Branscombe, 1993). However, most research has solely focused on attachment to a team. Trail, Robinson, and colleagues (2003, 2005) identified multiple points of attachment besides the team. Some of these attachments were the coach, a specific player, a university, or a community (Trail et al., 2003).

Like fans of traditional sports, eSport fans have multiple points of attachment that affect consumption behavior (Robinson & Trail, 2005). However, in the eSport context, research in points of attachment and the psychological connection toward eSport teams has not been deeply investigated, and eSport consumer behavior studies have primarily been focused on spectator motives (Pizzo et al., 2018; Qian et al., 2020). We believe that the multiple points of attachment that eSport fans have may relate to eSport consumer behavior and could create avenues for eSport fans' segmentation.

Accordingly, we will use the eSport Point of Attachment Index (ePAI), which is a modified version of the Points of Attachment Index (PAI) (Robinson & Trail, 2005) but created to include the uniqueness of eSport and its fans, to test eSport fan's future consumption behavior. Further, to compare the useability and explained variance between the scales of eSport motives and points of attachment, the MSES will be used to measure eSport fan's motives.

Research Design, Methodology and Data Analysis

The participants will be recruited in eSport online fan forums (e.g., Reddit). They will be screened to find actual eSport fans that have a favorite team. After being exposed to the ePAI and MSES, the dependent variables (e.g., WOM intentions, eSport commitment, hours watching eSports, attendance intention, online spectating intentions, and actual hours of online/live viewership) will also be measured. For the data analysis, we will run a confirmatory factor analysis (CFA) of the two scales and confirm the validity and reliability of the utilized scales. To understand the differences between the two measures on the dependent variables, we will be conducting multiple regression analyses for each of the independent variables (e.g., Points of Attachment, Motives).

### Results/Findings and Discussion

As this work is in progress, the results are not available at this time. However, this study will be completed by this summer, and we expect the regression results based on the ePAI and MSES to indicate significant main effects on the dependent variables.

### Conclusion, Contribution, and Implication

The expected managerial implications are that by analyzing points of attachment, the various dynamics that the consumers hold will be better understood by the marketers. Especially, the identified differences between motives and points of attachment will provide marketers a better way to segment eSport spectators. Generally, the findings will provide a broader understanding of developing a better strategy to retain existing customers and enhance revenue.

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**Segmenting Recreational Sport Participants Using PERMA: Examining the Role of Motivation**

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Aim and Research Questions

The present study aimed to: a) segment recreational sport participants according to their well-being level, using the PERMA model, b) test the degree to which individuals with different well-being levels differentiate in terms of their motivation levels, as defined by the self-determination perspective.

Background and Literature Review

Wellbeing is a core construct in positive psychology research. It is associated with positive emotions, increased quality of life, mental toughness and life satisfaction (Pezirkianidis et al., 2019; Seligman, 2011), Research has shown that physical activity contributes to the development of individual well-being, which in its turn brings good mental and physical health (In-Sil, Ji-Young, Soon-Jeong, & Hyun-Jung, 2015). One of the models that have been proposed to measure well-being is PERMA (Seligman, 2011). This model proposes five dimensions of well-being, defined as follows: Positive Emotions, refers to hedonic emotions and happiness; Engagement, reflects to an individual's interest and commitment to an activity; Relationship, refers to an individual's interaction with others and his/her sense of belonging; Meaning, represents a person's internal feeling that his/her life has a purpose; and Accomplishment, refers to the sense of achievement and personal independence. Based on the self-determination theory (Deci & Ryan, 1985), it is expected that motivation will be one of the important factors for the development of well-being. However, it is not still empirically tested if and how the three motivation types (extrinsic, intrinsic and amotivation), as proposed by the self-determination theory, interact with the different dimensions of PERMA.

Research Design, Methodology and Data Analysis

An on-site self-administered survey took place in winter 2018 among the adult citizens of the city of Thessaloniki, Greece. The questionnaires were distributed among visitors in the main shopping malls of the city, following a convenient sampling method. The total sample size of the survey was five hundred individuals, from which one hundred and thirty-two (N=132) were sport participants. This was the sample used in the present study. Motivation was measured

with the Exercise Self-Regulation Questionnaire (SRQ-E) (Ryan & Connell, 1989), while well-being was measured with PERMA, as adjusted to Greek population (Pezirkianidis et al., 2019), including eight factors: positive emotion, health, loneliness, happiness, engagement, relationship, meaning, and accomplishment. All questions were measured in 7-point Likert scales, with anchor points 1=Strongly Disagree to 7= Strongly Agree. In term of the demographics, the majority in the sample were males (53%), educated at secondary level (33.3%), with an average age of 40.6 years old. Cluster analysis was used to classify participants according to their well-being levels. The groups which were revealed were validated against motivation.

## Results/Findings and Discussion

The results of the K-means cluster analysis revealed two groups in terms of well-being levels (high and medium), which had statistically significant different scores in all the PERMA dimensions ($p<.001$). The results of the t-test indicated statistically significant differences between the two well-being groups, in the two motivation dimensions (intrinsic motivation $t=2.2$, $p<.05$ and amotivation $t=2.5$, $p<.01$). The high well-being group had higher scores than the medium one in the intrinsic motivation dimension and lower score in the amotivation.

## Conclusion, Contribution and Implication

The results of the study provided evidence that the majority of recreational sport participants have medium to high levels of well-being. PERMA model is a useful one in measuring well-being in the context of participants' sports. On supporting and extending the self-determination theory, the results indicated that intrinsic motivation is the driver towards achieving high levels of individual well-being. The self-determination theory also proposes that intrinsic motivation is the most important factor for sport participation and commitment to participation. The results of the study also indicated that the amotivated individuals had the lowest levels of well-being. It is also worth noting that the results showed that extrinsic motivation did not differentiate between medium and high well-being individuals, which once again supports and extends the self-determination theory. In terms of the applied value of these results, they show that the promotion of intrinsically motivated exercise environments should be the priority for sport providers, policy makers and marketers, as it has also been proposed in other sport motivation studies (e.g. Alexandris, 2012).

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**Sorry, all the Sausages Are Gone! Fan Perceptions of Sustainable Eating Initiatives of Professional Sport Teams**

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Aim and Research Questions

In the past years, several sport teams have implemented pro-environmental activities to reduce their impact on the environment and act more sustainably. Sport teams can be seen as an important vehicle to promote sustainability since many people feel attached to them. Researchers have begun to study whether there is a trickle-down effect on fans' sustainable consumption practices in various domains, such as the reduction and separation of waste at events (Inoue & Kent, 2012; McCullough, 2013). There is, however, a lack of research on sustainable eating. This is surprising as sport and nutrition have certain commonalities (e.g., both are determinants of healthy lifestyles; both are associated with consumption patterns of different levels of carbon footprint) and as fan experiences on-site or often connected to eating certain foods (Königstorfer, 2018).

Nutrition scientists have shown that changes in food consumption can have a positive impact on the environment (Reynolds et al., 2019). Different tactics such as education campaigns and hands-on experiences (e.g., on-site promotions) as well as the accessibility and pricing of food determines dietary choices (Contento, 2008). To date, however, it remains unclear (1) whether pro-environmental diet activities of sport teams is related to the motivation of fans to eat sustainably and eventually change their eating behaviors and (2) whether and how a strong affiliation with a sport team affects these relations. The goal of the present research is to partly fill this research gap.

Theoretical Background and Literature Review

This study makes use of the concepts of internalization and identification among fans. Internalization is based on the values of a team and in how far fans accept and adopt these values in their own value system. Fans can internalize values by accepting influence and behaviors of others and adopt missing values to maintain congruence in their value system. Due to internalization of a team's values, fans are expected to adjust their own behaviors whenever a relevant situation occurs where they can perform the internalized behaviors (Kelman, 2006).

Identification is team-specific and describes in how far fans feel attached to a specific team. Highly identified fans are expected to adjust behaviors whenever they are in a situation which they relate to their team (Kelman, 2006). Both theoretical perspectives help understand (1) whether the degree of attachment to a sport team is important to adopt specific eating behavior intentions and (2) whether value congruence between a team and fans is related to sustainable eating behavior intentions.

Research Design, Methodology, and Data Analysis

To find out whether, and how, pro-environmental diet activities of sport teams relate to sustainable eating behavior intentions of fans, a cross-sectional survey has been set up.

A non-probability sampling strategy was used to recruit fans of eight different sport teams. Inclusion criteria for the sport teams comprise the implementation of pro-environmental diet activities and the communication of these efforts to fans (at event days or via other communication channels). An expert panel has validated the selection of the teams. Inclusion criteria for the fans are regular attendance at game days (before the coronavirus pandemic), awareness of the pro-environmental activities of a sport team and participation in online fan forums and/or social media groups. The survey is currently distributed via online fan forums and social media groups.

The data analyses will be performed using Stata. A confirmatory factor analysis will be performed to assess the validity and reliability of the hypothesized model. For testing the hypotheses, structural equation modeling will be applied.

Preliminary Results and Discussion

The results will be presented at the conference. Based on the literature it is expected that pro-environmental activities of sport teams will influence eating behavior intentions of fans. A strong attachment with a team is assumed to positively affect this relation. A high identification with a team and the internalization of values of a team are expected to enhance the intentions to adopt sustainable eating behaviors. Further, value congruence between a team and fans is presumed to have a positive influence on sustainable eating behavior intentions as fans make use of certain behaviors in their everyday life.

Conclusion, Contribution, and Implication

The study will contribute to the sport management literature by increasing our understanding of whether pro-environmental activities of sport teams have a trickle-down effect on fans. The research will be important to team managers to engage with other stakeholders, such as food sponsors, food vendors and caterers, charity organizations that redistribute food waste, to (1) make dietary choices of both sport teams and fans more sustainable and (2) accept their role as value influencer and communicator with the support of empirical evidence. Even though the responses might be subject to social desirability, the assessment of fan perspectives will provide important insights into shared fan-team sustainability efforts.

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**SPORT GOVERNANCE AND POLICY**

**Chair: Johan Norberg**

**How Are Long-Distance Fans Socialised?**

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Aim and Research Questions

This study contributes to how people become football fans, specifically, long-distance fans, gaining a nuanced understanding of the agents that socialise long-distance fans. This is in response to calls for the use of qualitative methodologies to operationalise sport fan socialisation (Mastromartino et al., 2020). For the purposes of this study, long-distance fans were defined as those living outside of the metropolitan area of where the team is based, meaning many traditional agents, arguably, may not hold true due to the distance between the fan and the team. Therefore, the study sets out to examine the socialisation agents most relevant for long-distance fans and offer recommendations for how teams might better recruit them in the future.

Theoretical Background and Literature Review

Early sport fandom work identified family, friends, schools, community, geographic proximity, media and promotions as socialisation agents (Funk & James, 2001). Supporting the notion that agents may differ from traditional fandom, Theodorakis et al.'s (2017) study on fans in Qatar, which found 90% of participants supported a team from another country, revealed team focused socialisation agents - team, player and coach – collectively as being most significant. Similarly, Kerr and Emery (2011) identified player nationality as key in the recruitment of fans, without consideration of socialisation. For those who become a fan while travelling, friends have been found to play a significant role in the socialisation process (Delia & Katz, 2019). However, in this case, fans often opted to create personal rivalry and supported their friend's rival team. This has potential wider consequences, as fans may also choose to go against friends and family. Therefore, providing a clear guide of the of the agents that socialise long-distance fans and how is required.

Research Design, Methodology and Data Analysis

The study uses a constructivist grounded theory approach (Charmaz, 2014), to the question of 'how do people become football fans?' Eight teams were used for this study: Manchester City FC, Manchester United FC, Liverpool FC, Everton FC, New York City FC, New York Red Bulls, Los Angeles FC and LA Galaxy. Semi-structured interviews were conducted with 19 long-distance fans, discussing their fandom experiences, with the aim to understand fans journey's, outside of club specific characteristics. Furthermore, using netnographic principles, ten posts were placed on Reddit, asking how people became a fan of their chosen team, resulting in 277 direct, elicited responses. Data were also scraped from an additional 11 Reddit threads concerning how people became a fan of their team. Fans were classed as long-distance based upon any features they shared in posts. In the latter case, these were paraphrased in order to comply with relevant ethical principles. Interviews and netnographic data were combined and was analysed using initial, focused and theoretical coding, according to Charmaz (2014).

Results/Findings and Discussion

Three groups of socialisation agents were identified: Person-Person, Club-Person Direct and Club-Person Indirect. Due to the qualitative nature of this study, agents can be found across multiple groups, however the role they play dictates which group they enter. Person-Person agents were most prominent with teams playing very little role. This supports previous research finding family, friends and school as impactful (Deila & Katz, 2019; Funk & James, 2001; Theodorakis et al., 2017), despite their distance from the team. Personal rivalry between friends' teams (Deila & Katz, 2019), named in this research as opposite socialisation, was also identified, alongside cousins, grandparents, siblings and parents.

Players were identified within all three groups, but were predominantly Person-Person, with fans citing their favourite and player nationality, extending previous research (Kerr & Emery, 2011). Additional elements of players involve skill (Club-Person Direct) and awareness during a major tournament (Club-Person Indirect).

Further team-initiated agents included infrastructure, marketing and owners as Club-Person direct and media, geography, specific games and success as Club-Person indirect. Despite this, Club-Person agents were unimpactful, challenging previous work (Theodorakis et al., 2017), this suggests teams marketing to fans located away from the team is limited.

Conclusion, Contribution and Implications

This study provides valuable, detailed insight into long-distance fan socialisation, using football as the context. A notable conclusion is the limited role played by Club-Person agents, suggesting that teams arguably need to do very little to socialise long-distance fans. However, it would be remiss of teams to leave this vital socialisation process completely in the hands of others and further research is needed to better understand the role clubs may play in facilitating Person-Person fan socialisation. In using a qualitative methodology, this study has also added nuance to our understanding of socialisation agents in sports fandom, moving beyond quantitative studies, which limit respondents to pre-determined agents. Therefore, this study contributes to the identification of agents and in understanding the role they play for long-distance fans, which will allow practitioners and academics alike to greater understand professional football fandom.

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**Youth Sport Providers' Response to Consumers' Changing Conceptualizations of Value**

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Aim and Research Questions

The COVID-19 pandemic has altered the way youth (age six to 18; Cote et al., 2007) and their families have been able to practice sport and physical activity. It is well established in the literature that past experiences with sport and physical activity influence preferences for sport and physical activity (Biddle et al., 2011). These new ways of participating brought about by the pandemic can greatly influence how families will want to participate post-pandemic (McLeroy et al., 1988); thus, leading to a reconceptualization of value from these youth sport and physical activity experiences for families (Edvardsson et al., 2011; Vargo & Lusch, 2011). There are also youth sport providers offering value propositions (i.e., what the provider offers that no one else does; Vargo & Lusch, 2011) to help families realize value from their experience. If families' conceptualizations of value are indeed shifting due to the COVID-19 pandemic, sport providers need to be aware and respond accordingly, however, these (re)conceptualizations of value from the pandemic are presently unknown. Therefore, the purpose of this contribution is to explore if youth sport providers are able and willing to alter their value propositions accordingly to entice youth sport participation post-COVID-19. To that end, consumers' (i.e., families') sought-after value for post-pandemic youth sport and physical activity will be shared with sport providers, and the following research questions will be addressed: 1) what do youth sport providers think of consumers' changing conceptualizations of value; and 2) how can youth sport providers deliver this sought-after value?

Theoretical Background and Literature Review

It is important for youth sport providers to respond to consumers' changing conceptualization of value brought on by external societal events. Consumers enter an experience with a set of expectations; if these expectations are met or exceeded, the consumer will be satisfied; if the expectations are not met, the consumer is dissatisfied (i.e., disconfirmation paradigm; Arnould & Price, 1993; Chen et al., 2012). An integral aspect of this evaluation of satisfaction is value. Creating a value proposition (Vargo & Lusch, 2011) is a way that youth sport providers can help consumers feel satisfied with their experience (i.e., the value proposition leads to a

valuable, satisfactory, experience, Edvardsson et al., 2011; Vargo & Lusch, 2011). Thus, if consumers' conceptualization of value shifts, youth sport providers must mirror the shift in their value propositions. Therefore, this work is theoretically guided by the disconfirmation paradigm (Arnould & Price, 1993) to understand youth sport providers' response to consumers' changing conceptualizations of value brought on by the pandemic.

Research Design, Methodology and Data Analysis

This presentation reports findings from a larger study that employs a collective case study methodology (Creswell, 2014). Phase one of the larger study began with focus group interviews with families (n = 14 families) from across Ontario (Canada). The focus group interviews explored how youth sport and physical activity has changed for families because of the COVID-19 pandemic, and what value propositions families will seek from youth sport experiences post-pandemic. The results from phase one served as a basis for phase two: the sport providers' perspective, presented here.

Approximately 12 semi-structured interviews are expected to be conducted with youth sport providers from across Ontario (Canada). Using purposive sampling, representatives from a variety of youth sport providers are included in the sample (e.g., public sport organizations, non-profit sport organizations, and for-profit sport organizations; single sports, team sports; indoor and outdoor sports).

Youth sport providers receive an infographic representing the findings from the focus group interviews with families about their post-pandemic value from youth sport experiences. The youth sport providers are asked to share their thoughts on these findings, and how, if at all, they plan on offering programming post-pandemic, including if their value propositions will shift.

Data collection takes place between April and May 2021. Interviews are transcribed verbatim and analyzed using Braun and Clarke's (2006) six steps of thematic analysis, with an inductive approach.

Results/Findings and Discussion

Preliminary results will be presented at the conference. The presentation will report on findings of interviews with youth sport providers from across Ontario exploring the anticipated post-pandemic value propositions to entice participation post-COVID-19.

Conclusion, Contribution and Implication

This application of the disconfirmation paradigm will inform if and how youth sport providers plan on responding to consumers' changing conceptualizations of value due to the COVID-19 pandemic. In doing so, this research can reveal potential gaps in future service provision, or if youth sport providers are responsive to consumers' changing preferences. Thus, proactive steps can be taken by researchers to help youth sport providers better prepare for post-pandemic service provision. More broadly, findings from this study will offer sport providers insight into how they may better satisfy consumers through remaining responsive to changing conceptualizations of value brought on by external societal events.

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**Live Game Attendance and the Desire For (Un)certain Game Outcomes. Evidence From the German 2. Bundesliga**

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Aim and Research Questions

What attracts people to attend and consume sports games has been the subject of a large number of studies by sports and consumer economists (Schreyer et al., 2016). Several influencing factors had been pointed out in previous studies, such as consumption preferences, economic aspects, etc. Specifically, competitive balance of sports leagues and individual sport games has been seen as an important factor (Borland & Macdonald, 2003), but it is also controversially discussed (Coates et al., 2014). Despite a large body of research on uncertainty of game outcome, it is still rather unclear, to what extent uncertainty is important for fans attending live matches in professional football (Besters et al., 2019). In our study, we analyze whether German 2. Bundesliga football fans desire competitive balanced games in the stadium or prefer attending matches with rather certain game outcomes.

Theoretical Background and Literature Review

According to the uncertainty of outcome hypothesis (UOH), a league and each game should be competitively balanced to attract more people. In contrast to UOH, reference-dependent preferences (RDP) with loss aversion (LA) describe the need of fans for a relative certain game outcome over a balanced game, whether it is an expected home win or an expected home loss (Coates et al., 2014). This is because RDP states "the outcome of the choice to attend a sports event depends on the actual result of the game relative to a reference point that reflects the consumers' expectation of the game outcome" (Coates et al., 2014). Furthermore, LA is described as "the disutility of giving up an object is greater than the utility associated with acquiring it" (Kahneman et al., 1991). Converted into football – a competitive game with an approximately 50 percent win chance for each team is not desirable for the average fan, since the 50 percent loss probability is experienced noticeably worse than the joy of the 50 percent chance for a win.

Second division football is almost completely overlooked regarding fan demand for live matches, although these clubs rely more on stadium revenue than first division clubs, and have more volatility in stadium attendance. Therefore, we analyze fan demand in the 2.

Bundesliga. Furthermore, we examine whether "top-games", played on a Monday in 2. Bundesliga, increase attendance numbers and therefore increase revenue.

Research Design, Methodology and Data Analysis

We estimate fixed effects regression model based on the consumer choice model of Coates et al. (2014) for examining the decision to attend sporting events that include uncertainty of game outcome and RDP with LA. The estimation of fan demand for attending live matches is presented by the dependent variable log (attendance) of 2.442 matches from season 2010/11 to 2017/18 in the 2. Bundesliga. As a robustness check, we used attendance percent in our main model and in a Tobit estimator model too, to bypass the censoring problem.

Uncertainty of game outcome is measured by expected win points (EWP), which is calculated from betting odds into win and draw probability and from win and draw probability into expected win points, to include and adjust the measure by all three possible game outcomes. Furthermore, EWP squared is included to explore the quadratic relationship between attendance and uncertainty. To capture unobservable heterogeneity in each season, the hosting and visiting team, we include season, home, and away team fixed effects. Several additional time-varying characteristics are also included, such as weekday of the gameday, home team city or area unemployment rate, population, the GDP per capita, the average season ticket price, the average market value per player of the home and the visiting team, and dummy variables for teams that have been relegated and promoted into the 2. Bundesliga.

Results/Findings and Discussion

Findings reveal that uncertainty of game outcome only plays a minor role in fan demand for attending 2. Bundesliga games, and therefore, contradicts the suggestions of UOH. RDP with LA seem to dominate the desire for close competition. People tend to prefer watching their home team win or/and find enjoyment in witnessing an upset win of their home team or a big brand club. For a robustness check, we rerun the estimated main model with different proxies of uncertainty, which are commonly used in previous papers, such as win probability, Theil method, relative win probability, and absolute win difference. The robustness check estimators support the findings of the main estimation.

Conclusion, Contribution and Implication

Taking these results into account, tools to create competitive balance, such as "salary cap" or "equally distributed money key" are not necessary for fan demand for attending live matches in 2. Bundesliga. In general, stadium attendance in German 2. Bundesliga is rather high, which also suggests no pressing need for changes regarding the current policy of clubs and the DFL (German Football League).

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**Examining the Response of Environmentally Reluctant Fans to Sustainable Initiatives**

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Aim and Research Questions

The sport sector has taken strides to address the need for immediate climate action (Orr & Inoue, 2018). International governing bodies like the United Nations, International Olympic Committee, and Commonwealth have worked with sport organizations and produced frameworks, guidance, and other materials to help sport organizations be more environmentally responsible. Specifically, the United Nations Sports for Climate Action Framework boasts over 200 signatories that range from sport federation, clubs/teams, and collegiate athletic departments. However, many organizations are not signatories or actively engaged in environmental sustainability efforts (Mitchell, 2020).

An explanation for the lack of sport organizations' involvement in environmental sustainability efforts was presented by Casper and colleagues (2012). They found that sport practitioners were hesitant to engage in environmental sustainability efforts because of the unknown response from their fans. While researchers have explored the positive aspects to encourage sustainable behaviors, less focus has been dedicated to the constraints (Trail & McCullough, 2021) or negative attitudes towards environmental initiatives in the sport sector (Kellison & Cianfrone, 2020; Murfree, 2021). Thus, the purpose of this study was to examine how general attitudes towards environmental sustainability impacts perceptions of a sport organization's environmental initiatives and the influence those perceptions had on subsequent sustainability behavioral intentions.

Researchers have explored ways to increase awareness, educate, and engage fans and participants in sport organizations' environmental sustainability efforts and campaigns (Casper et al., 2020; Kellison & Cianfrone, 2020; Murfree, 2021; Trail & McCullough, 2021). These studies have found that sport organizations can influence gameday and everyday behaviors, increase fan identification, and develop models to design and assess environmental campaigns. Trail and McCullough (2021) found that internal constraints (e.g., lack of understanding, perceived lack of worth) should be addressed before external constraints (e.g., lack of interest from others, lack of time/access) to ensure successful behavioral outcomes. Kellison and Cianfrone (2020), supporting Casper et al.'s (2012) earlier work, found that fans have varying responses to environmental initiatives—positive and negative.

Similarly, Murfree (2021) found that Major League Baseball fans were more receptive to changing their everyday behaviors based on their awareness and experience with climate change. She found that fans' receptivity was also influenced by their perceptions towards climate change which their political identification may have informed. Casper et al. (2020) found that awareness was a critical piece to influence campaigns and subsequent behavioral intentions positively. Based on this prior literature, we fans and who view such initiatives negatively (i.e., distraction to the team). Thus, we propose the following:

- H1: The more negative general attitudes towards environmental sustainability, the more fans will consider environmental sustainability initiatives a distraction to the team.
- H2: Fans' perception that environmental sustainability initiatives are a distraction will negatively influence their at-game behavioral intentions.

Data used in this study were part of a broader data collection sponsored by the Office of Sustainability of a Division I FBS institution in the southeastern United States. The survey was sent in conjunction with the university's athletic department to football season ticket holders. This study's data included 173 responses. The athletic department had not begun marketing these initiatives to attendees to increase awareness and participation in these initiatives to strive for zero-waste events. In total, three general attitude items were adopted from Casper et al. (2020), two distraction items were adopted from Trail and McCullough (2021), and three behavioral intention items were adopted from Casper et al. (2014).

Analysis

Hierarchical multiple regression was run to determine if distraction and then general environmental attitudes improved the prediction of in-game behavioral intentions and to maximize the unique explained variance especially of 'downstream' variables. The full model of general environmental attitudes and distraction to predict in-game behavioral intentions was statistically significant, $R^2 = .627$, $F(2, 175)$, $p < .001$, adjusted $R^2 = .623$. The addition of general environmental attitudes to predicting behavioral intentions led to a statistically significant increase in $R^2$ by .276, $F(1, 175) = 129.372$, $p < .001$.

Discussion

Our results indicate that negative perceptions of environmental initiatives hinder participation in environmental campaigns. Specifically, fans will not participate in these initiatives if sport fans perceive these initiatives as a distraction from team performance. General attitudes towards environmental sustainability significantly predict these negative perceptions. In sum, our results support prior findings from other researchers (Kellison & Cianfrone, 2020; Murfree, 2021) who found less engagement from sport fans yet our model and sample explain more variance of behavioral intentions than prior studies. This line of research is worth pursuing further to alleviate concerns that sport practitioners may have that prevent them from engaging in environmental sustainability initiatives. More research is needed to explore the constraints that fans encounter internally (e.g., perceptions of initiatives being a distraction) and externally (e.g., lack of communication or educational campaigns). These initial steps are critical to ensure successful marketing campaigns generate the most significant response among sport fans and achieve maximum benefits for the sport organization.

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**Does the Difference Make a Difference? Relevance of Stadium Spectators for the Live Screen Spectators of Bundesliga Matches**

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Aim and Research Questions

The restrictions imposed on sports clubs and their spectators in the wake of the Corona pandemic allow and demand for the examination of the research question:

> To what extent does the lack of a stadium spectator-induced stadium atmosphere affect the screen spectators' experience of watching live broadcasted football matches? How does this experience affect fan engagement?

By answering these questions, we aim to inform future decisions by professional sports clubs and associations.

Theoretical Background and Literature Review

Legislative restrictions have given rise to the international phenomenon of sport competitions taking place without any spectators or fans present at the venue. In order to maintain contracts with broadcasters and secure their revenue, professional football in Germany decided to continue playing and broadcasting their matches, amongst other team sports. The first Corona-restricted "Geisterspiel" (ghost match) took place on 16 May 2020.

According to Uhrich and Benkenstein (2010) the "construct of sport stadium atmosphere (,) (…) (is) defined as a preferential affective state that spectators attribute to the idiosyncratic environmental features of a sport stadium". Thus, sport stadium atmosphere is the basis for our quantitative experimental study, which is reflected in the control variables and the treatment of the experiment. We also build on an experimental study by Behrens and Uhrich in 2020, who measured the effect of stadium spectators on emotional arousal and broadcast attractiveness; this research extends the field of study by examining the effect on sports media experience and fan engagement.

Since professional sport clubs see themselves as brands and are considered as such by academics, we adapt the construct of brand experience (Brakus et al., 2009) and reconceptualize it as sports media experience to measure the reception of the treatment and

control videos. In order to increase practical value, we additionally measure behavior-related fan engagement according to Yoshida et al. (2014). The most recent research referring to stadium atmosphere is that of Herold et al. (2021), who used the term for their quantitative study of how the exclusion of in-stadium spectators affects TV viewers emotional arousal. They found no effect of the presence of in-stadium spectators on the biometrically observed arousal of screen spectators.

Research Design, Methodology and Data Analysis

To measure the effect of (lacking) stadium atmosphere on screen spectators, we will conduct an empirical online video experiment. Self-administered participants will be acquired via social media, online forums and possible multipliers. 50 % of the participants will be randomly selected to watch a five-minute video montage of a match of the second professional league in Germany (2. Bundesliga) that took place before the stadium spectators were excluded. The other 50% of participants will watch the same video montage, except this time, all audio emanating from and visuals showing the stadium spectators will be cut out from the montage. Instead, only the on-field audio and live commentary will be heard, and empty bleachers will be shown. We do this in order to replicate the current situation while controlling for match-, team-, commentary-, video format- and stadium building-specific variables. Randomization is intended to control receptive motives as well, since these are often different and have an influence.

Next, all participants will be asked about their sensory, affective, behavioral and intellectual sports media experience, which is based on Brakus' et al. (2009) brand experience scale. Subsequently, further behavioral intentions are measured via the fan engagement construct of Yoshida et al. (2014), comprising dimensions of management cooperation, prosocial behavior and performance tolerance. We control for club affiliation to the clubs featured in the videos. Also, participants who indicate no interest at all in football will be filtered from the experiment and survey.

We then compare the control and treatment groups by visually contrasting boxplot diagrams (Graefe et al., 2016) to test whether there are significant differences in sports media experience and fan engagement caused by the absence of stadium spectators.

Results/Findings and Discussion

The research is still in progress, with the online experiment and survey taking place at the end of May 2021. The work will be completed by the end of June, this will allow the study to be completed well before the EASM Virtual Conference 2021, where the results and implications will be presented.

Conclusion, Contribution and Implication

We expect to make a statement regarding the importance of stadium atmosphere for screen spectators, contributing to sport marketing and media impact research.

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**The Effect of Fear on Sport Event Attendance – Using the Example of Covid-19**

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<u>Aim and Research Questions</u>

The World Health Organization classified Covid-19 as pandemic in spring 2020. Since then, policy makers around the world cancelled or postponed all kinds of sport events in front of spectators. This is a major problem, not only because the atmosphere during the competition suffers, but also because ticketing is an important source of revenue for sport event organizers. We assume that even after successful vaccination, many people will be sceptical about attending mass gathering such as sport events. The "new normal" will not go away, especially since it seems that people have become more fearful in general. We now live in what sociologists call a "culture of fear" (Furedi, 2018). Therefore, our research questions are as follows:

1. How can we conceptualise the effect of fear on sport event attendance in order to manage it?

2. What appropriate countermeasures should sport event organizers take to mitigate the negative effect of fear on sport event attendance?

<u>Theoretical Background and Literature Review</u>

Fear is a human basic emotion resulting from perception of threat to one's well-being (Izard, 1991). Its intensity ranges from worry (low level) to panic (high level). The effect of fear on customer behaviour can be understood conceptually through Appraisal Theories such as the Protection Motivation Theory (PMT; Floyd et al., 2000). Accordingly, people experience fear when confronted with uncertainty and uncontrollable threats. Based on their "threat appraisal", their judgments and choices are likely to be influenced heavily. Fearful people, for example, tend to become more risk-averse which in turn might decrease their likelihood of attending a sport event. PMT is also based on the idea of offering countermeasures that comprise protective behavior. The customer's "coping appraisal" evaluates their efficacy: Do these countermeasures really help to control the danger? PMT has been applied in various contexts, such as IT security (e.g., Boss et al., 2015), flood mitigation, financial decision making and health-related issues (e.g., smoking and AIDS), but not yet in sport events so far. PMT is

generally suited for contexts in which consumers require additional motivation to protect themselves or others against a serious personal threat.

## Research Design, Methodology and Data Analysis

We plan to survey consumers that are generally interested in attending sport events, including the ones that decided not to go due to current circumstances. An exploratory study will be conducted to determine the intensity of fear they experience at sport events with respect to Covid-19. Fear of Covid-19 will be measured by using the appropriate descriptors of the Consumption Emotion Set (CES; Richins, 1997). CES is designed to determine consumption-related emotions, among them fear, and aligns with PMT as both have the same theoretical foundation ("cognitive theory of emotion"; Reisenzein, 2020). The survey will include questions about the respondent's socio-demographics, sport consumption, threat and coping appraisal (the task of evaluating countermeasures such as corona rapid tests). We will analyse the data applying multidimensional scaling and confirmatory factor analysis. The PMT nomology will be tested by appropriate model-fit statistics (covariance-based SEM).

## Results/Findings and Discussion

We have not collected the data yet, but plan to present our findings during the conference. It is expected that customers' fear would have to have a significant impact on their willingness to attend sport events again. According to PMT nomology, we expect to find that the higher the level of perceived threat and associated fear, the higher the protection motivation will be (e.g., to do a corona rapid test). Severity of threat and vulnerability (the degree to which an individual believes the threat applies to her or his specific circumstances) would have to predict fear. Furthermore, we should find fear to be a partial mediator between threat and protection motivation. For a positive coping appraisal, it is required that the individual considers the countermeasure to be effective and not too costly. The more a person feels able to cope with the threat because of the offered countermeasures, the higher the intention to attend the sport event will be. In addition, we will discuss possible interventions that sport event managers could use to target their customers depending on their intensity of fear.

Conclusion, Contribution and Implication

Covid-19 has affected many aspects of life globally, including spectator behaviour and attendance of sport events. With this research, by examining the influence of fear on sport event attendance, we hope to contribute to ensuring that sport events can once again be held in front of large audiences. We expect to provide suggestions for appropriate measures mitigating the effect of fear significantly. In addition, we apply PMT to sport event attendance for the first time. Through this conceptualization, we extend the theoretical understanding of customer behaviour in a sport event context. We will conclude with some thoughts on the applicability of our measurement model for future research.

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**Exploring Perceptions Among Participants of Running Events: An Importance-Performance Analysis**

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Aim and Research Questions

Running events have significantly grown in number over the last decades. The increasing experience of participants has generated a high rivalry among organizers of running events. By knowing the importance and the perceived performance by participants, sport event organizers can address managerial key elements, tailoring the event to the runner profile. Thus, the following research question arises: Which are the priorities of the importance and performance perceived by participants of mass running events? This study aims to, firstly, develop a questionnaire based on Importance-Performance Analysis (IPA) specific for mass running events, and secondly, to test the differences between the importance and the performance of service attributes in a mass running event.

Theoretical Background and Literature Review

The spread of mass participant running events has increased the concern about the managerial side of this industry, including the participants' perceptions. In Europe, the size of the running market comprises more than 55 million adult runners (Breedveld et al., 2015). The celebration of these events has been proved to be beneficial for the economy and the image of the host city in a long term (Wicker et al., 2012). Motivations of runners have also been analyzed, having established different profiles of runners according to their behaviors (Hallmann & Wicker, 2012). Despite the heterogeneity of participants, some attributes seem to be fundamental in mass running events. This study is based on IPA (Martilla & James, 1977), which is considered a unidimensional model, contrary to others such as Herzberg's two-factor theory. This model has been previously employed to several industries. However, to the best of our knowledge, this is the first study to design and apply a specific scale for running events.

## Research Design, Methodology and Data Analysis

In February 2020, 185 participants (79% men; 21% women) of a 10-kilometers running event celebrated in Madrid, Spain, were sampled using a convenience sampling method. The mean age of the participants was 38.56±10.97. A questionnaire based on IPA following Martilla y James (1977) technique was validated and distributed to the sample in Spanish. The design of test items was based on a conceptual framework of events satisfaction. Content validity analysis was conducted, and two separate exploratory factorial analyses were made. Bartlett's sphericity value (BSV) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value were evaluated.

The final version of the questionnaire comprised 18 items for the importance scale (α=0.885), divided into 4 dimensions explaining 53,51% of the variance (5, 4, 6, and 3 items per dimension respectively), and 18 items for the performance scale (α=0.894) divided into 4 dimensions explaining 58,90% of the variance (5, 3, 7, and 3 items per dimension respectively). Every respondent answered on a 5-point Likert scale the level of importance of each of the 18 items, as well as their perceived level of performance of the same 18 items, thus assuming equality in the underlying constructs (Martilla & James, 1977). Some examples of items are 'Parking area and accessibility' or 'Event atmosphere'.

Data are presented as mean and standard deviation. All statistical tests were performed using the software package SPSS 23, setting the significance at $p<0.05$. The interpretation of the IPA results was conducted following Ábalo et al. (2006), where elements placed above the diagonal represent areas to improve, thus overcoming the problems of the traditional interpretation based on four quadrants (Ábalo et al., 2006).

## Results/Findings and Discussion

The 18 items of the importance scale (KMO=0.84; BSV=1034.47; $p<0.01$) showed a mean score of 4.05, whereas the average of the 18 items of the performance scale (KMO=0.88; BSV=1169.01; $p<0.01$) was 4.00. After conducting the analyses, the IPA allows identifying that most of the items are 'Concentrate here' (n=12). On the other hand, 5 out of 18 are low-priority items. Finally, a possible overkill exists in 1 element. No items have been identified in which managers should keep up the good work. Our findings are coherent with previous literature (Polyakova & Ramchandani, 2020), which identified that users, customers, or participants are highly demanding with the service provided, resulting in a need to improve in most of the elements of the service.

First, based on importance, event atmosphere (M=4.57±0.75), location and convenience of the bib collection (M=4.46±0.82), and safety (M=4.45±0.85) were the items that ranked higher. Second, regarding performance, event atmosphere (M=4.38±0.79), safety (M=4.29±0.80), and event day information (M=4.18±0.74) ranked higher in this scale. Third, concerning the discrepancy (D), the location and convenience of the bib collection (D=0.35; p=0.001) had the most negative discrepancy and were statistically different.

Conclusion, Contribution and Implication

This study intends to design a new questionnaire for mass participant running events. Both importance and performance scales showed appropriate values. The differences between importance and performance evince how demanding consumers are. This study is the first to apply IPA in running events, with clear implications for academics and practitioners.

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**Relative Importance of Environmental Sustainability for German Runners When Buying Sport Apparel**

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Aim and Research Question

Environmental sustainability in the sport sector is undoubtedly an important topic which has been acknowledged by important actors like the United Nation's when they published the Sustainability Development Goals (SDGs) in 2015 (UN, 2015). And even though some research can be found, it is certainly not considered to the extent that it merits in academia. Some research exists regarding sport events of different sizes but active sport participants and their opinions and behavior have only been scrutinized to a very limited extent in this regard. This is a very relevant research gap because most sport activities do not occur during sport events but virtually all active sport participants need sport apparel.

Just looking at the largest economy in the European Union, Germany, it becomes apparent that very large amounts of money are spent on sport apparel every year. Some time ago, the yearly spending for sport apparel just in Germany alone amounted to over 15 billion Euros. But particularly pertaining to sport apparel, there is very little research regarding the relevance that is attributed to environmental sustainability in the buying process. Accordingly, the research presented here analyzes the relevance that is attributed to environmental sustainability by German runners when they buy sport apparel, more specifically, functional T-shirts. The research is conducted using a conjoint analysis.

Theoretical Background and Literature Review

Research on active runners' spending behavior and opinions in terms of environmental sustainability is limited at best. One example is a publication describing that marathon runners can show considerable concern for the nature they run in, as they can directly link it to health benefits they experience (Triantafyllidis & Kaplanidou, 2019). Davies et al. compared runners' concern for the environment with participation motives in an urban and rural marathon (Davies et al., 2019). Other studies also suggest that (extreme) sport participation (e.g., running ultramarathons) cultivates a strong connection with nature and the natural environment (Cherrington et al., 2020; MacIntyre et al., 2019).

But in terms of sport apparel, research is even more scarce and only the study of Casedesus-Masanell et al. (2009) can be mentioned. The authors look at the willingness to pay for an organic cotton shirt of the brand Patagonia. They use an indirect measure (top-down approach) by comparing sales figures of a year when no organic cotton was used to a year when this was the case. They conclude that people who purchase such a shirt are willing to pay a considerable price premium for ecological friendliness of the product. However, they point out that average Patagonia consumers usually have a rather high income and an above-average education level. This, in turn, diminishes the generalizability of the results. Moreover, it can be questioned if data from 2009 still is representative for how people feel and behave today if environmental sustainability is concerned.

Research Design, Methodology and Data Analysis

A representative panel-survey will be conducted in Germany in July, 2021. The research instrument has already been finalized and a conjoint analysis will be employed. It will determine the relative importance German runners attach to different degrees of environmental sustainability of functional running T-shirts. Functional T-shirts were chosen as the benchmark product because it can be expected that these should generally not be perceived to differ too much concerning the actual product features. Sustainability will be measured by indicating degrees to which the shirts are environmentally sustainable (0%, 25%, 50%, 75%, 100%). Consequently, the results should really be attributable to the sustainability-related and not other features of the shirts, like, for instance, color or print.

Results/Findings and Discussion

The data will be ready for presentation when the conference takes place. It will be very interesting to see how important environmental sustainability has become for runners in Germany and the question will be discussed in how far the obtained results can be generalized or transferred to other types of sport apparel or other kinds of sport.

Conclusion, Contribution and Implication

The contribution of this presentation will be to widen the currently developing research field of environmental sustainability and sport to sport apparel. Obviously, the results are not only of academic importance but also of high relevance for organizational practice as they will yield important insights for marketing, pricing and procurement in the sport apparel sector.

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**Understanding Breakaway Clubs as an Exit of Football Fan Communities**

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Aim and Research Questions

Fans are an essential stakeholder in association football. During the last decades, some fan groups all around Europe became unsatisfied with their clubs and raised their voice to criticize the developments of the game. Some even decide to exit and found their own clubs, so-called breakaway clubs like FC United of Manchester. Their parent club (like Manchester United) continues to exist, but former fans create their own attachment object. These fans 'felt their club had been taken away - either geographically […] or culturally and economically' (Porter, 2019, p. 5). Porter's brief explanation offers no detailed explanation for fans exit. Current research on fans exit and or breakaway clubs focuses mostly on single case studies, mainly on FC United of Manchester. These studies offer interesting insights, but their generalization is strongly limited. Based on our research, approximately 30 breakaway clubs exist in UEFA Europe. Comparing these clubs is still needed to elaborate differences and similarities and provide a fundamental understanding of breakaway clubs and fans exit. Therefore, this paper compares eleven European clubs by following the question: Why and how fans breakaway from their clubs. It offers insights into reasons, dynamics and incidents why fans 'quit' their emotional attachment, identification and belonging to the club's community. Meanwhile, the breakaway process is reflected, as fans 'exit' form the parent club is a complex and not necessarily completed process.

Theoretical Background and Literature Review

Outside of sports, in business, consumers can raise their voice or exit, which mean choose another product or service, if they are unsatisfied with goods or services. The exit option is limited by loyalty (Hirschman, 1970), one of the fans main characteristics. Therefore, some scientist argues fans need to remain loyal to their club, even if they are unsatisfied (Kiernan, 2015). Football fans benefit from the attachment by the fact that they belong to a particular community. Different study emphasizes well-being effects of team identification (Lianopoulos, 2020). Therefore, the exit from a football club means something different from the exit from a soap brand.

For fans team identification is the most important motivations to follow football matches (Lianopoulos, 2020). Therefore, decreasing identification increases the exit's probability. Sport management literature discusses different characteristics determining identity like history, tradition, and success; socialization processes and environmental causes; and psychological determinates, including belonging (Theodorakis et al., 2012). Belonging goes beyond official membership. It is about fitting to (Pfaff-Czarnecka, 2020) and being accepted in a community. It focuses on social practices and how they manifest social bonds. Understanding why and how fans feel they do no longer belong to a club's community offers insights about fans' exit.

### Research Design, Methodology and Data Analysis

We recorded 17 semi-structured interviews with members of eleven different breakaway clubs to provide insights on fans exit. Our interviews are from Belgium, Cypris, Croatia, Germany, Israel, and Spain. The interviews take between one and two hours in length and cover different topics like breaking away, the founding process, or current organizations. All interviews are transcribed, coded and analyzed based on a thematic analysis.

### Results/Findings and Discussion

Our results show two contrary tendencies: on the one hand, fans related their exit to developments of commercialization, which they perceive as hyper-commercialization. In football, money has become too critical, and the struggle for revenues ends in alienated fans. On the other hand, they report long-standing local conflicts in their community or between the club and its fans. Both tendencies united to a feeling of being powerless and not recognized at their club. Furthermore, most interviewees report a specific trigger for their exit. They relate their action to a long-standing process in which they came across different aspects. They report about a process of nonrecognition and abasement. Founding or joining the breakaway club and exiting their former love marks the final piece of this process.

Breakaway club area glocal (global and meanwhile local) phenomena. They are the result of global developments in football and meanwhile highly related to specific local circumstances and specifics. These specifics are related to national football governance and processes at single clubs or within single fan communities.

Understanding the breakaway process or fans exit offers general insights into the world of fans and the dynamics in the community. In addition, understanding the process offers the opportunity for counteractivities, which might prevent the break and enable fans longer loyalty.

## Conclusion, Contribution and Implication

The results question the concept of exit or underline a more differentiated view on the exit. Different interviewees report on a still existing emotional connection to the parent club. For example, some fans dream of taking over the parent club, while others still show little sympathy or visit both groups. However, some former fans express their hostility or indifference to the parent club after their exit, depending on the specific breakaway history.

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**The Impact of Attitudinal Loyalty and Fan Motivation on the Consumer Behaviour of Satellite Fans - the Case of Premier League Teams Supporters in Hungary**

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Aim and Research

At a global level, football is the most popular sport with its 3.5 billion followers, while the 20-team English Premier League (EPL) is cited as the most-watched league in the world. So, matches are largely watched on television or the internet rather than live. The spread of television opened up new doors for sports clubs, as they were able to reach a wider audience who lives geographically distant to the team (satellite or distant fans) and who are interested in consuming the teams' products (games, merchandising etc.). The various possibilities offered by TV, such as slowing down a scene, interviews, etc., have been able to enhance the consumer experience, thus bringing the consumer closer to the team. Furthermore, in some cases, their loyalty to the club may even exceed that of home supporters. Satellite fans tend to support their favourite team for a longer period, without being influenced by the teams' performance in the league (Bodet & Chavanat, 2010) and tend to spend more money on merchandised product.

Thus, our research question is whether fan motivation or attitudinal loyalty plays a greater impact on merchandising and media consumption among the EPL teams satellite fans in Hungary?

Theoretical Background and Literature Review

A satellite (or distant) fan can be described as fans who choose a favourite sport, team or player even though, there is no past or present geographical closeness between them and the fan (Pu & James, 2017). The concept of fan loyalty can be derived from the basics of brand loyalty. A loyal supporter can be defined as a person who considers him/herself to be a supporter of an organisation, person or person associated with a particular sport or a supporter of the sport itself (Dietz-Uhler et al., 2000). According to Oliver (1999), loyalty can be conceptualised as a four-stage process with cognitive, affective, conative and action stages. The first three stages of cognitive, affective and conative loyalty serve as components of attitudinal loyalty, while action loyalty can be understood as behavioural loyalty. Conative loyalty often connected to behavioural loyalty but as he emphasize "in effect he consumer desires to repurchase, but similar to any "good intention," this desire may be an anticipated but unrealized action" (p.35).

Attitudinal loyalty involves a psychological attachment, whereas this is not necessarily present in repeat purchase (Carpenter, 2008). Thus, attitudinal loyalty corresponds well with the interpretation of the Psychological Continuum Model outlined by Funk and James (2001) which acts as a theoretical basis of the current study. PCM model's level of supporter engagement has an impact on the development of supporter loyalty, which is manifested at both behavioural and attitudinal levels. Another important issue regarding sports consumption is motivation.

Research Design and Methodology

After a widespread literature review, and the analysis (both EFA and CFA) of an online survey including 499 satellite fans we created a second-order latent factor for measuring attitudinal loyalty and its three aspects (cognitive, affective and conative). Fan was measured with the Hungarian version of the original SPEED scale (SPEEDE-H scale is a second-order latent factor including socialization, performance, excitement, esteem, diversion, and aesthetics). Furthermore, we measured media consumption with five and merchandise consumption with three items. Media consumption covers the intention to consume team related content through the internet, printed media, social media, TV, radio and other medium. Merchandising consumption includes past and potential future merchandising product purchase. All items were measured on a 7-point Likert scale. In our model, we assumed that satellite fans motivation and attitudinal loyalty are playing a significant positive effect on their media and merchandise consumption.

Results, Discussion, and Conclusions

Each developed latent factors had high internal consistency and good reliability (CR ranging from 0.78 to 0.91 and AVE results between 0.55 and 0.72 and AVE>MSV), while the model also had very good psychometric properties. In case of media consumption CMIN/df=3.11; RMSEA=0.065; SRMR=0.08; CFI=0.904. In case of merchandise consumption CMIN/df=2.94; RMSEA=0.062; SRMR=0.075; CFI=0.915.

In our media consumption model, attitudinal loyalty had a direct positive effect on media consumption ($\beta$=0.27) while motivation has a significantly larger effect ($\beta$=0.40). In our model, the identification and fan motivation explained 75% of the variance of attitudinal loyalty, while the whole model explained 36% of the variance in media consumption. When it comes to merchandise consumption the effect of fan motivation decreases ($\beta$=0.14), while the

significance of attitudinal loyalty increases (β=0.67) while other effect stays unchanged. The model explains 54% of the variance of merchandise consumption.

Thus, we can conclude that, while in the case of media consumption, fan motivation plays the most important role, in the case of merchandise consumption, the effect of attitudinal loyalty becomes more significant.

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**SPORT MANAGEMENT EDUCATION**

**Chair: Guillaume Bodet**

**Olympic Education and Human Development: A Longitudinal Study from Rio Olympics**

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Aim and Research Question

Inspiring the moral and physical development of youngsters and teachers through Olympic Education is one of the main goals of the Olympic Movement (IOC, 2016). The Transforma Programme was the Rio 2016 Official Olympic and Paralympic Education Programme aimed to teach values, promote ideals, and contribute toward human development. The current study examines its educational legacy by exploring personal skills development (SD), training/information (TI), and experience networks (EN) of teachers at different points in time (2016, 2017, and 2020).

Theoretical background

The current approach to the Olympics legacy includes education as a way to promote the social capital created by cultural practices and social exchanges over time (Prüschenk & Kurscheidt, 2020). Every host city commits to carrying out Olympic education programmes as part of their responsibilities for organizing the Games and as a long-term development process (Binder & Naul, 2017) with 3 assumptions underlying these programmes: a) Olympism should be used as an educational tool to influence behaviours based on cognitive, affective, and kinesthetics learning (IOC, 2016). Second, these educational interventions should disseminate an Olympic values-based curriculum and ideals to shape the younger character into their adulthood (Teetzel, 2012). Third, they should promote leadership, engagement, and social inclusion through innovative approaches that foster social behaviour change (Kirakosyan, 2020).

Nevertheless, previous attempts to assess the Olympic education programmes have some important limitations. First, the majority of studies focused on North Global countries such as England, Greece, or Norway (e.g., Nordhagen & Fauske, 2018), while few studies assessed the effects of education programmes in relation to the South Global countries (e.g., Kirakosyan, 2020). Second, neither the scientific literature nor the International Olympic

Committee (IOC) offers a comprehensive and reliable scale to measure teacher perceptions about the Olympic education programmes after the Games. And the third limitation in previous studies is related to the fact that Olympic education impacts have been assessed at a single moment in time (i.e., cross-sectional studies) and the variability of stakeholder perceptions was not controlled.

<u>Methods</u>

A longitudinal trend study was designed and the relationships between the variables were estimated using multivariate analysis of variance MANOVA tests and latent growth modelling (LGM). Data were collected among teachers who attended the Transforma Programme at 3 different stages: 2016 (n = 611), 2017 (n = 451), and 2020 (n = 286). Data collection occurred during September/October of each period and the same online survey was conducted at every moment, assessing a pool of 15 items from the educational measures.

<u>Results</u>

The mean scores of the education legacy variables decreased from 2016 to 2017 and increased from 2017 to 2020. The MANOVA results revealed a positive and significant mean difference for training/information [$F(2,2686) = 3.21$, $p = .000$], a marginally significant difference in the skills-development [$F(1,2686) = 3.02$, $p = .052$], and a non-significant mean difference for the experience networks factor [$F(2,2686) = 1.90$, $p = .151$]. The CFA for each latent growth variable showed good internal consistency and composite reliability estimates, as well as convergent validity.

Then the nonlinear LGM indicated an acceptable fit to the data [$\chi^2(570) = 1124.32$ ($p<.001$), $\chi^2/df = 1.97$, RMSEA = .06, and CFI = .92]. The analysis of the standardized slope parameters of EN (slo), TI (slo), and SD (slo) demonstrated that only training/information (TI) revealed a positive and significant growth rate, while EN and SD did not display a significant average growth.

Regarding the variances observed between the initial level and the slopes, the results showed positive and statistically significant variability ($\sigma^2EN = 2.20$, $p < .001$; $\sigma^2TI = 1.80$, $p < .001$; $\sigma^2SD = 1.21$, $p < .05$). Moreover, the correlation coefficients between the initial status and the slope for the 3 dimensions were negative and significant ($rEN = -.629$, $p < .001$; $rTI = -.728$, $p < .001$; $rSD = -.688$, $p < .001$).

Conclusion

In this longitudinal study, we analyse teacher perceptions in 3 phases, and as an academic contribution to Olympic Education research, we demonstrate the use of MANOVA and LGM by assessing the growth curve of the focal variables. These elements support the greater external validity of the longitudinal results, providing evidences that describe teacher perceptions over time and suggesting broader educational aspirations for future Olympic bidders.

The findings from the latent growth curve analyses revealed that the teacher training/information had a significant growth rate during the 3 time periods of observation. This means that the teachers increased awareness regarding Olympic Education as a way to contribute to their human development. At that point, the social connections experienced via working groups, videos, and e-learning courses may have leveraged the bonding and social capital formation among teachers. As result, one may argue that when Olympic education programmes are embedded in continuous pedagogical practices, social capital formation may occur over time, leading to a positive education legacy.

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**A Blended Instruction in Sport Management During the COVID 19 Lockdown, Curfew and Movement Restrictions**

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Aim and Research Question

The outbreak of COVID 19, its rapid spread and high fatality rates has prompted the government of Botswana to prioritise curbing the spread of the disease by implementing protocols that include wearing masks, social distancing, washing and sanitising hands and movement restrictions. These impacted on how Botswana universities implemented their programmes. For instance, the countrywide lockdown between April and May 2020 led to a halt of all instructional programmes. In addition, the curfew implemented from January 2021 affected evening programmes at different universities. Therefore, there was a need to establish ways for universities to continue administering their academic programmes during the pandemic. Following the lockdown, the University of Botswana implemented a blended instructional approach to mitigate against the dynamics of the COVID 19 pandemic.

A blended teaching approach has been described as incorporating online platforms with more traditional instructional approaches (Driscoll, 2002). At the University of Botswana, this includes incorporating the use of Moodle and Microsoft Teams with traditional face-to-face instruction. Implementing a blended approach impacted on the delivery of courses at the university, including sport management courses. Because COVID 19 was not anticipated, the instructional approaches implemented did not benefit from appropriate foresight and preparation. However, despite the global pandemic, sport management education programmes should aim to develop professionals with suitable competencies for the sport industry (Sato et al., 2021; Rayner & Webb, 2021). Therefore, the need to study whether sport management education programmes implemented during the COVID 19 achieve their purpose becomes apparent.

Recent research studies have explored the effects of COVID 19 on people lives. However, only a few studies were found that explored the effectiveness of instructional strategies used during the COVID 19 pandemic. Moreover, there were no perspectives found in literature on how universities in small countries like Botswana facilitated sport management education. To fill this gap, the aim of this study is to explore the effectiveness of a blended teaching approach in facilitating sport management education courses during the COVID 19

pandemic. In this study, effectiveness is defined as the capacity to achieve (instructional) goals (Bayle & Madella, 2002). Thus, this study examines whether students achieved the outcomes of sport management courses through the blended instructional approach and whether the course delivery processes, access to instructional materials and evaluation procedures used were effective.

Theoretical framework

While sport management courses may be differently facilitated, they follow similar pedagogical strategies as other courses administered at universities. To that end, this research study is underpinned by a theoretical framework that is based on Bloom's taxonomy (Bloom, 1956). According to Bloom (1956), learners achieve cognitive abilities when objectives of instruction are developed to observe knowledge, comprehension, application, analysis, synthesis, and evaluation. Therefore, Bloom's taxonomy has been used as a theoretical lens to establish whether University of Botswana learners achieved instructional outcomes when the sport management courses were administered through a blended instructional approach. Bloom's taxonomy helps to provide perspectives into how learners achieved cognitive abilities from sport management courses.

Methodology

Qualitative methods were used to collect and analyse data from randomly selected undergraduate and graduate learners (n=32) enrolled in sport management courses at the University of Botswana during the 2020 – 2021 academic year. Respondents participated in three focus groups and sixteen interviews. The data collected from the focus groups and interviews was transcribed verbatim and thematically analysed. NVivo qualitative analysis software was used to manage the data collected. Additionally, transcripts from the University of Botswana's Student Evaluation of Courses and Teaching (SECAT) on sport management courses were content analysed to provide more insights and perspectives to the study.

Results and discussions

The results indicate that an online instruction that used Moodle and Microsoft Teams for course delivery, access to instructional material and evaluation of quizzes and presentations was effective because instructional outcomes were achieved through these approaches. In addition, a face-to-face interaction used for tests and examinations was effective. Therefore, the use of

a blended instructional approach effectively facilitated sport management courses at the University of Botswana. The approach further ensured that the different modes of instruction complemented each other and addressed limitations faced by each mode.

The results further indicate that learners were able to display cognitive skills, including knowledge, comprehension, application, analysis, synthesis, and evaluation, of sport management concepts. Thus, a blended instructional approach effectively achieved the purpose of the sport management education programme. Moreover, the results of the SECAT content analysis indicated a general learner satisfaction with the sport management courses administered through a blended instructional approach. It is important to highlight however that the face-to-face interaction posed risks of spreading the corona virus, while online mode was challenged with unreliable internet connectivity and lack of skills among course participants. Notwithstanding, the implementation of a blended instructional approach revealed opportunities that could benefit the instruction of sport management courses post the pandemic.

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**Effects of a Sport Leadership Programme on the Perceptions of University Students about their Leadership Competencies**

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Aim and Research Question

The main objective was to evaluate the effect of a sports leadership program (ESLP) on variables related to leaders' perception of their instrumental, personal and systemic skills with university students through extracurricular sports activities.

Theoretical Background and Literature Review

The European Union Competency Framework identified the leadership as one of the competencies that high education students should possess for their professional performance (European Commission, 2016). The contested understanding of the term leadership has resulted in lack of clarity regarding how this may be developed in higher education (Skalicky et al., 2020). Demands on academic leadership are increasing, which raises the need for leadership training promote "lifelong learning" (e.g., Söderhjelm et al., 2018). Recently, Cánovas-Alvarez et al. (2020) analyzed the involvement of university students after a leadership programme focused on developing their leadership competencies. The results showed improvements in students' organization and planning, management of knowledge and information, emotional control, autonomous work, and adaptation to new situations skills, following the intervention.

Research Design, Methodology and Data Analysis

Between May and June 2018, participants were recruited to participate in a sports leadership programme as leaders, mentors and employers. The first author screened all interested participants for eligibility using a standardised script and email message. The European sport leadership programme was implemented during 24 months (from January 2018 to January 2020, Cánovas-Alvarez et al., 2020). Participants were randomly assigned to five groups per

country, made up of 1-4 leaders, a mentor and an employer. This distribution was maintained throughout the intervention programme.

The leaders were intentionally selected because they pledged to meet the following inclusion criteria to ensure their voluntary participation: (a) be registered undergraduate students, (b) be in their second year, (c) commit to follow the 24 months of intervention, (d) be empathetic people, with initiative, entrepreneurs and enthusiasts, (e) be trained to develop and promote recreational activities for the university community. Of the 132 interested participants, 61 were selected (29 females and 32 males, Mage = 23.20 years, SDage = 9.79).

An adaptation of the Cuestionario de Evaluación de Competencias Transversales de Grado (CECTGRA, Martínez & González, 2018) was administered. This scale has 57 items and three dimensions based on students' perception on their professional development regarding to instrumental skills, personal skills, and systemic skills. Agreement with the items was rated on a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree), related to the leader's perception of development, mastery and relevance of transversal competencies.

Results/Findings and Discussion

There were no statistically significant differences related to the leaders' perception of development, mastery and relevance after the intervention. However, they showed higher perceptions in development and mastery after the intervention in all the competencies except for relevance. The effect size was low in all the subscales suggesting the low practical effect of the intervention regarding the leaders' perception of development, mastery and relevance.

Despite the previous results, the Spanish leaders reported higher perception of development in instrumental skills in the post-test in comparison to the pre-test ($t = -4.337$; $p = .007$; $d = 1.32$). On the other hand, the Greek leaders rated their perception on mastery lower in both, instrumental ($t = 4.666$; $p = .001$; $d = 2.08$) and systemic skills ($t = 2.844$; $p = .019$; $d = 1.27$).

Similarly, they showed a low perception of relevance in personal skills ($t = 2.345$; $p = .044$; $d = 1.30$) and systemic skills ($t = 2.737$; $p = .023$; $d = 1.33$) in post-test. The effect size supported the significant differences highlighted, meaning the practical improvements in the case of Spanish participants and the practical deterioration for the Greek leaders.

Conclusion, Contribution and Implication

In general, the present study shows an intervention programme to develop leadership as one of the competencies that university students should possess for their transition to the labour market (European Commission, 2016). However, overall, the programme did not allow improving the students' feelings regarding their instrumental, personal and systemic skills, in terms of development, mastery, and relevance. This study recommends adapting the European Sports Leadership Programme by making improvements that include a more tailored employer training programme as part of it, aligned closely to the specific activities and roles students take. The students' own perception about the relevance of their leadership competencies is the key to know which of their skills should be strengthened, ideally relating closely to their future working context (Dugan et al., 2014). Further studies are necessary in order to continue exploring a good model or programme to improve university students' leadership.

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**Determinants of Transfer Fees in Professional European Soccer**

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Aim and Research Question

Transfer fee is the fee paid for an athlete by the recruiting sport organization that is beyond wages for the purpose of the transferal of an under-contract athlete. In football, the global transfer fee was USD 7.35 billion in 2019 and USD 5.63 billion in 2020. There is an extant body of empirical literature on the determinants of players' transfer fees focusing either on a specific league (e.g., Bundesliga) or on selected determinants (e.g., player popularity). However, a thorough understanding of the determinants of transfer fees remains lacking. The aim of this study is two-fold: (i) to examine the relevance of the determinants of players' transfer fees in the five major European professional football leagues over the past 13 seasons; and (ii) to explore the influence of Covid-19 pandemic on the relevance of the predictors of transfer fees.

Theoretical Background and Literature Review

A fundamental theoretical framework of the football transfer market is the Nash bargaining model (Nash, 1950), where two respective teams negotiate for a player's transfer fee. Empirically, various determinants of transfer fees have been examined. They can be categorized into four types: (i) player characteristics, (ii) selling-club characteristics, (iii) buying-club characteristics, and (iv) time effects or other control variables (Ante, 2019; Dobson & Gerrard, 1999).

We identified several gaps in the previous literature. First, several studies explored the comprehensive four-type determinants within specific leagues, such as the Bundesliga and the English Premier League (Dobson & Gerrard, 1999; Feess & Muehlheusser, 2003). Similarly, several studies focused on selected determinants within the five major European football leagues, such as superstar effects and player popularity (Ante, 2019; Brandes et al., 2008). Other recent studies investigated the differences in transfer fee premiums across the five leagues (Depken & Globan, 2020), without testing the determinants. To our knowledge, to

date, no study has comprehensively considered the four-type determinants of transfer fees within the five major European football leagues across several seasons. Furthermore, the interacting influence of Covid-19 on the determinants of football transfer fees remains unexplored.

Research Design, Methodology and Data Analysis

The current study employed crowd-sourcing transfer data from the German-based website transfermarkt.de, scraped using Python and R packages. The eligible transfers were those with a fee (excluding free and loan transfers) from the five major European football leagues (Bundesliga [Germany], Premier League [England], Ligue 1 [France], Serie A [Italy], and Primera Division [Spain]), between the season 08/09 and the season 20/21 (until April 15, 2021). For each transfer, the following variables were included: (i) transfer details (e.g., fee, date), (ii) player demographics (e.g., age, position, nationality), (iii) player performance (e.g., appearances, goals, yellow cards), (iv) selling-club characteristics (e.g., league type, spectators), and (v) buying-club characteristics. Any transfers after January 2020 were considered to be influenced by Covid-19, a time when the winter transfer window of the five major European leagues was open (January 1 to February 2, 2020). In total, 7,950 transfers were included in the final analysis.

Descriptive statistics will be provided and multilevel regression models will be used to test the relationships between the determinants and transfer fees (in EUR). Interaction terms with dummy coding will be used to test the influence of Covid-19 on the relationships between the determinants and the transfer fees. All the data analyses will be performed using R (RStudio, Boston, MA, USA).

Results and Discussion

The authors will present the results at the time of the conference. The findings are expected to reveal key determinants of transfer fees in the five major European football leagues, as well as the interaction effects of Covid-19. In addition, the massive dataset enables exploratory subgroup tests of (i) most expensive transfers, (ii) superstar effect, and (iii) club-level annual transfer balance.

At the time of the submission of the proposal, the data set has been fully set up, with quality checks to be finished until end of April 2021. Analyses will be conducted in May 2021 and contrasted with findings based on previous studies.

## Conclusion, Contribution, and Implications

This study will contribute to the existing sport management literature by comprehensively identifying the key determinants of transfer fees using large-scale long-term transfer data, and to assess the unexplored interacting effects of Covid-19. This study will also offer novel practical implications to the club managers and players concerning the transfer market decision-making.

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**Economic Models of Not Very-Professionalized Sport Organisations: Application to the French Professional men's Basketball Clubs 'Pro A' and 'Pro B'**

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Aim and Research Question

Whereas plenty of papers deal with major North-American sport leagues or European football leagues, little attention has been paid to minor professional leagues. This research aims to help fill this gap by analyzing French clubs evolving in the first and second tiers (Pro A and Pro B). A longitudinal taxonomic analysis is provided to categorize the economic models of those clubs and to understand the evolutions from twelve seasons.

Theoretical Background and Literature Review

To the best of our knowledge only the following research has focused on French professional basketball: Scelles et al. (2011) looked at the design o the French basketball Pro A. Terrien et al. (2021a) tackled the issue of the economic development of the French professional clubs of indoor sports (basketball, handball, volleyball). Based on the average revenues of the club in the first tier over the period 2010-2018, they shed light on the economic stagnation of the clubs in Pro A.

This research aims to better understand this non-evolution over a long period by analysing the clubs themselves, based on their economics models. This concept could be characterised by the structure of its revenues - and who finances them - by the structure of its costs and by the operating income (profit or deficit) that emerges (Andreff & Scelles, 2016).

Two archetypes have been identified to describe the economic model of professional sport clubs (Andreff & Staudohar, 2000): the Media-Corporations-Merchandising-Markets-Global model and the Spectators-Subsidies-Sponsorship-Local model. The second category enables to describe the average economic model of the clubs in Pro A (Terrien et al., 2021a). Nevertheless, this approach seems inadequate to define economic models because the analysis is only based on the clubs' revenue and should add two other dimensions: cost and financial performance (Andreff & Scelles, 2016). Due to the correlation between sporting results and financial variables in professional sport, this dimension is also taken on board for this study. To analyse those variables, a Principal Component Analysis (PCA) and a k-means methodology were implemented. This methodology echoes Feuillet et al. (2020) on the

strategic choices of French professional football clubs. And was used to characterise the economic models of French amateur football clubs (Terrien et al., 2021b).

## Research Design, Methodology and Data Analysis

Teams' sporting performance, clubs' financial results as well as their revenue and expenditure statistical distribution are analysed by means of PCA. Then a k-means methodology is implemented in view to defining archetypical clusters that characterise French professional basketball clubs during the 2008/2009-2019/2020 period.

The latter span of time opens a window of opportunity for understanding transformations in club economic models over a long period. 38 clubs which have spent at least five seasons in Pro A or Pro B are analysed. Therefore, the sample has 395 observations (club i during season t is an observation).

The primary data were provided by the Direction Nationale du Conseil et du Contrôle de Gestion (DNCCG). This regulation body is in charge of guaranteeing professional Pro A and Pro B basketball clubs' solvency. Collected data enable to take on board 21 variables and were selected based on the paper of Terrien et al. (2021b):

7 variables dealing with sporting (4) and financial (3) performances;

7 variables dealing with revenues;

7 variables dealing with expenses.

## Results/Findings and Discussion

A Bartlett sphericity test and a KMO adequacy measurement imply to reduce the number of variables to achieve a final model with 15 variables (4 for sporting results, 3 for financial performance, 4 for revenues and 4 for expenses). The PCA enables to identify five dimensions: sporting exposure, profitability, professionalisation, other expenses, club's history.

The analysis of the correlation shed light on the heterogeneity of the population for the five dimensions. Although this diversity could be partially explained by the division level of the club (Pro A or Pro B), a taxonomic analysis is necessary to further explain it.

The k-means method identifies four different economic models characterising how French professional basketball clubs playing Pro A and Pro B are run. The first one is coined the 'satisfied in Pro B'. The clubs from this cluster seems to maximize profit under sporting

condition, whereas those from the 'sporting efficiency' cluster seem to maximize wins under a strict budget constraint. Two clusters seem to suffer from recurrent deficits (labelled 'dripped ambition' and 'European aspiration'). Beyond the profitability dimension, many other differences are identified between those four clusters (source of incomes, professionalisation, use of transportation cost in addition to wages…).

Whereas Terrien et al. (2021b) pointed out French amateur football clubs remain in their cluster over the analysis period, the findings enable to observe many changes of clusters from basketball clubs. This result raises questions on their individual trajectory (sporting results, change of owners/sponsors...).

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**E-SPORT, INNOVATION AND TECHNOLOGY**

**Chair: Anna Gerke**

**A Multi-Method Analysis of Sport Spectator Resistance to Technological In-Stadium Innovations**

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Aim and Research Question

Professional team sport clubs increasingly use technological in-stadium innovations such as 5G and augmented reality (AR) to enhance the fan experience (Deloitte, 2019). Fans' reactions are ambivalent because despite some desirable characteristics of such innovations, they often interfere with established practices of the consumption context (Sponsors, 2017). However, research examining sport fans' innovation adoption largely focuses on adoption drivers, while the factors leading to innovation resistance remain unexplored.

This research aims to examine the reasons for fans' resistance to technological in-stadium innovations using the case of augmented reality apps. The following research questions are addressed: RQ1. Which specific barriers result in resistance behavior towards augmented reality apps? RQ2. How do these barriers influence different forms of resistance behavior (postponement, rejection, opposition)?

Theoretical Background and Literature Review

The innovation management literature provides a theoretical basis for this research. Here, Ram and Sheth (1989) were the first to address resistance to technological innovations in a consumer context. They distinguished between five barriers leading to resistance of technological innovations, namely usage, value, risk, tradition and image barrier. More recent studies also make adaptations of these barriers to specific consumption-contexts (e.g. Mani & Chouk, 2018). However, context-specific barriers have not been identified for the sport spectator setting yet. This is a problem because the barriers occurring in other contexts might only be partly adapted to the sport spectator setting and its unique characteristics (e.g. specific consumption practices).

Moreover, research addresses the influence of barriers on different resistance forms. Kleijnen et al. (2009) argue that three different forms of innovation resistance can be

distinguished: Rejection, postponement, and opposition. Here, postponement is defined as a situation in which consumers find an innovation acceptable in principle, but decide not to accept it at the existing time until, for example, circumstances are more suitable (e.g. better tested technologies). Rejection implies an active evaluation on the side of the consumer, resulting in a strong reluctance to accept the innovation. The last and strongest form of resistance is opposition, here consumers are convinced that the innovation is unsuitable and decide to launch an active attack (e.g. negative word of mouth) against its market introduction. However, empirical evidence on how specific barriers influence these forms is lacking. Different resistance forms are particularly important in the context of team sports, since some fans tend to actively oppose against unfavorable club decisions, novelties, etc.

### Research Design, Methodology and Data Analysis

A mixed-method approach addressed our research questions. First, semi-structured in-depth interviews were conducted with 22 team sport fans to explore specific barriers towards smartphone-based AR-applications within the stadium context. MAXQDA was used to manage the data and inductive coding was applied to identify categories of adoption barriers. To establish validity two researchers analyzed the material independently and discussed the finding afterwards. Second, a large-scale online survey targeting sport spectators within two countries (Germany and UK) will be conducted (May/June 2021) to examine how the identified barriers influence the different forms of resistance. Here, two pre-tests (n=286, respectively) have already been conducted for further item development.

### Results/Findings and Discussion

The qualitative study yielded seven barriers to the adoption of AR-applications in the stadium. These include the following four usage barriers. Sport spectators feel that AR-applications would distract them from the live experience, prevent them from engaging in supportive fan behaviors (e.g. clapping), lead to a loss of social interactions as well as a reduction of emotional discussions with other fans. Moreover, fans fear to be viewed in an unfavorable way by relevant others when using AR-apps in the stands (social risk barrier). In addition, spectators are concerned to lose the traditional stadium atmosphere (tradition barrier) and feel an incongruency between their fan identity and the use of this innovation (image barrier).

Conclusion, Contribution and Implication

The preliminary results suggest that sport spectators can experience several specific barriers that prevent them from adopting AR-applications. This study's contribution is twofold. First, the study is among the first addressing innovation resistance in a sport spectator context. This does not only help marketers being aware of different barriers leading to resistance behaviors, but provides a basis to build on for further studies in this field. Second, the research expands the literature on innovation resistance by linking specific barriers with different forms of resistance behavior. Especially oppositional resistance can be an important aspect in the sport fan context examined here. For both, theory and practice, this research provides valuable implications regarding the introduction of technological innovations in the stadium context and sheds light on an underrepresented topic of innovation resistance in sports.

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# Developing a Measurement Scale for Spectators' Perceived Service Quality of eSports Events

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Aim and Research Question

This study aimed to develop a measurement scale for the perceived service quality of eSports events spectators who physically go to eSports off-line events. More specifically, after the conceptualisation of the measuring model using a qualitative approach, an exploratory factor analysis (EFA) was performed to discover the factor structure which examines the internal reliability of the instrument. A confirmatory factor analysis (CFA) is then used to verify its factor structure with a new set of data.

Theoretical background

Understanding spectators' future participation intention is of great importance for all eSports event organisers in such a fast-growing industry. Revisit intention of an event is a result of spectator's satisfaction of their experience (Du et al., 2015), which is supported to be directly caused by perceived service quality in a spectating sport event (Wakefield & Blodgett, 1994). A context-specific service quality measurement is necessary in order to understand customers' satisfaction and behaviours thoroughly and comprehensively (Dagger et al., 2007). The unique dispositions of eSports events such as heavy reliance on equipment, inclusion of digital gaming culture, and lengthy playing time require different service attributes in the events, compared to traditional sport events or recreational activities. For example, eSports spectators usually spend much longer time at the events and have expectations in the conjunction of recreational gaming culture and sport atmosphere. Music, cosplay shows and shoutcasting are also unique attributes required for eSports which are not usually found in other sport events. However, previous eSports researchers focused more on online viewers though ticket revenue from eSports event reached US$56.3 million in 2019 (Newzoo, 2020). To fill in such gap, the proposed measurement model of service quality for eSports event was developed, including interviews with experts and a range of literature review, particularly the work of Brady and Cronin (2001). Four dimensions were proposed for the model, which are game quality, physical environment quality, event execution quality, and interaction quality.

## Methodology

Following the suggested procedure for developing good measures for marketers by Churchill (1979), the current study has two phases. The first phase is to identify the underlying factors for perceived service quality in the eSports context. The dimensions in the proposed model were conceptualised based on previous service quality studies, while taking into account the uniqueness of eSports. An initial item pool was prepared based on the literature review. The content validity was then examined through a panel of experts and a q-sorting analysis. Overall, there were 35 items scaled on a 7-Likert scale in the first questionnaire. Data were collected from 272 spectators of the 2020 Season 10 League of Legends World Finals in October 2020. After an exploratory factor analysis using SPSS 25, the second phase is supposed to assess psychometric properties of the remaining measures using a confirmatory factor analysis. The second round of data collection will be completed in early May from spectators of League of Legends Pro League and King Pro League in China. The data will be analysed using AMOS.

## Results

The internal consistency tests showed that all four dimensions were reliable with $\alpha > .70$. Corrected item-total correlation for competition quality was between .48 and .83, physical environment quality was between .42 and .67, event execution quality was between .22 and .61, and interaction quality was between .47 and .81. Seven problematic items were removed. A principal component method with an oblique rotation was used for EFA. KMO = .86, which means the sample adequacy for the analysis was acceptable. The bartlett test was at a significant level, $\chi^2(378) = 4740.43$, $p < .001$. Cut-off point for factor loadings in the pattern matrix was .40. The factor loadings for Competition Quality ranged from .55 to .84, for Physical Environment Quality from .16 to .83, for Event Execution Quality from -.48 to -.88, Interaction Quality from .35 to .94. Eight items were removed. The retained 20 items of the revised scale will be further tested for construct validity in a CFA. The second data set for CFA will be completed in May.

## Conclusion

The study explored and evaluated the dimensions of eSports spectators' perceived service quality of events by developing an effective measuring instrument. After the EFA, the instrument has 20 items in total, including seven items for competition quality, three items for physical environment quality, four items for event execution quality, and six items for

interaction quality. A CFA later would further verify this instrument once the data collection is completed. The study makes contribution to the literature by delineating a set of factors for eSports spectators who actually go the stadiums, which expands the knowledge in the existing field of sport management and marketing. It also provides an effective instrument for eSports practitioners, particularly event organisers, to understand their spectators and balance their effort in managing elements which contribute to events service quality.

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**The Effect of Motivated Sport Fan Innovativeness in the Context of VR Live Streaming Service**

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Aim and Research Question

Social distancing and safety concerns due to COVID-19 have made the early 2020's challenging years for spectator sports and sport events across many countries (Miles & Shipway, 2020). Paradoxically, while dealing with a match without spectators to keep social distancing restrictions, an effort to diversify sport contents distribution channels has become more critical than ever before. With this regard, AR and VR technologies are undoubtedly considered as one of the rapidly growing segments with the remarkable development of smartphones and information technology. Although innovative technologies related to AR and VR sport live-streaming have begun to be commercialised, little attention has been paid to the research on consumers' innovativeness behaviours (i.e., sport fans motivations and user experience) in the sport management domain. This lack of understanding led to two research questions: (a) what motivated consumer innovativeness factors affect satisfactory user experience in VR and (b) does the satisfaction lead to a willingness to pay (WTP), positive word-of-mouth (WOM) intentions, and team identification (TI).

Theoretical Background and Literature Review

Innovativeness is defined as internal and external factors that determine consumers' innovative buying behaviour (Hwang et al., 2019). Motivated consumer innovativeness (hereafter MCI) is a mixture of consumer innovativeness and motivation. There is a consensus among existing literature regarding the multidimensionality of MCI and the present study accepts the following dimensions: (a) functionally MCI (b) hedonically MCI, (c) socially MCI, and (d) cognitively MCI. The motivation-satisfaction relationship has been a popular research topic as customer satisfaction is a significant prerequisite of post-purchase behaviour and recommendations (e.g., Albayrak & Caber, 2018). Studies also identified innovativeness as a vital factor of consumer satisfaction, and satisfaction is found to be a robust predictor of positive behavioural intentions (e.g., Yoshida et al., 2013). In addition, given that satisfactory experience (watching a supporting team's game using VR) may result in a re-evaluation of the salience of identities (team identification), the current study posits that satisfied fans are likely to reinforce identity

towards the team. These empirical results support the positive relationship between MCI and satisfaction, which in turn will lead to WOM, WTP, and team identification (H1a-H1d: MCI→Satisfaction; H2: Satisfaction→WTP; H3: Satisfaction→WOM; H4: Satisfaction→TI).

Research Design, Methodology and Data Analysis

Data will be collected through online fan community platforms in South Korea (e.g., NAVER Cafe). The survey will be conducted on fans who already experienced the VR sport live streaming service, so they will be asked to recall their experiences with the VR. Multi-dimensions of motivated sport fan innovativeness will be measured with 20 items developed by Vandecasteele and Geuens (2010). Measurement of satisfaction, WTP, and WOM will be borrowed from Casalo et al. (2008) and Yoshida et al.'s (2013) study. TI scale was adapted from Algesheimer et al. (2005). A two-step procedure using structural equation modelling will be employed to assess the quality of the measurement model and to examine the established hypotheses in the structural model.

Result/Findings and Discussion

The data analysis results are expected to reveal that four dimensions of MCI play a crucial role in the formation of satisfaction. Furthermore, satisfaction is expected to be shown as a driver of WTP, WOM, and TI. According to the results, the current study could confirm that customer satisfaction is significantly affected by their MCI regarding VR experience, and at the same time, satisfaction is highly relevant to behavioural and affective consequences in the context of sport fans behaviour.

Conclusion, Contribution and Implication

Regarding potential theoretical implications, the main theoretical contribution the study makes is to advance our understanding of the roles of MCI in the formation of satisfaction, which in turn affects behavioural consequences. As a primary practical contribution, given that the current research represents one of the first attempt to formulate the MCI and its consequences in the context of the sport VR experience, this study could contribute practically illuminating an innovative way of enjoying the sport in the post-pandemic era. This implication is important since it is related to the sport market expansion. A combination of innovative technologies and unique and novel characteristics of the sport itself can synergise the impacts. Lastly,

considering the fact that motivation is associated with the initiation of the behaviour, this study can provide the basic date for establishing marketing strategies.

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**SPORT LAW AND ETHICS**

**Chair: Barbara Osborne**

**Puma And Tokyo 2021: A Comparative Law Analysis of Olympic Trademark Infringement and Ambush Marketing**

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Aim and Research Question

A legal controversy with the Tokyo Summer Olympics as a background provides a case study examining the differences between US and European trademark protection. At issue is the use of TOKYO 2021 as a tagline by a non-sponsor, a creative ambush marketer exploring a loophole to create an association with the event (McKelvey & Grady, 2008). Ambush marketers are careful to avoid direct use of protected marks in advertising surrounding the event, and legally prefers to create indirect and vague associations with the event to conjure up sport imagery in the minds of social-savvy fans.

Olympics partners are granted intellectual property rights for its exclusive commercial use. These rights are protected in the US by the Lanham Act (trademark law) and the Ted Stevens Act (law protecting US Olympic rights). Within the European Union, the Olympic Trademark is covered by the European Union Trademark Regulations (EUTMR) 2017/1001 and is supplemented by the European Intellectual Property Office (EUIPO) Trademark Guidelines. At present, there are three registered trademarks for 'Tokyo 2020' registered with the EUIPO, registered in 2012, 2014 and 2016. The protection of the Olympic trademark can further be enhanced by member states own national trademark registration system and legislation. These differences create exploitable ambush areas for sport marketers, and over-protection (and increased scrutiny) of hyper-intellectual property enforcement (Grady, 2016).

The aim of this study is to compare US and European Olympic trademark law and policy, and examine the intersection of ambush marketing and intellectual property protection.

<u>Theoretical background</u>

Per the Olympic Charter, the United States Olympic and Paralympic Committee ("USOPC") protects Olympic intellectual property in the United States. The Ted Stevens Olympic and Amateur Sports Act (36 U.S.C. § 220506(a)) ("OASA") grants the USOPC the exclusive rights to use and manage the Olympic marks in order to generate revenue and finance the United States' participation in the Olympic Games. Critically, this exclusive right allows the USOPC to license the Olympic marks to its official sponsors referred to as Olympic partners. The OASA also allows the USOPC to file a civil lawsuit against a brand who may be using protected Olympic marks in an infringing way. Since the USOPC does not receive any financial support from the government, protecting these rights is very important.

The protected rights include the iconic interlocking Olympic rings logo, and trademarked phrases such as "The Olympics." The USOPC has a longstanding tradition of branding the Games by using the name of the host city and the Olympic year. These Games marks include LAKE PLACID 1980, BARCELONA 1992, SYDNEY 2000, LONDON 2012, SOCHI 2014 and RIO 2016. After the Tokyo, Beijing and Paris bids were accepted, TOKYO 2020, BEIJING 2022 and PARIS 2024 instantly became associated with the Olympics and the USOPC in a trademark sense. According to longstanding intellectual property policy, these Games marks become the exclusive property of the USOPC within the United States.

On March 24, 2020, the IOC postponed the Tokyo 2020 Olympic Games until July 31, 2021. That same day, international sportswear company PUMA SE / PUMA NORTH AMERICA, INC. (Puma) filed a trademark application for "PUMA TOKYO 2021." The USOPC filed a lawsuit against Puma claiming its use of PUMA TOKYO 2021 was an unauthorized use of USOPC intellectual property, which ambushes the USOPC and its intellectual property rights.

Puma claims a need to use the PUMA TOKYO 2021 mark since it has many sponsorships and endorsement deals with teams and athletes participating in the Games, essentially providing a pseudo-legal justification for so-called ambush marketing. Further, Puma claims it needs to use the PUMA TOKYO 2021 mark to promote and sell its themed apparel.

Grady (2016) argues this over-protection of Olympic marks in trademark law (called "hyper-protection" of Olympic marks) leads to claims of trademark bullying, which occurred prior to the Rio 2016 Games when the USOC took the unprecedented step of asserting trademark rights in their marks in hashtags from social media posts. By over-exerting these

rights beyond what actually legally exists, legal scholars and IOC critics alike would argue the IOC and NOCs violate trademark policy by tipping the balance too far in favor of IOC and NOC's trademark rights and without enough use of these marks, like city name and year combinations, by other entities like local businesses who just want to celebrate hosting the Games in their country or city.

## Data analysis

Unfortunately, despite the fanfare that accompanied the initial USOPC v. Puma lawsuit, the parties settled the case. However, the examination of both USOPC and PUMA's action post-settlement provides insights into the agreement.

By using this case study analysis, this presentation provides: (1) a comparison of US and European trademark law; (2) its potential impact on marketing tactics by non-sponsors; and, (3) potential brand protection policies against ambush marketing in the social media space.

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**Macolin And Beyond: Legal and Regulatory Initiatives Against Match Manipulation**

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Aim and Research Question

As one of the most common types of sports fraud, match manipulation constitutes a significant threat to the integrity of sport (Manoli, 2018). In response to that threat, governments and sports organisations have taken various actions, ranging from preventive to restrictive in nature. The aim of the research is to analyse the legal and regulatory framework currently in place to tackle match manipulation in sport thereby adding to existing literature that has been done on the topic. In particular, the research maps how states have chosen to criminally sanction match manipulation, how states may have taken action in terms of cooperation and information exchange, both nationally and internationally, between public authorities as well as with other stakeholders such as sports organisations and sports betting operators. Furthermore, an insight is given into how sports organisations have strengthened their regulatory framework in order to prevent, detect and sanction match manipulation taking into consideration possible hurdles in the process.

> RQ: How do states and sports organisations tackle the threat of match manipulation through legal and regulatory initiatives?

Theoretical Background and Literature Review

The Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) defines match manipulation as "an intentional arrangement, act or omission aimed at an improper alteration of the result or the course of a sports competition in order to remove all or part of the unpredictable nature of the aforementioned sports competition with a view to obtaining an undue advantage for oneself or for others" (Treaty No. 215 Council of Europe). The Convention, which was opened for signature in 2014, is the first international legal instrument to specifically deal with match manipulation and introduced a various number of measures to be taken by ratifying Parties (Serby, 2015). Regarding criminalisation of match manipulation, the UNODC and the IOC conducted a study which provided an overview of the criminal laws of 52 states established for that purpose (UNODC-IOC, 2018). Concerning national cooperation between stakeholders, Henzelin et al. (2018) commented on the creation

of so-called national platforms which should help facilitate that. Veuthey (2014) focused on the history of actions of the football and cricket federations, often spurred by scandals that were brought to light, and analysed their actions at the time for possible shortcomings. This research will focus on the current legal and regulatory framework regarding the combat against match manipulation including recent developments.

Research Design, Methodology and Data Analysis

The data used in this paper is gathered through analysis of the relevant legal and regulatory texts at national and international level. In addition, literature and documentation on the topic of match manipulation will be reviewed.

Results/Findings and Discussion

The paper shows that in recent years a fair amount of activity can be observed with regard to legislative and regulatory actions. For instance, over the past decade, a number states have chosen to criminalise match manipulation by way of specific provisions as opposed to relying on different forms of incriminations of e.g. fraud and bribery. Similarly, action can be observed regarding national and international cooperation in relation to the topic of match manipulation. At national level, the creation of multi-stakeholder platforms, namely national platforms, can be noticed, inspired by Article 13 of the Macolin Convention. Each national platform is nearly unique in its form as there is no strict rule written in the Macolin Convention regarding the platforms' format. At international level, cooperative initiatives have grown as well, for example, through the INTERPOL and Europol frameworks and through the creation of the informal Network of National Platforms. Furthermore, sports organisations have increasingly updated their codes of ethics and disciplinary codes which include bases to take disciplinary action against match manipulators provided that they fall under the organisation's jurisdiction. In addition, these organisations have worked on their various reporting mechanisms and have taken initiatives to monitor betting markets.

Conclusion, Contribution and Implication

The research adds to existing literature by discussing the current situation regarding legal and regulatory measures in place to combat match manipulation. The actions that have been taken by governments and sports organisations must certainly be applauded. However, the increased legal and regulatory action has also exposed possible difficulties. For instance, because states'

criminal laws are not uniform, questions may be raised regarding coherence and visibility of these various criminal laws. Moreover, it is possible that (judicial) cooperation between states in criminal matters will be hindered. Concerning national and international cooperation and information exchange between stakeholders, it can be observed that many of these initiatives are informal in nature and consequently mainly rely on the goodwill of the stakeholders involved.

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**Ferrari vs. Everyone Else: Protecting "Trade Secrets"**

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Aim and Research Question

Formula One teams earn money based on their finishing place in the Constructor's Championship. Teams will seek every advantage to beat their competitors. These advantages may skirt, or even outright break, the rules. Competitor teams feel that they have the right to know not only when a competitor is doing something wrong, but what they are doing wrong. But the infringing team may have a legally protected right in the infringement that prevents the Federation Internationale de l'Automobile (FIA) from releasing the details, especially when the infringement involves the power unit.

The purpose of this research is to examine: (1) if a Formula One team has a protectable right in its power unit and (2) can the team prevent the FIA from releasing this information to other teams?

Purpose and Background

During the later part of the 2019 Formula One season, rival teams questioned the legality of Ferrari's power unit. After an investigation, the FIA released a statement that it had settled with Ferrari over the allegations because it was unable to prove that Ferrari broke any rules. The settlement was to remain a secret under Ferrari's request. This led rival teams to cry foul, but Ferrari insisted the secrecy was necessary to protect its intellectual property (Khorounziny & Mitchell, 2020).

Methodology

This legal research examined primary and secondary legal sources, concentrating on Italy, Switzerland, and the United Kingdom. Primary legal sources included international treaties, trade secret and unfair competition legislation in all three countries, and case law in the United Kingdom. Secondary legal sources included scholarly articles and the governing documents and regulations of the FIA.

Findings and Discussions

Under the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), undisclosed information is protected provided the information meets three requirements. The first requirement is that the information "[i]s a secret in the sense that is it not, as a body or in the precise configuration and assembly of its components, generally known among, or readily accessible to, persons within the circles that normally deal with the kind of information in question". The second requirement is that the information "[h]as a commercial value because it is a secret". The final requirement is that the information "[h]as been subject to reasonable steps under the circumstances, by the person lawfully in control of the information to keep it secret" (Agreement on Trade-Related Aspects of Intellectual Property Rights, 1994). All three countries are signatories to TRIPS and Italy and the United Kingdom have both codified this definition by legislation. Italy and Switzerland both use the term trade secrets while the United Kingdom uses both trade secret and confidential information. All terms are defined using the TRIPS definition in their respective country.

Under Italian law, the legitimate holder of a trade secret can prevent others from disclosing the secret to third parties (Codice della proprietà industriale, 2005). In the United Kingdom, absent a contractual agreement stating otherwise, disclosure of trade secrets without permission would be considered a breach of confidence if the information is confidential, was shared with an obligation of confidence, and the unauthorised release of that information is to the detriment of the holder of the secret (Coco v. A.N. Clark (Engineers) Limited, 1968). In Switzerland, there is no affirmative protection of trade secrets outside of a contract. However, revealing a trade secret can result in a violation of unfair competition law.

Conclusion, Contribution and Implication

Teams do have a protectable right in keeping the details of their power unit secret. The power unit is a secret in that the assembly of the components is not generally known or readily accessible to the other teams; there is no required design of the power unit. It has a commercial value because of it is secret, the prize money. Finally, the power unit has been subject to reasonable steps by the teams to keep the information secret. Teams take every precaution to ensure the power unit remains a secret.

Under Italian law, teams can prevent the FIA from releasing their trade secrets. While Article 4 of the Judicial Code prevents the FIA from releasing information discovered during an investigation to someone who is not concerned with the matter under investigation, other

governing document allows the release of confidential information if a safety issue is involved. If the team was investigated under the Judicial Code, teams would not be able to prevent the release of the information the United Kingdom, but would have recourse to pursue legal remedies if the FIA did release the information as a breach of confidence. If the infringement involved a safety issue, teams would have no legal recourse. It is questionable if the teams could stop the FIA or have legal recourse under Swiss law.

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**The Constitutionality of Rule 50 of the Olympic Charter: When the Games Come to Los Angeles in 2028**

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Aim and Research Question

Over the last half-century, both professional and amateur athletes have increasingly found their political voices, using fame and notoriety to create awareness on various social issues including systemic inequality, institutional racism, and police violence. A number of factors attribute to this rise of consciousness such as the continued globalization of sport, the proliferation of social media, or the mere fact that athletes, like society as a whole, have just about had enough. Whatever the reason, this awareness and vocalization regarding political and social injustices by and on behalf of athletes has not gone unnoticed by the International Olympic Committee (IOC). In fact, the president of the IOC, Thomas Bach, as part of his New Year's Message 2020 speech, addressed what he referred to as "the growing politicization of sport" to make it clear that both the IOC and the Olympic Games are to remain "politically neutral". In amplifying his position, he stated that "The Olympic Games are not, and must never be, a platform to advance political or any other potentially divisive ends."

In addition, on the heels of its president's speech, the IOC released a statement reinforcing its commitment to Rule 50 of the Olympic Charter, a rule which provides, in part, that "No kind of demonstration or political, religious or racial propaganda is permitted in any Olympic sites, venues or other areas." Rule 50 specifies that any and all political messaging, which includes signs or armbands, gestures of a political nature (power salutes or kneeling for example), and refusal to follow the Ceremonies protocols, are not permitted during the Olympic Games or at any Olympic venues, including the field of play and the Olympic village.[1] The IOC claims Rule 50 in necessary because the Summer and Winter Olympic Games are governed by a fundamental principle "that sport is neutral and must be separate from political, religious or any other type of interference."

Aim of the Article

The IOC's position and potential enforcement of Rule 50, controversial since it limits an athlete's freedom of expression, may bypass legal scrutiny during the 2021 and 2024 Summer Olympic Games taking place in Tokyo and Paris respectively, but what happens when the

Summer Olympic Games come to Los Angeles in 2028? How will Rule 50 of the Olympic Charter be accepted in the United States, where athletes are bestowed with the right of free speech as guaranteed by the First Amendment of the U.S. Constitution, an Amendment that allows an individual, athletes included, the free and public expression of opinions without censorship, interference and restrain. It is clear that Rule 50 of the Olympic Charter and the First Amendment of the U.S. Constitution are at odds with one another.

Design and Implementation

This paper will explore the legality of Rule 50 of the Olympic Charter when the Summer Games come to Los Angeles in 2028. We will first provide a history of Rule 50, the reasoning behind its implementation, and a global exploration into any and all previous legal rulings or decisions regarding the validity of the Rule. Following will be a detailed discussion concerning whether or not the First Amendment of the U.S. Constitution is applicable during an international sporting event such as the Olympics, including an analysis as to what constitutes 'state action' and whether or not the 'unconstitutional conditions doctrine' could be used as a bar against the IOC enforcement of its Rule 50.

Outcomes and Conclusions

We will examine whether or not an athlete who has been disciplined by the IOC in accordance with Rule 50 has a viable First Amendment claim in light of its various legal exceptions – i.e. restrictions based upon special capacity as an athlete representing his or her country in the Olympic Games. We will conclude with a discussion as to whether or not an aggrieved athlete's only allowable venue to challenge the legality of Rule 50 is the Court of Arbitration for Sport since, according to the Olympic Charter, all disputes must be settled exclusively within such forum.

[1] However, athletes are allowed to express their opinions during press conferences, interviews, and team meetings as well as on digital or traditional media.

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**SPORT MARKETING**

**Chair: Tim Ströbel**

**Career Patterns of Senior Marketing Managers in Top European Football Clubs**

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Aim and Research Question

Playing in one of the top European football clubs is a fantasy of many young people in the world. Likewise, many sport management students dream about a job of a manager there. And although the professional football has grown into a multi-million dollar global business, the research on the labour market of people who are in charge of its development is limited. Therefore, the primary goal of this research was to explore the common career patterns leading to a senior managerial position in marketing in the best European football clubs (SMMEFC), while the secondary goal was to explore patterns in the post SMMEFC careers.

Theoretical Background and Literature Review

Hitherto, the research into sport managers' career patterns has been limited and fragmented, concerning mainly three categories of individuals: collegiate athletic administrators in the US, women and ethnic minorities, and sport management alumni. The results of these studies indicate a trend towards professionalization and more business-oriented backgrounds and pathways in collegiate sports organisations that once used to rely solely on athlete and coaching experience (Hardin et al., 2013; Lumpkin et al., 2015), underrepresentation of women and ethnic minorities in sport administration and their different than dominant career patterns (Armstrong, 2015; M'mbaha & Chepyator-Thomson, 2019), and quite complex and heterogeneous initial pathways in sport industry with challenges to get a first job and work-up through the industry and no clear dominance of traditional or new career types (Minten & Forsyth, 2014; Schwab et al., 2015). Most of these studies use qualitative methods. Those few quantitative ones are mainly descriptive, and none of them consequently applies a sequence analysis that would treat the job trajectories as unities.

### Research Design, Methodology and Data Analysis

In the first step of data collection, 186 top European football clubs were identified (including all clubs from the first divisions of the Big Five leagues, as well as all other clubs having scored any UEFA points in three seasons: 2016/17, 2017/18, 2018/19). Secondly, senior marketing managers working or having worked in these clubs since 2000 till the end of the 2018/2019 season and having an individual LinkedIn profile were found. Their professional history and education were retrieved manually and coded by the author. In total, 188 managers' profiles were found appropriate for the study. They represented 99 clubs from 24 national top leagues, and 79% of them were men.

The main data analysis consisted of three stages. First, the career pathways leading to the first SMMEFC positions were determined with the use of Optimal Matching Analysis. Secondly, these patterns were compared regarding a set of variables depicting career paths, clubs, and managers. Thirdly, the post SMMEFC careers were explored with the use of diagrams.

### Results and Discussion

The results show that people in the first SMMEFC positions are mainly male, with a university diploma in business and marketing, and with a predominant functional experience in marketing (followed by sales and communication). They arrive to the first SMMEFC job mostly through non sport industries, on five different pathways: 1) business (40% of the sample), 2) football (32%), 3) sport (11%), 4) marketing and communication (11%), media (6%). After the appointment to the first SMMEFC position almost 2/3 of them transfer to other football jobs or are still employed as SMMEFC after five years. This attraction of football (and sports in general) is high among managers coming from all pathways – even the majority of mangers from the business pathway chose sports as a further career development (although they tend to redirect themselves more than others toward a sport-related business).

Among the individual sequences leading to SMMEFC, only around half of the football cluster (ca. 14% of the sample) may be considered as traditional careers, with individuals climbing the hierarchical ladder in one or two organisations. Other careers develop through inter-organizational or inter-industry transitions. In particular, the specificity of football industry (or sport in general) is not a serious boundary as the non-sport pathways prevail. Instead, the careers are bounded by marketing functional experience and education.

Conclusion, Contribution and Implication

The study makes contributions to our understanding of professional football development and to the debate on the uniqueness of sport market. Finally, the study relates to the literature on boundaries of managerial careers, with a particular focus on the importance of functional specialisation as external guidance for the middle/senior level managers. In terms of practical implications, the study highlights opportunities for both sides of the employment relation. It also advocates a solid component of general management and marketing in the education of future sport managers.

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**The Environmental Attitudes of Major League Soccer Fans**

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Aim and Research Question

Today, climate change and environmental sustainability are considered politically charged topics. As a result, professional sport clubs may avoid promoting environmental causes because of the controversy that could ensue (Kellison & Cianfrone, 2020). The source of this hesitancy is largely anecdotal—buoyed by news media and partisan talking points. Additionally, it is unclear how fan attitudes toward a club's social messaging may differ across clubs, regions, and even sports. For instance, a recent Nielsen study indicated Major League Soccer (MLS) fans made personal and financial contributions to the Black Lives Matter more frequently than those of the National Football League (NFL), suggesting MLS fans may be open to—and indeed, expecting—clubs to actively engage in social issues (Nielsen, 2020). On the other hand, Wakefield (2020) argued "leagues, teams, players, networks and broadcasters that continue to weave in politics risk losing fans who may never come back" (para. 12), especially in the NFL, where 24% of fans were estimated to be in the "at-risk" category (compared to 14% of MLS fans).

The politicization of climate science and environmental protection has given some sport organizations pause to engaging in pro-environmental messaging, but others have pushed forward to champion environmental initiatives at their venues. Still, fan attitudes toward these initiatives remain largely unexplored. Therefore, based on the lack of previous research on the topic, the purposes of this study were to examine consumer attitudes toward an MLS club's environmental initiatives and to consider whether these attitudes differed from NFL fans.

Theoretical Background and Literature Review

Previous research has focused on sport organizations' efforts to promote environmental messaging to environmental messaging and elicit positive behavior change (e.g., Casper et al., 2014, 2020). In the context of environmental politics, Kellison and Cianfrone (2020) identified several common themes among highly identified NFL fans based on their status as environmentalists. They argued that clubs could promote superordinate social identities, thereby providing "a path for sport organizations to promote climate action to their whole fanbases" (p. 20). They also advised researchers to extend the study to other sporting contexts.

Research Design, Methodology, and Data Analysis

To examine consumer responses to environmental initiatives, we distributed a survey to season ticket holders of an MLS team. As part of the survey's design, we included space to respondents to provide open-ended comments "related to the [team's] environmental initiatives or environmental issues more generally." Returned responses were reviewed for completeness and relevance, and the empirical material was analyzed in NVivo 12. To identify common and contrasting themes in the empirical material, template coding was used, in which the researchers applied a top-down approach to produce a list of codes (i.e., the template) representing themes identified a priori (King, 2012); in this case, Kellison and Cianfrone's (2020) analysis of NFL fans was used as the reference material.

Results and Discussion

A total of 1,002 surveys were distributed, and 153 were completed and contained written comments. After reviewing responses for relevance, 147 comments were retained and coded. Based on demographic information collected in the survey, the vast majority of respondents considered themselves fans of the team (i.e., 94% strongly agreed, agreed, or somewhat agreed with the survey's Team Identification metric). Twenty-nine percent of respondents considered themselves active environmentalists, 41% were passive environmentalists, 29% were not environmentalists, and 1% declined to answer.

Our analysis resulted in 27 preliminary codes, 10 categories, and four themes. Three themes—Considering Environmental Action, Business Insights, and Impacting the Fan Experience—were all consistent with the NFL reference group, although three new codes emerged, while four were not used. A new theme, Public Visibility, focused on the possibility the club's pro-environmental initiatives could provide a competitive advantage over rival cities and influence local policymakers and citizens; this theme will be the focus of our presentation.

Conclusion, Contribution, and Implications

The results of this study suggest that while some themes related to fans' attitudes toward environmental messaging are consistent across sporting leagues, differences also exist. Specifically, MLS fans in this study stated their team's environmental messaging could lead to positive benefits outside the stadium, both locally and otherwise. This study has several implications, including supporting the notion fan characteristics may differ across various

demographic and structural contexts and fans' recognition that a club's standing in the community may be leveraged to promote environmental action.

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**Drivers For Fan Engagement – A Modelling Approach Based on a Comparative Survey Across Germany's First League Football Club**

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Aim and Research Question

Professional football has grown to a billion-dollar business with transfer fees, club values and revenues from broadcasting continuing to rise on a high level. However, as one of their most important and steadiest sources of revenue, professional clubs are financially dependent on fan engagement whether by media consumption, stadium attendance, or by merchandise. Whilst sport fandom, club image, and attitudinal loyalty are individually quite well researched general concepts, is their interplay and its manifestation in terms of engagement for a specific league as well as across all its clubs less clear and shall be studied along the following research questions:

> RQ1: Which sport related motivations characterize German football fandom across clubs?
>
> RQ2: How do clubs' brand images range between uniqueness and clusters of similarity?
>
> RQ3: How loyal are a club's fans given specific brand perceptions and sport motivation?
>
> RQ4: How do motivation, perceived image, and loyalty become manifest in fans' engagement?

Theoretical Background and Literature Review

Our model for fan engagement understood here as a behavioral concept relates the latter to the three mental concepts of general football fandom, perceived uniqueness of a club's brand image, and attitudinal loyalty.

For general football fandom we stuck to Wann's sport fan motivation scale (1995), dividing fan motivation into several dimensions. Keller's brand equity approach (1993) established for consumer goods was transferred by Gladden & Funk (2001) to sport and by Bauer et al. (2008) specifically to football. For brand associations as one aspect of brand equity Bauer et al. (2008) differentiated between sport-related and non-sport-related associations. They also analyzed the interrelation of brand image with fan loyalty which they understood as

being composed of an attitudinal and a behavioral aspect. Whilst the attitudinal dimension covers the psychological commitment of a fan to the club, does the behavioral dimension depict the manifestation of loyalty through club-related "engagement" that we also refer to as such in our model. Our notion of engagement subsuming club-related activities with potential financial impact hence differs from narrower definitions like by Yoshida et al. (2014). In addition to activities mentioned by Bauer et al. (2008), we added items based on the consumer's engagement with social media scale (Schivinski et al. 2016) to account for the latter's increasing importance. Also, additional items were derived from extant studies on clubs' potential aspects of uniqueness to complement the original measure.

For the four concepts constituting our model, the average values across all contributing factors or components respectively per concept are interpreted as measures for their general score and related to each other. Whereas the underlying factors were analyzed to derive a refined understanding of the different dimensions of fan engagement and their dependence on specific motivations of fandom as well as on the diverse aspects of potential uniqueness and attitudinal loyalty.

### Research Design, Methodology and Data Analysis

A survey was conducted in May 2020 among fans of all 18 clubs of Germany's first league. The questionnaire consisted of the measures for the four concepts our model of fan engagement is based on (including additional items to be tested for their relevance) as well as sociodemographic characteristics of the respondents and their experience of the Covid 19 pandemic with regards to their preferred club. It was distributed online through different sport-related platforms and social media pages. The survey was answered by N=1584 - with at least 50 fans for each of club. General scores for the four introduced concepts as well as between their constituent components were analyzed by structural equation modelling. By weighting according to the different number of responding fans per club we approximate an average fan of professional German first league football.

### Results and Discussion

The analyses showed that fans of the different clubs are rather similar in their motivations. Furthermore, German football fans generally possess high loyalty both in terms of psychological commitment to the club as well as in club-related engagement. Contrasting to that, the clubs' perceived brand image varied in manifold ways. Still, certain clubs cluster with

similar associations. Putting all concepts in relation, analyses revealed that the more emphasized general football fandom and unique a club's perceived image is, the stronger is attitudinal loyalty and in turn also fan engagement, with each of the three mental concepts being direct or indirect drivers of engagement. A more refined analysis exhibited a differentiated pattern of relationships between the factors of the respective concepts.

Conclusion, Contribution, and Implications

The study examined the relationship of football fans and their favorite clubs in order to reveal what drives club-related fan engagement as a financially essential dimension for professional football clubs. By a better understanding of fans' motivations and their perceptions of the clubs' image, club managers get instruments to track changes, to proactively foster specific aspects stimulating engagement as well as to develop strategies for attracting fans, improving loyalty, and avoiding alienation.

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**Empowerment of Human Brands - Brand Meaning Co-Creation on Digital Engagement Platforms**

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Aim and Research Question

Research addressing human brands in sports marketing is still in its nascent stage. The development of digital engagement platforms (e.g., social media) has empowered athletes to develop, maintain, and expand their personal brands (Liu & Suh, 2017). They can interact directly with various actors such as fans, sponsors, media or clubs. Athlete brands as particular type of human brands in sport have by now surpassed traditional brands on digital platforms in regards of followership. Drawing on recent literature on integrative branding, however, athletes cannot build and control their brand autonomously. Integrative branding involves two interrelated processes – building brand identity and co-creating brand meaning. Brand meaning is always co-created by various actors, like fans, media, sponsors, agencies, teams or even other athletes (Merz et al., 2009). This study examines how the meaning of athlete brands is co-created on different digital engagement platforms. Therefore, this research extends existing literature on athlete brands (Arai et al., 2013) and contributes to general brand management literature by delivering further empirical research on the co-creation of brand meaning by multiple actors.

Theoretical Background and Literature Review

Building on current research findings from athlete branding on social media (Na et al., 2020), this study exclusively focuses on different digital engagement platforms of a female athlete who is active in a seasonal niche sport. The development of an athlete brand is particularly important for this athlete, since public awareness of the sport and her brand is limited to certain winter sport events. In contrast to previous research, the current study focuses on one athlete and the co-creation of this athlete's brand meaning on different digital engagement platforms as touch points for actors' resource integration (Breidbach et al., 2014). With respect to the multi-actor perspective, this study identifies relevant actors and platforms for the co-creation of the athlete's brand meaning. In addition, the study outlines how these actors integrate resources and interact on the respective digital engagement platforms in order to co-create

brand meaning. This athlete brand case study provides insights of how brand meaning is co-created on digital platforms by different actors in sports.

Research Design, Methodology and Data Analysis

The study builds on a qualitative case study design applying mixed methods with an emphasis on a netnographic approach, which has proven its eligibility in the fields of digital engagement platforms in sport management research (Abeza et al., 2017). The netnographic approach is applied to a professional female athlete brand from Germany through observing and examining the activities of various actors on Instagram, Facebook, Twitter and LinkedIn within the world cup season 2020/2021. Parallel, semi-structured interviews will be conducted with various actors related to the athlete to obtain a deeper understanding. In addition to fans, sponsors and agencies, also industry experts will be questioned, to enrich our comprehension of brand meaning co-creation on digital engagement platforms. To ensure the rigor and novelty of the research, we continue to conduct several interviews with the athlete herself. This leads us to combine the results of the netnography with the external perspective of the relevant actors from the interviews as well as the internal view of the athlete. Data collection is in progress and will be analysed before the conference.

Results and Discussion

We discuss the role of fans, sponsors, media and agencies as relevant actors in co-creating the athlete's brand meaning by analysing actors' resource integration on the different digital engagement platforms. It can be assumed that the importance and contributions will vary depending on the engagement platforms. The evidence from this study reveals resource integration of different actors in specific co-creative activities of an athlete's brand within a specific sports context. Further results will be provided at the time of the conference.

Conclusion, Contribution and Implication

This study provides a unique and important contribution to existing research on human branding by taking a multi-actor perspective. Furthermore, we discuss this perspective on integrative branding on different digital engagement platforms for the first time in the specific context of athlete brands. By combining the netnographic analysis of the athlete's digital engagement platforms, multiple interviews with the athlete and semi-structured interviews with further relevant actors, we get a unique and deep insight regarding the brand meaning co-

creation of the athlete's brand from a multi-actor perspective. Therefore, the study also enhances sport managers' knowledge on the dynamics of integrative human branding.

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**Rethinking Brand Management within Sports – Advancing to a Multi-Actor Perspective**

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<u>Aim of the Research</u>

Current sport management literature typically perceives brands as autonomously built and managed by the brand owner. However, research in general brand management increasingly emphasises the participation of multiple actors in co-creating brands and their meaning (Merz et al., 2009). Drawing on general brand management literature, we initially take a multi-actor perspective on sport brands and, within a case study approach, empirically demonstrate how multiple actors co-create the meaning of a sport brand. This study aims to advance current thinking about sport brands towards a multi-actor perspective and contributes to general brand management literature by answering calls for empirical research on a multi-actor perspective within different contexts (Wallpach et al., 2017).

<u>Theoretical Background and Literature Review</u>

Drawing on general branding literature, we reflect on different approaches to the co-creation of brands and link them to a unified multi-actor perspective on sport brands. Brands and their meaning are co-created through resource integrating interactions between multiple actors, for example customers, suppliers, and media. Previous research identified the communication, internalization, contestation, and elucidation of brand meanings as important actor performances in the co-creation of brand meaning (Iglesias et al., 2020). Brand owners cannot autonomously determine the meaning of a brand, but only facilitate and orchestrate brand meaning co-creation processes through providing brand engagement platforms. The role of brand management shifts from that of a 'brand guardian' to that of a 'conductor' of co-creative processes. However, the relevance of traditional approaches to branding should not be neglected. The owner's development and communication of a unique brand identity comprises traditional management techniques and forms the foundation for the dynamic social processes of brand meaning co-creation. The brand owner not only develops the initial brand identity, but is also obligated to continuously adapt the brand's identity by integrating co-created brand meanings. Brand management is conceptualised as an iterative process between building and adapting the brand's identity as well as the co-creation of brand meaning. To sum up, in the

context of our study, we understand brands as sign systems that represent the identity of a brand and build the foundation for social dynamic co-creation processes leading to the development of a collective brand meaning (Brodie et al., 2017).

Sport management research does not take a multi-actor perspective on brands yet. Thinking about sport brands is mainly based on the idea that they are built and controlled by the respective sports entity. Given the established ideas on value co-creation (Woratschek et al., 2014) and the high level of actor engagement within the context of sports, we argue for the relevance of further developing the current understanding of sports brands towards a multi-actor perspective (Ströbel & Germelmann, 2020).

## Research Design, Methodology and Data Analysis

Due to the study's exploratory character, we apply a qualitative research design to the case of the German Bundesliga club brand FC St. Pauli. The club provides, due to its atypical brand management strategies, unique insights into the co-creation efforts of multiple actors. We implement a mixed methods approach, consisting of semi-structured narrative interviews, netnography as well as secondary data sources. Interviews are conducted with multiple actors inside and outside of the club brand, for example club managers, marketing agencies, sponsors, fans, and media. Our netnographic research focuses on observing social-media platforms and virtual club events where the club's brand meaning is co-created. Primary data is further enriched with club documents and media content analysis. Data collection is in progress and will be analyzed prior to the conference.

## Results and Discussion

We expect our study to demonstrate how the brand meaning of FC St. Pauli is co-created by multiple actors. In our research, we identify and discuss the actors relevant to the co-creation of brand meaning, the specific resources and performances they integrate, and the role of club management within the iterative brand management process. We analyze the different actors' roles in co-creating the club's brand meaning and the resources they integrate depending on the context in which they are located. We further discuss the brand owner's role of a 'conductor' within the process of brand meaning co-creation and the role of an 'adaptor' within the process of building brand identity. Detailed results will be made available at the time of the conference.

## Conclusion, Contribution, and Implications

We expect to challenge traditional management-centric thinking about brands and demonstrate the importance of a multi-actor perspective for a better understanding of sport brands. We make a unique contribution to sport management literature by advancing thinking about sport brands and providing a comprehensive foundation for further research on sport brands from a multi-actor perspective. Furthermore, we answer calls for empirical research on a multi-actor perspective within different contexts and contribute to sport management practice by fostering sport managers' knowledge of the dynamics of brand co-creation.

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**Rings Unraveled. A Critical Reflection on the Promotion of Olympism**

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Aim and Research Question

The prime objective of the Olympic Movement is the promotion of Olympism. The Olympic Movement encompasses organisations and persons who agreed to be guided by the Olympic Charter and who are inspired by the values of Olympism (IOC, 2019).

Although promoting Olympism is a key task of the Olympic Movement and that it is Olympism that gives the movement a distinctive character, there is not much empirical evidence about the awareness of Olympism and the values associated with it. This study, conducted in the Netherlands, aims to contribute to close a modest part of this knowledge gap.

Research questions are:

1) What are the predictor variables for the awareness of Olympism?

2) Which words are associated with Olympism and how can these words be categorised?

3) What are strengths and weaknesses of the promotion of Olympism by the Olympic Movement?

Theoretical Background and Literature Review

The IOC (2019, p. 11) defines Olympism as 'a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles. According to the IOC (2018) there are three Olympic values, specifically excellence, friendship and respect.

The promotion of Olympism can be seen as social marketing practice because it is aimed at the marketing of universalist ideas or thoughts (DaCosta, 2006) with the purpose to change the behaviour of people and in a way that is assumed to influence society is the desired positive way (Chatziefstathiou, 2007). Social marketing has become a well-established part of the marketing vocabulary (Andreasen, 1994).

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

As to answering research questions 1 and 2, data were collected through an online questionnaire among a random sample of the adult Dutch population (15-80 years) in 2018 (n=1,544). The online panel of market research company Ipsos was used as a sample frame. Data were weighted before analysis.

The awareness of Olympism was measured using a dichotomous question. Logistic regression was executed to identify predictors for the awareness of Olympism. The associations with Olympism were measured by using a projective research technique, specifically free word association. The words were analysed through thematic content analysis. Data were reduced by means of coding. As prescribed by Gratton & Jones (2004), the aim was to create categories which are valid, mutually exclusive and exhaustive. In doing so, internal convergence and external divergence as regards categories was optimized.

A literature study was conducted to answer research question 3, about the strengths and weaknesses of the promotion of Olympism.

Results/Findings and Discussion

The results show that 52 per cent of the Dutch population was familiar with Olympism. Odds ratios suggest that men were more likely to be aware of Olympism, compared to women, that the awareness of Olympism increases with age and with educational level. Moreover, the results indicate that participants in sports and members of sports clubs were more aware of Olympism, compared to non-participants and non-members respectively.

The 890 respondents who were familiar with Olympism produced 2,718 valid words which were associated with Olympism. Thematic content analysis revealed 22 categories. The categories with the highest number of words were 'friendship and unity' (575 words) and 'sportiveness' (392 words). This suggests that the actual associated words with Olympism are more wide-ranging than the three values the IOC connected to the philosophy.

The strengths of the promotion of Olympism by the Olympic Movement include the worldwide network of hundreds of organisations and hundreds of thousands of individuals who

act as ambassadors. The fragmented and incoherent operationalization of Olympism – the Olympic symbol, the Olympic motto, the Olympic creed, the Olympic oath, the Olympic ideal, the Olympic values, the Olympic spirit and the Olympic truce – is seen as a weakness.

Conclusion, Contribution and Implication

The results not only give evidence to the extent in which the Dutch population is acquainted with Olympism and which values people associate with the Olympic Games. The study also offers useful insights for the improvement of social marketing strategies for the Olympic Movement. This includes a more coherent promotion of Olympism and improvement of the coordination of promotional activities between the numerous members of the Olympic Movement.

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**Leveraging Sport Sponsorship – The Effects of Activation Measures and Perceived Authenticity**

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Aim and Research Question

Activating acquired sponsorship rights to leverage the full potential of sponsorships is widely promoted. For example, an average activation-rights ratio of 1.2:1 was measured in Germany in 2018. Previous studies mainly tested the positive effects of various types of activation activities in different contexts. Accordingly, Kelly et al. (2016) call for research also investigating sponsors' negative behaviours. Cornwell and Known (2020) propose to include authenticity measures in the still under-researched field of activating sponsorships. Companies nowadays aim to engage their customers to increase firm performance and customers' value (Jaakkola & Alexander, 2014), so we chose customer engagement behaviour (CEB) as outcome variable.

Consequently, our research aim is to test the effects of different online activations and the perceived authenticity of sponsorships on spectators' CEB towards the sponsor.

Literature review

Activation is "the additional investment and activity in a sponsorship beyond the rights fee spent to initially acquire a property" (O'Reilly & Horning, 2013, p. 425). When customers perceive sponsors' activation activities positively, their attitude and loyalty towards the sponsor increases (Dreisbach et al., 2021). Weeks et al. (2008) show that interactive activation activities in the online context lead to more favourable attitudes towards the sponsor. Sponsorship literature also knows negative effects on sponsorships when sponsors' image is perceived as negative (Kelly et al., 2016). Cornwell and Kwon (2020) emphasise that sponsorship success may be moderated by authenticity, which refers to how customers feel comfortable with the sponsor-sponsee partnership.

Previous studies on activations investigated mainly positive attitudinal or intentional outcomes (e.g. Weeks et al., 2008). To complement these studies, we decided to test the effects on CEB, which is an aspirational outcome for sponsors as it is voluntary customers' behaviour exceeding transactions. Jaakkola and Alexander (2014) conceptualised four types of CEB increasing in strength: augmenting (e.g. social media posts), co-developing (e.g. idea

competitions), influencing (e.g. word-of-mouth), and mobilizing (e.g. call for purchase/boycott) behaviour. Accordingly, CEB can be positive and negative for sponsors. Based on the literature review, we posit the following hypotheses:

- H1: Positively perceived sponsors' online activation activities lead to more positive CEB from spectators, such as a) augmenting, b) co-developing, c) influencing, d) mobilizing behaviour, than negatively perceived ones.
- H2a/b/c/d: Sponsorships perceived as higher in authenticity lead to more positive CEB from spectators than those perceived as lower in authenticity.
- H3a/b/c/d: Authenticity moderates the relationship between spectators' perception of sponsors' online activation activities and CEB.

## Methodology

Our study used factorial 2 (activation valence: positive vs. negative) x 2 (authenticity: lower vs. higher) between-subjects design. After pre-testing the conditions, we recruited 529 sports enthusiasts via online forums and social media in Germany (48.6% female, $M_{age}=33.04$, SD=10.81). We first manipulated authenticity with a press release announcing the new partnership between a sponsor (Subway: higher vs. McDonald's: lower authentic) and the sponsee (Berlin marathon). In a second press release, we manipulated the respective sponsor's activations (positive: launch of fitness-sandwich/-burger; negative: launch of meatball-sandwich/-burger) taking place at the Berlin marathon. Then, participants could engage in the different types of CEB. The researchers coded the collected data on mobilizing behaviour as positive or negative.

## Results

ANOVA results showed that manipulation checks were successful as perceived authenticity ($M_{lower}=2.62$, SD=1.25 vs. $M_{higher}=3.33$, SD=1.18, $F_{(1, 389)}=32.12$, p<.001) and valence of activation ($M_{negative}=2.31$, SD=1.48 vs. $M_{positive}=4.04$, SD=1.70, $F_{(1, 527)}=157.64$, p<.001) differed significantly.

Binary logistic regressions on the four types of CEB (0=positive, 1=negative) testing the valence of the activations revealed significant effects for augmenting (B=-0.86, Wald=19.96, Exp(B)=0.42, p<.001), co-developing (B=-1.58, Wald=17.01, Exp(B)=0.21, p<.001), and

mobilizing behaviour (B=-2.39, Wald=41.94, Exp(B)=0.09, p<.001), but a non-significant effect for influencing behaviour. Thus, H1a, H1b, and H1d were supported.

Authenticity effects on CEB were non-significant for augmenting and co-developing, but significant for influencing (B=-0.49, Wald=3.96, Exp(B)=0.61, p<.05) and mobilizing behaviour (B=-1.76, Wald=23.19, Exp(B)=0.17, p<.001). Furthermore, there is a predicted probability of 91.50%, if an activation is negatively and the sponsorship as lower authentic perceived, 65.00% (negative and higher), 49.75% (positive and lower), and 14.60% (positive and higher) to engage in negative mobilizing behaviour. These results support H2c and H2d, and H3d.

Implications

Our study contributes to the sponsorship literature by showing that activation activities are not per se favourable for sponsors; success depends on how the activation is perceived by the spectators and if the sponsorship is perceived as authentic or not. Importantly, negative mobilizing behaviour - the strongest type of CEB - after negatively perceived activations has a significantly higher probability of occurring than positive CEB after a positive activation, especially when the sponsorship is perceived as lower authentic. In other words, if spectators feel upset about a sponsor's activity, they are very likely to tell others about it.

Sponsoring managers can use this knowledge to better allocate their financial resources more carefully by pre-checking if an activation might provoke negative perceptions and whether a potential sponsorship is perceived as authentic.

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**"You're Like Me, but Much More Active": Perceived Similarity Moderates Social Comparison Effects on Physical Activity Intentions**

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Aim and Research Question

At the intersection of public health and sport management, factors emanating from the social environment impact individuals' physical activity (PA) intentions and actual PA (Rowe et al., 2013). One particular social influence that has been found to predict PA is the comparison with others (Luszczynska et al., 2004). Although social comparison has become a frequently utilized behavior change technique in PA applications and wearables (Arigo et al., 2020), research has largely neglected when, and how, social comparison motivates or demotivates the engagement in PA. Therefore, the objective of the present research was to investigate the effects of social comparison on PA-related outcomes. The relevance of the work to sport management can be seen by the fact that the successful promotion of PA will help managers and providers of PA-related services to market their offerings and increase individual and public health at the same time.

Theoretical Background and Literature Review

While past research has investigated the differential consequences of upward (i.e., individuals performing better) and downward (i.e., individuals performing worse) comparisons for PA (Lockwood et al., 2005), the role of the similarity (vs. dissimilarity) to the comparison standard has been neglected. We propose that comparison direction (upward vs. downward) and perceived similarity (similarity vs. dissimilarity) interact to predict PA self-evaluation and self-efficacy. We expect that participants will evaluate their PA more positively and feel more efficacious to engage in PA if they focus on similarities with an upward standard than if they focus on similarities with a downward standard. Conversely, participants should show greater levels of PA self-evaluation and self-efficacy if they focus on differences with a downward (vs. upward) standard.

## Research Design, Methodology, and Data Analysis

In two studies, MTurk workers (n = 240 and n = 248, respectively) were randomly assigned to read either an upward (i.e., someone described as very physically active) or a downward (i.e., someone described as very physically inactive) standard description. After engaging in a comparison with the standard, participants completed PA self-evaluation, self-efficacy, and intention measures. While similarity was measured in Study 1, by asking participants to indicate the degree to which they focused on similarities with the standard, it was manipulated in Study 2, by instructing participants to either focus on similarities or dissimilarities. Moderated mediation models, including comparison direction (predictor), perceived similarity (moderator), PA self-evaluation and self-efficacy (mediators), and intention (outcome), were estimated via the bootstrapping procedure available in PROCESS. Conditional effects were inspected to identify the nature of the potential interactions.

## Results and Discussion

In Study 1, perceived similarity moderated the effect of comparison direction on PA self-evaluation, $\beta = -.67$, $t(236) = -13.91$, $p < .001$, and PA self-efficacy, $\beta = -.54$, $t(236) = -13.91$, $p < .001$, such that at high (mean + 1 SD) similarity, participants comparing themselves to an upward standard showed greater levels of PA self-evaluation and self-efficacy than those comparing themselves to a downward standard. At low (mean -1 SD) similarity, the reverse held true. As expected, the relationship between comparison direction and PA intention was mediated by PA self-evaluation and self-efficacy, with significant moderated mediation indices for PA self-evaluation, $\beta = -.33$, $SE = .06$, 95% CI [-0.44; -0.23], and PA self-efficacy, $\beta = -.19$, $SE = .05$, 95% CI [-0.30; -0.09]. In Study 2, the moderated mediation results with perceived similarity as binary variable were significant for PA self-evaluation, $\beta = .15$, $SE = .05$, 95% CI [0.06; 0.26], and PA self-efficacy, $\beta = .14$, $SE = .06$, 95% CI [0.03; 0.25].

## Conclusion, Contribution, and Implications

The results suggest that the outcome of a PA-based social comparison depends on (a) who we compare ourselves to (i.e., more or less active others) and (b) the degree to which we focus on similarities or differences with that person. Across two studies, we found that, when focusing on similarities, a comparison with a more physically active other made people feel better about their own level of PA and more capable to be active than a comparison with a less physically active other. On the other hand, when focusing on differences, a comparison with someone less

active resulted in greater PA self-evaluation and PA self-efficacy than a comparison with someone more active. Whilst lending preliminary support for the proposed model, the present studies are limited in that they do not include a control group and preclude conclusions about actual PA behavior. Nevertheless, our findings expand the work on the impact of social comparison on PA (Lockwood et al., 2005) by suggesting that the perception of similarity can be influenced so that favorable outcomes arise. From an applied perspective, our findings suggest that caution is warranted when developing societal and organizational PA promotion approaches since comparison with others does not invariably boost individuals' willingness to be physically active.

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**Sport In Prison: A Literature Review for a Future Sport Management Research Agenda.**

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Aim and Research Question

Sport has increasingly been used as a method of community development and engagement, including programs related to antisocial behaviour and crime reduction (Gallant et al., 2015). When dealing with the topic of sport in prison, one comes across various studies and literature on the effects of physical activity and its management in different ways. It has been shown that physical activity can have a beneficial effect on social, physical, and psychological well-being (Woods et al., 2017). Therefore, a distinction can be made between physical and psychological effects. Currently, no work exists that summarizes and evaluates the entire body of research on this topic. The aim of this paper is to conduct a meta-analysis to provide an overview of the effects of physical activity in prison and to establish a research agenda for sports management on this topic.

Theoretical Background

Today, well over ten million people are incarcerated worldwide (Coyle et al., 2016). Obviously, the goal of any correctional institution is to resocialize prisoners so that they can be fully reintegrated into society. In the resocialization of prisoners, the formation of personality traits in the process of serving a criminal sentence must also be taken into account as a moderating effect that contributes to the restoration of broken social ties and relationships and to the identification of the individual as the subject of his or her own life. Such qualities are considered to be law-abidingness and sociality, which are aimed at observance of human legal norms and orientation towards socially useful way of life (Timofeeva, 2019). These qualities and characteristics can be restored to some extent through sport. Sport, properly managed and used, is an option for prisoners and society, as well as guards and other stakeholders (Kostrzewska, 2018).

Currently, no literature review or meta-analysis exists in this research area that summarizes current studies or demonstrates the importance of sport management in the research direction. For this reason, this study will use the state of research to establish a future research agenda for sport management in the context of prison.

Methods and Data analysis

The methodology for this meta-analysis is a scientific content analysis in the form of a systematic comparison of the literature on this topic, following the steps suggested by the Preferred Reporting Items for systematic reviews and Meta Analyses (Johnson, & Eagly, 2014).

During data collection, care was taken to use only English-language empirical literature in the form of articles. Various key-word strings were used to systematically review the literature in order to obtain high-quality sources. To be precise, keywords that were used are imprisonment, prison, inmates, physical activity, sports, health, physical health, mental health and resocialization which were used in different keyword strings.

After selecting the studies, a systematic content analysis was conducted, which is divided into three different categories. These categories are 1. basic information, including title, authors, conduct, and year of publication 2. theoretical approach, including research questions, underlying theories, approaches, and models 3. empirical findings, including demographic data, data collection method, independent and dependent constructs with the source of measurement instruments, calculation methods, results in the form of numbers. main findings and conclusions were systematically coded.

Results and implications:

The literature was collected with different key word strings. Currently, the coding has not been completed and is therefore not yet available. Coding and analysis will be completed by the end of May and is guaranteed to be available at the time of the conference. The meta-analysis and literature review will be the basis for creating a research agenda that will enable researchers to survey research gaps and stable findings, and inspire sport management to deepen its contribution in this context. Especially the areas sport management areas of Public Health and Physical Activity Management, Innovation in Sport Business, Equity, Diversity, and Inclusion in Sport Management or Sport Management Education in Prisons are suitable for future starting points and conciliation.

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**Sport Event Objectives and Outcomes Through an Agency Theory Lens: Aligned or Diverging Interests?**

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Aim and Research Question

To legitimize spending taxpayers' money on sport events, local governments convey various event objectives and outcomes. The extent to which event objectives and outcomes are attained or not may affect the relationship between local governments and residents. The purpose of this presentation is to examine how publicly-funded events affect this relationship by investigating the alignment of event objectives and outcomes from the perspective of local governments with that of host residents.

Theoretical Background and Literature Review

Local governments are often responsible for bringing sport events to a community and for determining the amount of public funding invested into such events (Anderson & Taks, 2018). Government support is generally offered based on the assumption that the event will positively impact the host community (McCloy, 2009). Meanwhile, the government's primary function in a democratic society is to provide services and resources to the public to meet their needs (Alford, 2002). As substantial funders, host residents should be considered primary stakeholders in the context of sport events. However, the interests of host residents do not necessarily align with those of the sport event organizers (McGillivray & McPherson, 2012). Research regarding host residents and sport events is often focused on gaining resident support for events, which scholars have deemed important for hosting a successful event (e.g., Rocha, 2020). Such research investigates, for example, residents' willingness-to-pay (e.g., de Boer et al., 2019), and host residents' perceptions of sport event impacts (e.g., Balduck et al., 2011). Some scholars have investigated the relationship between the host community and the local government regarding public referenda (Maennig, 2017), sport events (Streicher et al., 2019), and stadium subsidies (Kellison & Mondello, 2014). Despite work done in these areas, there

remains little research investigating the relationship between host residents and those responsible for bringing an event to a community.

Agency theory is an appropriate lens to explore the public/government relationship, as it explains the relationship between the (1) principal, who delegates certain tasks or responsibilities (i.e, the public), and the (2) agent, who is charged with carrying out these tasks and responsibilities (i.e., the government; Shapiro, 2005). Agency theory has been applied in sport research to better understand sport organizations (e.g., Mason & Slack, 2005), sport governance (e.g., Geeraert & Drieskens, 2015) and sport event governance (e.g., Geeraert, 2017). In the context of sport mega-events, Solberg (2018) did not include host residents, and instead assigned the role of principal to local governments, with other event stakeholders acting as agents. Although existing work on sport events and agency theory advocates for including multiple stakeholders in related research (Geeraert & Drieskins, 2015; Mason et al., 2006), host residents as stakeholders are often neglected. Given the central role of residents in the context of publicly-funded sport events, this study considers the local government as the "agent" who is responsible for acting on behalf of host residents, "the principal".

Research Design, Methodology and Data Analysis

Two publicly-funded sport events are taken as cases: (1) the 2011 Canada Winter Games, held in Halifax, Nova Scotia, and (2) the 2019 Canada Winter Games, held in Red Deer, Alberta. Semi-structured interviews were conducted with local government representatives and event organizing staff (expected n=10 for each case) to collect event objectives and outcomes from the government perspective (i.e., the agent) and to better understand each event context. Six focus groups with host residents (i.e., three for each case, 6 to 8 participants per focus group) are scheduled to collect data on the event objectives and outcomes from the resident's perspective (i.e., the principal). Data collection is executed between March and June 2021. Interviews and focus groups will be transcribed verbatim and entered into NVivo. Thematic analysis will be employed to extract patterns and themes from the data (Braun & Clarke, 2006).

Preliminary Results

Preliminary results indicate that different stakeholders could act as agents and/or principals depending on the situation at hand. For example, the local government may act as both principal and agent in certain contexts. Further, initial findings indicate that the degree of alignment of interests between groups may vary depending on the mode of the event process (e.g., planning,

implementation, wrap-up) in question. Complete results will be available at the time of the presentation.

Conclusion, Contribution and Implication

Findings from this study will offer insight into how publicly-funded sport events affect the relationship between host residents and other event stakeholders (host municipality and event organizing committee). Further, this project extends the use of agency theory in sport research by including host residents in the theoretical application. Finally, findings from this project may help to inform how event managers and public officials account for resident needs in the context of publicly-funded sport events, potentially shaping the future of public/government stakeholder relationships.

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**Replication and misperceptions of cost overruns at Olympic Games**

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Research question

The recently published so-called "Oxford Study" by Flyvbjerg et al. (2020), entitled: "Regression to the Tail: Why the Olympics Blow Up", raised my interest and concern. The fact that data were used taken out of context but immediately generated journalistic sensationalism, and for which the media did not reflect upon the emergence of a new sports scandal, awakened my motivation to test the results by way of replication. To develop sport management, it would be good to replicate studies that have critical findings and a large practical implication. Here it is that the Oxford Study shows cost overrun of 170-750% with substantial risk of further overrun above this range in the future (p. 10). But how can a cost overrun of one Games have an influence on costs of Games in another city with another investment plan at another continent and culture? Hence, I aimed at replicating this result in order to better understand the underlying - at the first glance critical outdated - assumptions and interpretation.

Research methods

Real (inflation adjusted) costs and cost overruns of the Olympic Games for the period of 2000-2016 in USD were used in this study. This follows the international convention to compare across time and geographies which will ensure that comparing like with like is achieved. The dataset used got undertaken by source critique (to ensure that valid data were taken and not newspaper reports). Several data were missing in the Oxford Study (e.g. non available bid documents) which were researched by me in archives and added. In the current study more data points (using interims cost projections) were available to better track and understand cost overruns.

Results and Findings

This paper concludes that a replication of the findings of the Oxford Study for 2000-2016 failed. It will be explained why the authors used a misleading methodology (fat tail distribution) and data that were inconsistent (mixing different budgets). Some sources are missing and replaced by newspaper reports which mixed up the budgets as well. Even though the statistics (average GDP growth comparison, Mann–Whitney–Wilcoxon test, regressions to finding

power-law distributions) are technically ok, the underlying assumptions are outdated and therefore the results misleading. In contrast to the study results of Flyvbjerg et al., the present study adds new knowledge. In particular by comparing alike with alike (bundel of the same Olympic infrastructure) it is estimated that cost overruns of the Olympic Games for the period of 2000-2014 for the direct non-OCOG investments (stadiums) are between 13-56% with one extreme of 178% for Sochi 2014. Additionally, revenue overruns are considered showing that OCOGs have much greater revenues than projected. Other than in the Oxford Study that has been addressed, host nations were lucky that their average GDP growth was weaker during the main public investments, thus providing them with an economic recovery plan. It can be shown that the costs of the Olympic Games represent less than 0.28% of the GDP and they, therefore, cannot be associated with causing either a positive or a negative economic change.

Implications

The results of the Oxford Study are correct in the fact that irreversibility, fixed deadlines, and long planning horizons are given and they cause cost overruns. However, the argument concerning the writing of a "blank cheque" is misleading because it is taken out of context and is limited to OCOG costs. Hosts are only eternal beginners regarding the organisation of the Games, but not regarding the construction and urban renewal, as the Oxford Study assumes is the case. Finally, tight coupling is based on the Host City Contract and is, therefore, very limited, yet the IOC nowadays provides host cities space to re-negotiate.

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**Urban Branding in Collaboration: The Case of Skateboarding in Malmö**

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Introduction

Sport is a popular tool in urban development, marketing and branding. Until recently, these marketing strategies haven't embraced the grassroots and less standardized elements of sport. Phenomenon like skateboarding could be difficult to fit into the polished façade. However, Malmö has achieved a reputation as a uniquely skateboarding-friendly city. Malmö's work with skateboarding offers great value to the skateboarding community, but also generates other outcomes, among these tourism and branding benefits. Today, a growing body of literature calls for a larger variety of urban marketing strategies and a need for different stakeholders to cooperate, and hence the Malmö case could offer empirical insights.

Aim and Research Questions

The purpose was to examine how skateboarding as a community, sport and cultural phenomenon has become integrated into- and driven the development and branding of a city (Malmö).

How did Malmö develop into a recognized skateboarding city? What elements and actors contribute to the brand? What seems to be the success factors?

How could the skateboarding development be understood within the conventional framework of sport-related urban branding?

Research Design

This paper is produced through a communicative co-constructed process of one scholar (Book) and one practitioner (Svanborg Edén) within the skateboarding field. The approach is inspired by methodological characteristics from co-constructed autoethnography and para-ethnography. In a co-constructed autoethnographic approach an inside and outside perspective are combined (see e.g. Cox et al., 2017). Through the narrative told by the practitioner/expert, with basis in the established conceptualization of place branding through sport, summarized and contextualized by the researcher, success factors of the skateboarding initiatives in Malmö were identified in a communicative process.

## Theoretical Background

Sport has a great potential as a platform for city marketing and branding (e.g. Richelieu, 2018), driven by urban competition, neoliberal politics and urban entrepreneurialism. Mainly large-scale and spectacular features, like large events (e.g. Chalip & Fairley, 2019), have dominated in the sport-related place marketing and branding strategies over a long period of time. As a consequence of a growing criticism, marketing strategies have increasingly come to be developed with a higher awareness and community-orientation. Also, it has become more common to embrace and highlight other aspects of sport than the large-scale and spectacular, like health aspects, bike-friendliness, street sports or community initiatives.

Today, the place branding and marketing literature often emphasizes the importance of creating urban offerings that have value for the city's customers as well as the city's community at large, are identity-driven and aims at creating and managing the image of a place (for further discussion see Boisen et al., 2018). In relation to place marketing and branding, Richelieu (2018) emphasizes co-creation and cooperation involving multiple stakeholders.

## Findings and Discussion

The skateboarding story of Malmö fits well into the established conceptualization of place branding and marketing, neoliberalism and urban entrepreneurialism. But it also demonstrates the power of a unique user-driven partnerships between skaters, a non-profit organization and public institutions to create a skateboard-friendly city and as a consequence a strong internationally renowned skate-image. This multi-level, and multi-content, approach is founded in shared values.

Facilities include both large-scale skate parks and small-scale do-it-yourself projects and street-skating spots. Events range from World Championship finals to community activities. Active actors include engaged individuals and grassroots-community, institutions, the commercial skateboard-industry and a skate-oriented high-school. With the help of media exposure, not least social media, the brand of a skateboarding-friendly city has emerged. In many cities, skateboarding is perceived as a disturbing and rebellious activity. In Malmö, it has been prioritised in terms of organisational and financial support as well as acceptance at all levels.

The focus on skateboarding in Malmö doesn't come without scepticism which needs to be handled, as skateboarding could be considered as an exclusive, excluding activity (e.g. Beal

et al., 2017). To attract and include larger segments, special activities have been initiated in neighbourhoods where skateboarding hasn't been common.

Conclusions and Implications

The Malmö skateboarding case also shows the positive outcomes allowing small grassroots efforts to snowball into something big and established, instead of trying to implement a large-scale project from above. In other words, bottom-up initiatives, supported by top-down strategies, allowing an authentic urban brand to develop. The different components overlap and involve a wide spectrum of target-groups - in the city and outside. Moreover, the skateboarding efforts fit well into the broader marketing and branding strategies for Malmö, built around complimentary identities.

We believe that the structures and methods that have facilitated the development of Malmö as a skateboarding destination are potentially replicable and could offer a method for municipalities to engage with culturally demarcated user-groups to establish constructive partnerships. Malmö being a medium-sized city makes it interesting as case to learn from, as theories as well as studies/examples of urban branding strategies often tend to focus on larger cities (Book & Svanborg, 2020a; 2020b).

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**Social Support for International Sports Events - Those Who Love Sports Also Have a Supportive Attitude?**

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Aim and Research Question

Examining the social perception of international sporting events is both relevant and important. Relevant since the social support for sporting events is declining. Important, as the results of the research provide excellent input for all stakeholders, including rights holders, city leaders and sports executives, by answering the question of what factors shape the support of sporting events.

Thus, our study aims to analyze the explanatory factors behind social opinion formation (support - opposition) related to international sporting events, especially among people with a sporty attitude.

Our research question is whether homogeneous groups can be formed in the context of their attitude towards the organisation of international sports events and evaluating the impact? How can groups of supporters and opponents of international sports events be characterized? Are those who are attached to sport and have high sports consumption are real and enthusiastic supporters?

Theoretical Background and Literature Review

International sports events are important forms of sports business, as one of the central products of professional sport (András, 2011). "Their effects are not only generated in the field of sport, the sports economy or the entertainment industry" (Máté & András, 2016) but, due to their social embeddedness, also have an impact on their environment, including the residents of the hosting city.

The social acceptance and support of sporting events is a relevant social issue that goes beyond the key concerns of professional sport.

Both earlier research on the subject (Hover et al., 2016; Taks, 2013) and the international organisations (IOC, EOC) agree that the key to the long-term success and impact of an international sporting event is the support by the society.

In our first hypothesis, we assume that there is a significant positive relationship between general attitudes towards sporting events and the perceived positive effects of locally

organized sports events. At the same time, there is a significant negative relationship between the attitude towards sporting events and the subjective perceptions of the negative impacts of locally organized sports events.

Research Design, Methodology and Data Analysis

In order to answer our research questions, an online survey was conducted and was available on the largest domestic social media platform. After data cleaning, due to unfinished questionnaires, 728 evaluable responses from the 1,199 initial responses made up the final sample.

Since a significant proportion of our sample was more involved in sport than average, the analysis primarily provides insight into the characteristics and the sport-related behaviour of people with a higher affinity for sport in Hungary. Affinity also served as a control variable, allowing to compare the behaviour of different affinity groups.

Clusters were constructed with four attitudinal questions – forming the latent variable of attitude towards sports event – by using K-means cluster analysis while our hypotheses were tested using Structural Equation Modelling.

Attitude towards sporting events measures the affective aspects of attitude using 5-point Likert scale questions (e.g. the benefits of organising sports events outweighs their disadvantages).

Results and Discussion

With the cluster analysis, we created four distinct groups. For the "Opponents" (13.5%) group, the mean of the attitudes towards sporting events was 2.14, while the "Indifferent"(28.6%) group had a mean of 3.15, while " Rational supporters" (29.4%) 4.06 and "Enthusiastic supporters" (28.6%) 4.54. Rational supporters rated the positive impacts typically lower and the negative impacts typically higher than enthusiastic supporters. The average difference between the two categories was only 0.3 for rational supporters and 2.18 for enthusiasts.

We find differences between the different clusters in terms of socio-demographic and behavioural characteristics. A higher proportion of opponents live in the capital, while rational supporters are younger and many of them are current students. Among enthusiastic supporters, more people are living in county capital cities (typically with a population of 50 to 100 thousand) and who have a higher degree. Supporters are more likely to search for sports-related

information from multiple sources (TV, online portals, social media) and watch sports events more often.

The latent variables (attitude towards sports events, perceived positive and negative impacts of domestic sport events) of the developed SEM model had high internal consistency, good reliability while the model had good psychometric properties (CMIN/df=4.47; RMSEA=0.069; SRMR=0.048; GFI=0.954; CFI=0.958). SEM results indicate that attitude has a significantly positive effect on the perceived positive impacts of sports events ($\beta$=0.90) explaining 83% of its variance, while it also has a significantly negative effect on the perceived negative impacts of sports events ($\beta$=-0.42) explaining 17% of its variance.

Overall, the perception of domestic sport events is largely positive. The vast majority agreed that international sporting events raise the image of the host city, boost its developments and stimulate the local economy. We assume that the perceived negative effects are driven by both political reasons (the current government is prominently sports-friendly, and this is a form of resistance) and the lack of information on the subject.

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**Collaboration Outcomes of Co-hosting Under Various Event Governance Structures**

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<u>Aim and Research Question</u>

Co-hosting major and medium-sized international sports events with another host nation has now become a common practice in event hosting. There are different motives and drivers of organizational and environmental character that lead to the formation of such multiple host nation alliances. As it involves cross-border context, it can be regarded as another avenue for transnational collaboration or a tool for intercultural dialogue and development. However, the mere fact of co-hosting the event does not always guarantee the actual collaboration of co-hosts to deliver the event. Mukanova (2020) confirmed this argument by mentioning instances of the isolated local organization of the event across host locations and also demonstrated how event organizational structures with strict chains of command and lack of or shared responsibilities may contribute to the lack of collaborative environment as they limit the frequency and scope of co-host collaboration. Walzel (2018) concluded that among various management approaches in managing the co-hosted events, social capital was present at those of them with inclusive management styles. Therefore, event governance, and event governance structures, in particular, are areas worth studying further in relation to the collaboration of co-hosts.

Therefore, the aim of the research is to identify whether event governance structures affect how co-host collaborate and if yes, what are the outcomes of such effect. For that reason, the more detailed research questions have been formulated:

- What are the elements in each event governance structure that affect co-host collaboration?
- What are the collaboration outcomes under each event governance structure?

<u>Theoretical Background and Literature Review</u>

Theoretically, the relationships between event owner and co-hosts can be described through Interorganizational Relationships (IORs) (Babiak & Willem, 2017). We will refer to the main three phases of IOR: formation, management, and outcomes. Hoff et al. (2020) emphasized the interdependence of these 3 phases. Thus, studying the formation and management phases of

co-hosted event IORs is key to understand co-host collaboration outcomes. It is during the formation phase that co-hosts join their forces and the event owners design their event governance structures and implement them during the management phase. The concepts of organizational structure (complexity, formalization, and centralization) (Byers et al., 2012), organization control, and risk management (Geeraert, 2017; Jennings, 2017) will unravel the reasons behind different structures' design at the formation phase, which will help us to understand the management implications and collaboration outcomes.

Research Design and Methodology

The multiple case-study design is applied to gain a panoramic view of co-host collaboration at different co-hosted event IORs under various event governance structures. We focus on monosport one-off major and medium-sized co-hosted events by two or more nations that happened in the last 10 years. The co-host partnerships for selected events should be formed either before bidding (joint bids) or through bidding procedures (individual bids to host part of the event). The co-hosted event editions that met the above-mentioned inclusion criteria both in men and women competitions are from the following events: UEFA Euro, IHF World Championship, EHF Euro, FIVB World Championship, CEV Eurovolley, FIBA World Cup, FIBA Eurobasket, IIHF World Championship, and ICC World Cup.

The study is currently at the data collection stage. Two qualitative methods are simultaneously used to collect the data. We use document analysis of all related governance documents of such events (e.g. bidding requirements, bid evaluation reports, post-event reports, any contracts signed with event owner and co-host, media sources, etc.) to collect the preliminary information on event governance structure design. We organize semi-structured interviews with two main stakeholders: a) event owners - to understand the rationale behind the event governance structure design and b) event organizers (co-hosts) - to learn their experience of collaboration under such event governance structures. The use of more than one method will ensure the trustworthiness of data.

Expected Findings and Contribution

The preliminary results of the semi-structured interviews and document analysis will be presented at the conference. The expected findings will advance our understanding of how co-hosts collaborate under various event governance structure(s) and whether these event governance structures affect positively or negatively their collaboration. Through our research,

we raise the awareness of co-hosted event's potential for multi-country collaboration and emphasize the possible role that the event governance structures may have in facilitating or hindering such collaboration, which may affect their bilateral and multilateral ties within and beyond the tournament. This is a unique study because it is one of the first studies that looks at event governance structures with regards to co-hosted events and that involves such a diverse range of today's co-hosted events across different sports.

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## SPORT DEVELOPMENT AND SOCIO-CULTURAL ASPECTS

### Chair: Claire Jenkin

**Impacting Practice: Collaborative Partnerships for the Goals**

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Relevance to Practice

One of the goals of sport management academia is to positively impact practice. To that end, scholarly inquiry should be rooted in knowledge and experience from practitioners, as well as applicable and accessible to practitioners (Frisby et al., 2005). In this session we will provide best practice implications from a project where we collaborated with a practitioner group to gain insight as to if and how practitioners are measuring progress towards United Nations Sustainable Development Goal (UN SDG) 17. This collaboration resulted in nearly immediate and substantial impact on that individual organization and their partnering organizations.

Aim

The aim of our presentation is three-fold. First, we present an example of a practitioner-research arrangement that resulted in both higher quality scholarship and direct practical change. Second, we highlight the scholar-practitioner partnership as a powerful component of UN SDG 17: Partnerships for the Goals. Third, we demonstrate the feasibility of such partnerships in scholarly inquiry.

Purpose and Background

The impetus for this presentation began with a scholarly project regarding how grassroots organizations measure progress toward UN SDG 17. After reading the literature on SDG 17, we wanted to triangulate our initial findings with a practitioner organization to see how well the scholarly reports aligned with practitioner reports. Thus, our research team reached out to Coaches Across Continents (CAC), a global consultant in sport for development and peace, to inquire about their methods for measuring progress towards Goal 17 and how their vast partnership network measures progress towards the goal and its targets. As the research project progressed, it became clear that further collaboration could result in important outcomes for both parties.

In the next stage of the project, CAC provided insight and access for the lead researcher to understand how they were tracking their engagement with the UN SDGs. Through this analytical process and dialogue the lead researcher was able to pinpoint specific indicators and targets that might be beneficial for the organization to include in their monitoring and evaluation (M&E) systems. While this type of interaction seems logical, it reemphasized to both parties the importance of continuing their communication throughout the project-- where practitioners provided direct insight to scholars about their UN SDG practices, and where scholarship offers helpful findings for practitioners to implement after thorough reviews within the sport management literature. Then, both parties interpret the nexus of scholarship and practice to determine steps forward.

Outputs/Outcomes, Reflections and Future Development

After several months of interactions, CAC had changed their M&E process for each partnership to identify which UN SDG and specific targets and indicators that are being addressed through their work together. The founder discussed how alignment with the UN SDGs has become a central component of grant applications within the SDP sector, and how he wants to utilize this scholarly-informed data collection to help with grant applications and external partnership collaborations.

Because non-profit organizations are often dependent on resources and funding from external stakeholders (Jones et al., 2020), it is not uncommon for them to seek funding that does not entirely align with their objectives (Walker & Hayton, 2017). Due to the increased variety of collaborations within SDP, those working in the academy and practice need to continue striving towards methods that increase efficiency and decrease tensions between organizations with differing locations, logics, and norms. Efforts over the years have been made, but issues of power imbalances and organizational misalignments between stakeholders continue to hinder the success of partnerships and program outputs within the SDP sector (Women Win, 2021). For these reasons, it is key that practitioners and scholars continue to collaborate openly and respectfully alongside one another.

In this particular case, restructuring of the M&E process has already (1) become more representative and inclusive of all the work the organization does towards the various UN SDGs, as well as the associated targets and indicators of those goals, and (2) led to a more strategic approach the writing of grant applications and communicating with other, potential external stakeholders. These changes have been made within the last couple of months,

therefore (understandably) have no confirmed funding (or partnerships) achieved as a result. That said, the founder believes these changes to be critical in conveying more clearly to corporate partners, funders, granting organizations, and other external stakeholders - what it is that the organization does and provide success measurements as evidence of their impact.

This specific example of participatory action research (PAR) demonstrates how future development and efforts in SDP should continue to connect scholarship and practice. No data will be presented. However, presenters will discuss that by utilizing practitioner datasets to research and analyze organizational processes, scholars can maximize their understanding and contribution to PAR from the bottom-up. While it requires additional effort, the benefits for both parties are fulfilling, powerful, rewarding, and spark new ideas.

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## How to Bring the Chinese Football Dream to Life? - Ten Levers to Improve the Football Development in China

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### Relevance to Practice

In professional football around the world many clubs, associations and confederations have chased the "Chinese Football Dream", yet for some, their engagement resulted in a nightmare – how come? Which roadblocks were hit despite the tremendous input of resources in terms of money, people, and networking? And ultimately, what are the levers to improve the football development sustainably in China?

We investigate and lay out the challenges of Chinese football as it is set up today. Understanding these challenges is crucial for Chinese and international football organisations to uncover the levers to improve the football development in China and to ensure the goals of the "Chinese Football Dream".

### Background

Initiated by the Chinese government, the football development plan constitutes ambitious goals, e.g., positioning China among the top football nations in Asia by the end of this decade, qualifying for and hosting the FIFA World Cup in the decade to come and being among the top football nations worldwide by 2050 (NDRC, 2016). Accordingly, the Chinese government reached out, and the football world responded: partnerships with Chinese entities were established and football activities kicked off.

However, the results after six years are somewhat disappointing. Despite strenuous and costly efforts of international football organisations, Chinese football has not yet seen a significant upswing in performance and some partnerships have already been withdrawn (Tartemann, 2019).

### Design and Implementation

Our investigation is based on, firstly, a detailed analysis of the relevant Chinese documents on the "Chinese Football Dream", namely those of the State Council, the Ministry of Education (MoE, 2015), the Chinese Football Association (CFA, 2018), and the National Development

and Reform Commission (NDRC, 2016). Secondly, we interviewed more than thirty football experts in China, e.g., from the CFA, the MoE, provincial football associations, and education agencies, professional clubs, broadcasters, and private football entities. Thirdly, we engaged with more than twenty experts on Chinese football and culture in Europe, e.g., representatives of football associations, professional clubs, universities, and political think tanks.

Outputs/Outcomes

Our investigation brings to light two major root causes for the slow development of Chinese football:

First, fundamentally different responsibilities and structures in China compared to those the international football organisations are used to: Football responsibilities in China are split between two entities. The Chinese Football Association (CFA) is responsible for professional football (national teams, coach and referee education and the general promotion of football). The Chinese Ministry of Education (MoE) oversees the equivalent of the European grassroots football, as the only organised sports structures for amateurs are established in the education system. The great public and political attention on football and the "Chinese Football Dream" stocks rivalry and leads to few incentives for collaboration between the Chinese football entities.

Second, international football organisations are solely incentivised by their own benefit and do not meet a steering body in China structuring their efforts. Thus, motivated by economic opportunities of an engagement in China, they have rolled-out activities that have proven both effective and commercially successful in their respective home markets. However, this approach neither considers the afore mentioned chams, nor the needs of Chinese football.

Our analysis results in ten levers on the most important challenges of Chinese football, structured along four categories: talent promotion, coach education, competition structure and football culture:

**Talent promotion**

1. Implement a consistent, long-term "Chinese football strategy" between the Chinese football entities.

2. Provide access for talents in the MoE system to CFA's youth teams.

3. Establish a structured talent scouting policy.

**Coach education**

4. Seek more CFA independence in coach education.

5. Install a structured certified coaching curriculum for physical education teachers in schools below the D license.

**Competition structure**

6. Develop an organized junior league system in the education sector ensuring competitions of teams with equal performance levels

7. Build up a platform for sustainable scouting and training evaluation.

**Football culture**

8. Revise the incentive schemes in the professional league CSL.

9. Initiate a football scholarship system to provide incentives for parents to let their children play

10. Start an image campaign for football and promote its career opportunities.

Reflections and Future Development

This analysis addresses the struggle of Chinese football entities as of now and presents possible avenues for improvement. The proposed suggestions call for fundamental changes to the current setup of Chinese football. However, the degree to which these suggestions may be implemented does not depend on the football system alone. In this process one needs to consider further dimensions, such as culture, politics, and tradition. Nevertheless, there are multiple examples where dreams became reality.

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**Understanding the Referral Process of a Sport For Development Project**

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Aim and Research Questions

The aim of our study is to explore the intricacies of referral pathways in sport for development (SFD). Specifically, we explore the referral practices of a SFD project. In doing so, we investigate referrers' understandings of SFD programme aims and objectives; the methods referrers' use to engage eligible participants and potential difficulties with engaging these participants.

Theoretical Background and Literature Review

There has been a proliferation of initiatives and programmes utilising sport to address a range of issues impacting marginalised communities, which has resulted in the emergence of SFD as a distinct field of practice (Thorpe, 2016). A key issue within sector, however, is facilitating greater access to the most vulnerable groups (Collison et al., 2017). It has been proposed that by not engaging the most appropriate audiences, SFD can actually "strengthen the very social divisions and inequalities that they are expected to bridge" (Spaaij & Schulenkorf, 2014, p. 634). This has been a neglected area of research in the SFD field, with colleagues stating the need to move beyond identifying programme outcomes and focus on the 'who' of SFD, to understand whether programmes are enabling the inclusion of the most marginalised in society (Collison et al., 2017; Spaaij & Schaillée, 2020).

The context of our research is a SFD initiative, delivered via holiday programmes for primary school aged children (7-11 years) and run by an Active Partnership in the United Kingdom. The SFD programme aims to engage with children of low socio-economic status and who are eligible for free school meals. In doing so, the SFD initiative aims to mitigate holiday hunger, reduce physical inactivity and narrow the educational attainment gap during these holiday periods. This programme utilises a referral process that Coalter (2013, p. 135) would describe as a "relatively open access", in that the programme is open to all eligible for free school meals, but some recruiters do try to target those children most 'at need'.

This project has won numerous local and national awards. However, a major finding from the 2019 programme evaluation report questioned whether the most marginalised and 'at

need' were being appropriately recruited. A recommendation was to explore the programme's referral processes, of which this project aimed to undertake.

Research Design, Methodology and Data Analysis

The focus of this research is the referral practices connecting the participants with the programme. Few academic studies have attempted to compare the how, what, who, and why of the referral process. The study has two key data collection elements. The first research phase has been a documentary review of the different referral stakeholders connected to the SFD initiative. This spans across education, health and sport organisations connected to the Local Authority and Active Partnership. The second phase is semi-structured interviews (n=13), with individuals identified by the documentary analysis. That is key stakeholders, including relevant personnel from the Active Partnership and their referral partners.

Our research is currently in the preliminary stages of the second phase. Data collection will commence in June, and will be completed by August, in preparation for presentation at EASM in September.

Results/Findings and Discussion

Findings from phase one of the research identified over 50 individuals engaged across services with the referral process. This already has shaped phase two of this research project, as we identified key stakeholders to interview. An acute issue for approaching potential interviewees and the guide we will use is to interview, is around the terminology of SFD and stakeholders not readily identifying as key to the process. As a result, we will conduct a pilot interview with Active Partnership staff to ensure the language, concepts and framing of questions will be relatable for the other non-sport stakeholders. This finding in phase one will strengthen our ability to access and substantively engage with the cross-section of referral stakeholders identified.

For the second phase of the project, the research team will analyse the documentary and interview data adopting elements of Patton's (2015) qualitative content analysis guidelines as a basis. That is, each member will examine the data and coded individually, utilising a descriptive coding technique. The coding will be shared as a group and compared, triangulating the key findings and discussion points. A crucial element of this process will be identifying practical evidence to produce actionable recommendations for the Active Partnership.

Conclusion, Contribution and Implication

The outcome and outputs from this study will be based on key recommendations to improve the referral process for SFD programmes derived from the data. The Active Partnership continues to run this SFD initiative and will actively use the findings and recommendations from this study.

For this conference, we will present both the theoretical and practical conclusions, in order to demonstrate how this study has both a contribution to SFD academic research and for a specific organisation in the United Kingdom.

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# STRATEGY, LEADERSHIP, AND STAKEHOLDER MANAGEMENT IN SPORT

## Chair: Mathieu Winand

**Validating the Factor Structure of Implicit Leadership Theories in Professional On-Field Sports**

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Aim and Research Question

This study aims to validate the factor structure of Implicit Leadership Theories (ILTs) in professional sport by assessing the fit of the most prominent ILT factors structures [i.e., Offermann and Coats' (2018) 46-Item, 9-Factor Model; and Epitropaki and Martin's (2004) 21-Item, 6-Factor model] for the professional team sport context.

Theoretical Background and Literature Review

ILTs are cognitive structures comprised of individual's lay theories of leadership, which guide their sensemaking process when perceiving and reacting to leaders (Billsberry et al., 2018). ILTs are essential because they enable the assignment of leadership status, and help to explain whom observers do and do not consider leaders (Billsberry et al., 2018). By providing a cognitive foundation for expected and accepted leadership behaviour, ILTs establish a course of interactions between leaders and observers (Offermann & Coats, 2018). Different constructs and models for measuring leadership in sport have been used in the past (e.g., Multidimensional Model of Sport Leadership (MML) and Leadership Scale for Sport (LSS). However, given persistent validity concerns and developments of validated instruments in the leadership discipline, scholars have called for the introduction of more robust leadership instruments to the sporting context. ILT factor structures depict a promising alternative, as they are aligned with recent shifts away from leader-centric notions and incorporate followers' preferences in the leadership construction process (Billsberry et al., 2018).

Research Design, Methodology and Data Analysis

Data was collected as part of a larger survey of a doctoral dissertation, in which a total of 56 leadership items were ranked on a 9-point Likert scale ranging from 1 (not at all characteristic)

to 9 (extremely characteristic) in line with Epitropaki and Martin (2004). ILT items that featured in both factor structures (11 in total) were only included once in the survey. The overall type of sampling adopted in this research can be defined as non-probability purposive sampling (Skinner et al., 2021). Participants were selected based on the characteristics of a population (i.e., affiliation with a professional sport team) and had to fulfil pre-selection criteria (e.g., compete on a professional team sport, be over 18 years of age, have English language proficiency). The screening and elimination process lead to a cleaned sample of N = 261 from 17 professional sport teams. To assess the fit of the data with the Offermann and Coats (2018) model on the one hand and the Epitropaki and Martin (2004) model on the other, confirmatory factor analysis was conducted within IBM SPSS Amos 25.

Results/Findings and Discussion

The Epitropaki and Martin (2004) 21-Item, 6 Factor model provided a better fit with the data (CFI= .930; TLI = .916; RMSEA = .052; SRMR = 0.70) than the Offermann and Coats (2018) 46-Item, 9 Factor Model (CFI = .781; TLI = .762; RMSEA = .062; SRMR = .0838) and was therefore considered the more accurate representation of ILT multidimensionality in a professional on-field sport context. However, a categorisation into two higher-order factors (i.e., leadership prototypes and leadership anti-prototypes) could not be confirmed for this sample. As such, the results from this research differ from those of Epitropaki and Martin (2004) and indicate that leadership within a professional on-field sport context is not bound by those higher-order factors. More specifically, this study's findings emphasise that even though an individual's ILTs might be context-dependent, there is still a similar pattern of attributes that constitute leadership across various settings (Tavares et al., 2018).

Conclusion, Contribution and Implication

Based on the above-summarised findings, the confirmatory factor analysis conducted within this study makes several contributions to the sport management and ILT literature. First, the validation of the Epitropaki and Martin (2004) factor structure for the professional on-field sport management context further supports the generalizability of ILTs across different settings (Epitropaki & Martin, 2004; Offerman & Coats, 2018). Second, it is the first on-field sport management study to compare the fit of the two most prominent ILT factor structures in the literature, identifying the more applicable ILT factor structure for professional sport management. Finally, it is the first time an ILT factor structure has been validated for the

professional on-field sport context. In the past, ILT studies within sport management have predominantly used sport management students and focused on off-field sport management (e.g., Swanson et al., 2020) and, as a result, limited our knowledge about the factor structure of ILTs in a professional on-field sport setting. By validating the factor structure of ILTs within a professional on-field sport context, an understanding of which leadership factors are relevant in this environment was established. Future Research, should investigate if other sport-relevant items and factors (e.g., physicality) emerge.

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**The Reality Behind Football Management in Brazil: A Qualitative Study on Coaching Recruitment and Competences**

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Aim and Research Question

Sports coaching has a significant impact on athletes' improvement. In high-performance sport, coaches provide technical input to develop teams and individualized training programs (Robinson, 2010). A common practice in football, however, is to blame coaches when games are lost, as Frick (2018) summarized in a review of quantitative studies. Impressively, Brazil has been revealed as a volatile country for football coaches, with the average tenure lasting 65 days during the season (Galdino et al., 2020). Although scholars have stressed potential causes and consequences of coaching turnovers on team performance, more knowledge is needed around the hiring processes and inherent expectations about coaching competences. This study presents two research questions: (1) how do football clubs handle the recruiting and dismissal processes? And (2) what coaching competences are expected and valued in Brazilian football?

Literature Review

Strategic human resource management involves important recruitment techniques for the success of sport organizations, from job analyses through sourcing of candidates and selection methods (Taylor et al., 2015). An effective process depends on the recruiter's circumstances. Kerwin (2016) agrees that different strategies may be adopted, but sport managers must provide training and orientation to reduce turnover. Furthermore, communication must be consistent during recruitment, training, and performance evaluation.

Looking at sport coaches, their roles may range among instructors, motivators, administrators, scientists, and even social workers, depending on the environment. Inevitably, an elite coach should improve performance through a sequential, progressive, and structured training and competitive program (Robinson, 2010). In Brazil, nevertheless, coaching turnovers are triggered due to a lack of points and goals within a speculative window of four consecutive games (Galdino et al., 2020).

Methodology and Data Analysis

Qualitative, semi-structured interviews with 30 elite coaches and 30 coaching staff members (i.e. assistant coach, goalkeeping coach, fitness trainer, physical therapist, physiologist, medical doctor) were conducted over a three-month period (January to April 2021). The interviewees were invited relying on the first author's professional contacts, support from the Brazilian Federation of Football Coaches, and additional referrals by the participants. All interviewees have worked in Brazil's first tier at least once since 2003. Collectively, the group of interviewed coaches was involved in 50.6% of all games in the Brasileirão from 2003 to 2020. The final list assembles participants and even winners at the national, continental, Olympic, and World Cup stages.

Following Nissen's (2016) footsteps, who examined dismissals in more detail in Denmark, our study attracts a sample of high-performance practitioners to explore their perceptions and insights around coaching recruitment and competences. To address the first research question, coaches were asked how the hiring and firing stages work. For the second question, interviewees were asked what it takes for a coach to be valued as competent in Brazil. All answers were analyzed using a thematic content analysis. By applying an inductive approach, the category system was framed with themes and subthemes based on the interviewees' arguments.

Results and Discussion

Regarding coaching recruitment, we find recurring perceptions for the hiring and firing stages. Coaches testified that there is no recruiting process, no protocol, and no technical approaches in practice. Except for rare occasions, the hiring method exercised by Brazilian football managers is a simple phone call lasting over one hour. Reporting on firing experiences, coaches highlighted that club officials look for an excuse to alleviate their own pressure, transferring their responsibility to please the media and disperse fan reactions.

In reference to coaching competences, the preliminary findings indicate patterns of meaning over four main themes: (1) short-term results, (2) people management, (3) flexibility, and (4) technical knowledge. A consistent argument reinforced by most interviewees emphasized short-term results as a paramount and prerequisite condition for every coach working in Brazil. That is, before considering any competence, if recent game results are not positive even upon arrival at a new club, coaches will not last long regardless of their skills. Three subthemes emerged in each category. The first category encompasses the subthemes

immediate survival, sense of awareness, and political judgement. Under people management, the subthemes are interpersonal skills, communication, and staff empowerment. The subthemes within flexibility include background, resources management, and problem-solving. Within the category of technical knowledge, the subthemes philosophy, methodology, and content were identified.

<u>Conclusion, Contribution and Implications</u>

The preliminary analysis suggests that there is a professional gap to attend the theoretical background around recruitment and evaluation of coaches in Brazil, compromising the foundations of sports coaching and human resource management. As supervisors of a high-performance setting, club officials should cultivate their coaches' competences and expertise to develop football operations in the long run, incorporating professional measures in the selection and monitoring stages to stimulate evidence-based decisions. This research exposes the practical importance of human resource management in sports, while allowing elite practitioners to share their experiences for the improvement of academic knowledge.

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**Environmental Sustainability in Belgian Sport Federations**

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Aim and research interest

The awareness for environmental sustainability (ES) in sport is gradually increasing, resulting in more literature being published in the field (McCullough et al., 2020). However, to date, numerous important research domains remain unexplored. The environmental management of sport federations (SFs), for example, is little discussed. Yet, SFs are considered to be impactful actors that interact with a wide range of stakeholders and are, accordingly, potentially meaningful enforcers of ES (Sotiriadou & Hill, 2015; Zeimers et al., 2020). Furthermore, McCullough and colleagues (2020) noticed that, despite the considerable pressure to combat climate change, the environment is still too often taken for granted in managerial sport contexts. As a result, strategic environmental initiatives that are embedded in national SFs are still the exception rather than the norm. A profound strategic approach will, therefore, be an imperative next step to leverage the full potential and unique position of SFs. To assist the SFs, the aim of this paper is to map ES efforts in SFs and to analyse to what level these efforts are embedded into their organisational strategy.

Theoretical background and literature review

Currently, the literature on ES in SFs focused on international sport governing bodies like the International Olympic Committee (Paquette et al., 2011) or discussed ES from a general corporate social responsibility perspective (Zeimers et al., 2020). There is, also, literature available that examined the strategic management of ES in sport (Dingle & Mallen, 2021), but literature that addresses ES from a strategic perspective in national SF is scarce. McCullough et al. (2016) created the environmental wave typology, which enables researchers to classify the initiation and development of ES in sport organisations. The authors built on the institutional theory and diffusion of innovation theory to understand the increased efforts of the sector and comprehend the drivers of change. Sport personnel awareness, knowledge and action levels are, for example, described as important factors (McCullough et al., 2016). This

conceptual model provides a relevant framework to analyse the initial development of ES in sport organisations and it can serve as a foundation to indicate next steps for short- and long-term strategic planning.

Research design, methodology and data analysis

The study draws on qualitative and quantitative data about ES of Belgian national and regional SFs gathered through a survey, website analyses and official strategic documents. The data was collected from January 2020 until June 2020. In Belgium, 75 Flemish, 62 French and 16 German sport governing bodies are recognised and/or subsidised by the Belgian government. Additionally, four national governing bodies were selected and added to the database, since they did not have a functional regional federation. Three regional federations were excluded from the data collection, since they did not have a website that could be consulted to collect the data. This resulted in 154 Belgian SFs that were investigated through a website analysis and an official strategic documents assessment. An online survey resulted in 26 completed questionnaires, which is a response rate of 16.6%. Both data collections proved to be representative for the entire population, when looking at the region (i.e., Flemish, French and German) and the size of the federations ($\chi2 = 11.93$; ns). The data will be processed and analysed in June and July 2021, whereby all the content regarding the three data collections will be classified and comprehensively reported.

Results/findings and discussion

The results of this study are not available yet, but they will give a clear overview of the current state of affairs regarding ES in SF. Furthermore, the findings will be discussed in relation to the current literature and analysed to what extend they are generalisable to an international context.

Conclusion, contribution and implication

The results from this study will provide stakeholders with insights regarding ES in SFs and, throughout time, it can ameliorate the environmental management in the sector. More precisely, the research might encourage federations that are not yet engaged with sustainability, to be more willingly to include the matter in their work and actions, and it can act as a source of information that might foster more diverse initiatives. Furthermore, the environmental wave typology suggested by McCullough et al. (2016) will identify the strategic efforts that are

necessary to progress towards the next wave and might, therefore, provide the necessary knowledge for SF to initiate a more strategic approach in the long run.

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**Perceptions of Character for Sport Performance**

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Aim

To identify gaps between the theoretical meaning of character and the perceptions of character for sport performance by university student-athletes.

Research Questions

First, this study examined student-athletes' perceptions of the meaning of character and its relationship to their athletic performance. Second, differences according to gender, type of sport (i.e., individual/team), leadership status, and perceptions of their coach's value of character were also investigated.

Theoretical Background and Literature Review

Leadership is about the disposition to lead rather than a position to lead; therefore, leadership is applicable to all individuals (Seijts et al., 2015). Gandz et al. (2010) designed a leader character framework following the 2008 Global Financial Crisis in an attempt to provide a common understanding of the meaning of character and why it matters. The framework, which was used in our study, consists of 11 dimensions (i.e., transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, courage, and judgment in the middle) and 62 elements, all of which need to work together to support judgment and decision-making. Each behaviour is presented as a virtuous behaviour, but may manifest as a vice if deficient or unsupported by the other character behaviours.

Although some research has revealed the positive implications of sport on the development of character (Sandlin & Keathley, 2014), elite sport can breed difficult environments. It can create a heavy burden upon athletes as it is inherently about the outcome and also pressures athletes to accept nothing less than perfection (Henriksen et al., 2019). Additionally, elite sport creates uniquely experienced stressors (Donohue et al., 2015) that are likely to reveal character, specifically, the virtue-vice manifestations, more than typical environments. Just as Seijts and colleagues (2015) found transcendence, humanity, humility, and temperance to be significantly less valued than the other dimensions, similar findings may

be expected in the context of sport, but perhaps even more magnified due to the perfectionistic culture encouraged in sport. Therefore, our study addresses this gap.

Research Design, Methodology, Data Analysis

An invitation to participate in an online survey was emailed to all student-athletes at a large North American university (N = 1100). Section 1 collected demographic data including gender, team type, and leadership role. Section 2 presented a series of true or false statements about character in which the participants were requested to rate their agreeability on a Likert scale of 1 (strongly disagree) to 7 (strongly agree). Section 3 presented the 11 character behaviours from the Leader Character Framework in which the participants were requested to rate their perceived benefit from each behaviour for sport performance on a Likert scale of 1 (extremely detrimental) to 7 (extremely beneficial). Section 4 requested the participants to rate their perceived coach's value for each of the 11 character behaviours. An initial cluster and factor analysis have been completed to examine dimension relationships. T-tests were also completed to examine individual differences.

Results/Findings and Discussion

The findings presented in this abstract are preliminary findings and final results will be available at conference time. First, misconceptions about the attention character requires to be developed and how strength of character does not compromise performance were revealed. Second, the overall mean value for the character behaviours was 6.1 (on the 7-point scale), which indicated student-athletes perceive character to be very beneficial to their sport performance. The highest valued behaviour was courage (M = 6.34) and the lowest valued behaviour was justice (M = 5.85). Third, the overall mean value for perceived coach value for the character behaviours was 5.95. The findings revealed student-athlete values aligned with their perceived coach value apart from the student-athlete valuing temperance and courage significantly greater. Finally, no significant differences according to gender were identified, whereas team type and leadership roles revealed some differences. Individual sport student-athletes valued temperance significantly higher than team sport student-athletes and perceived their coach to value justice and humanity significantly higher. Participants with a leadership role on their team (e.g., team captain) valued courage significantly lower than non-leadership student-athletes, and perceived their coach to value temperance and accountability significantly lower than non-leadership student-athletes.

Conclusion, Contribution and Implication

These preliminary findings confirm the intuitive perception that character matters for sport performance, but also reveal some misconceptions of character, which should support the desire and need to focus on character development. Second, the findings reveal student-athletes value similar character behaviours to what they perceive their coach to value, which has important implications for coach leadership. Last, the imbalanced values of character, such as low justice compared to high courage, reveal possible reasoning for poor behaviour and decision-making in sport. These findings will serve to navigate Phase 2 of this research project, which is aimed to examine how character can be developed and embedded into interuniversity athletic teams to support and enhance performance.

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**How to Support the Sustainable Development Goals in Sport Management? Results from an International Delphi Panel**

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Aim and Research Questions

This work aims to respond to the identified lack of scientific contributions regarding sustainable development in international sport management. It will do so by identifying and appraising the direction of international sport organisations steered towards sustainable development from the perspective of international sport experts. The question that guided this explorative research was: What contributions of international sport stakeholders are most effective in increasing sport's contribution to sustainable development? This study considers sport and sport event governing bodies, special task bodies, and representatives' bodies (for a typology, see Geeraert et al., 2014) acting on an international level, as well as intergovernmental organisations.

Theoretical Background and Literature Review

The World Commission on Environment and Development (1987) defined sustainable development as the development that meets the needs of the present generations without compromising the future generations also to meet their needs. After the UN introduced the Sustainable Development Agenda in 2015 that included a reference to sport, organisations have increasingly steered their actions to reflect aspirations toward reaching sustainable development goals (SDGs) from an environmental, social and economic perspective. The literature on sport and sustainable development is gaining its impetus, however, based mainly on the explorations of sport policies regarding their coherence with the SDG Agenda (Lindsey & Darby, 2019). The present study looks at the perceived effectiveness of sport organisations' concrete actions to increase sustainable development.

Research Design, Methodology and Data Analysis

To address the research question, we used the three-round Delphi study, a structured and facilitated group communication with the aim of soliciting opinions of experts on a specific subject (Rowe & Wright, 2001). It is characterised by principles of anonymity, iteration, controlled feedback and statistical group response (Rowe & Wright, 2001). We purposively

sampled the experts according to their "social representativity" (Bogner & Menz, 2009, p. 50) as they were involved in the work of various international sport organisations through societal process. The participating experts were individuals who occupied higher-management paid (23), or voluntary positions (6) within international sport organisations, with decision-making power in the area of sustainability (environmental, societal, and/or economic components). In the first round, to collect items, we undertook 29 semi-structured, systematising expert interviews via online communication platform. We transcribed and analysed the interviews and inductively coded the proposed actions. The level of consensus for the second-round data analysis was pre-defined as more than 80% agreement on the five-point rating scale in the top two categories (i.e., 1 and 2). In the third round, we presented the experts the top 20 items from the second round and asked them to rank them.

### Results/Findings and Discussion

The initial analysis resulted in a collection of 73 proposed items rated by the experts in the second round of the Delphi study. Twenty-one experts took part in the second round by rating the items. Forty-one items reached the defined level of consensus. The highest rated items by their means were: (1) Embed sustainability requirements in the bidding processes for sport events ($M = 1.20$, $SD = 0.40$); (2) Strategically prioritise sustainability ($M = 1.33$, $SD = 0.47$); (3) Make lasting and planned rather than one-off and ad-hoc efforts ($M = 1.33$, $SD = 0.56$); (4) Take actions to implement sustainable policies ($M = 1.35$, $SD = 0.48$); and (5) Initiate more sustainability-specific and -focused actions ($M = 1.38$, $SD = 0.49$).

Currently, the third-round data collection is ongoing and will be finished in June 2021. Twenty items are presented to experts (20 experts have currently completed this task) in the third round, where they are asked to rank them, given the feedback that the group of experts has provided (i.e., second-round ratings are visible when they rank the items). The results will provide a consensus-based list of items on the perceived effectiveness of concrete actions to increase sustainable development generated by the experts themselves and ranked by their perceived level of relevance (from highest to lowest).

### Conclusion, Contribution and Implication

Once finalised, the study will provide an exploration of sport's contributions to sustainable development as perceived by experts in international sport management. In particular, it is

expected to provide sport organisations with a set of directions relevant for policy and strategy-relevant managerial decisions for more sustainable international sport organisations.

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**Corporate Social Responsibility Within a Global Pandemic: A Qualitative Analysis of the Population's Perception of Sport Organizations**

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<u>Aim and Research Questions</u>

The Covid-19 pandemic represents an external shock for the worldwide sport system. In March 2020, amateur and professional sports had to postpone their seasons and competitions. Even though professional leagues continued to play as early as May 2020, spectators were excluded from stadiums. Initial market research suggested that the Corona-related activities of sport organizations were controversially discussed in the German population (Nielsen, 2020). This study aims to examine the extent to which the behavior of three specific sport organizations (i.e., German Football League [DFL], Union of European Football Association [UEFA], and International Olympic Committee [IOC]) was perceived as socially responsible during the first wave of the Covid-19 pandemic. Drawing on the concept of corporate social responsibility (CSR), this qualitative study proposes the following two research questions:

>RQ1: Which themes emerge from the public opinion of sport organizations during the first wave of the Covid-19 pandemic in Germany?
>
>RQ2: How do the identified themes reflect Carroll's CSR dimensions?

<u>Theoretical Background and Literature Review</u>

The conceptualization of CSR followed Freeman's (1984) stakeholder theory and Carroll's (1991) seminal conceptualization. Stakeholder theory states that organizations are responsible to various stakeholders (Freeman, 1984), with this research focusing on the (German) population as stakeholder of interest. Carroll's (1991) conceptualization distinguishes between four dimensions of CSR: Economic, legal, ethical, and philanthropic. In short, these dimensions describe that socially responsible (sport) organizations tend to be profitable while producing valuable products, obey the law, meet ethical norms of society, and perform behavior that improves individuals' quality of life (Carroll, 1991).

Previous studies in sport CSR research mainly examined the perception of community programs of single teams or organizations with a focus on different stakeholders, including sponsors, participants, and community members (Walzel et al., 2018). However, CSR

perceptions of the general population were largely neglected, representing a contribution of this study.

Research Design, Methodology and Data Analysis

Data were collected from June 26th to August 25th 2020 using two larger online surveys. The survey encompassed an open question assessing the perceived CSR of DFL, UEFA, and IOC with the following wording: Would you like to tell us how you felt about the activities of the DFL/UEFA/IOC during the pandemic in terms of their societal responsibility? Out of the 1575 respondents in total (1000 from a representative survey, 575 from convenience sampling), 466 respondents answered this question. This larger sample than in typical qualitative research can lead to a greater variation within answers and different perspectives (Terry & Braun, 2017). Put differently, it is difficult to purposefully sample interviewees when the target group is a country's whole population. The statements were analyzed using the six steps of a qualitative thematic analysis (Braun et al., 2016). Systematic coding rules were applied to allocate all statements into categories, which were based on the theoretical background of CSR dimensions, representing deductive coding. Afterwards, an inductive approach was used to identify, review, define, and name emerging themes in the categories. The coding process was performed by two researchers that constantly reviewed, redefined, and renamed the themes to increase intercoder reliability.

Results and Discussion

The analysis identified five categories and seven themes within those categories. The first four categories follow Carroll's CSR dimensions, while the fifth category is identified as communicative responsibility. Within those categories, three themes emerged for economic responsibility, i.e., (1) decision-making, (2) costs for tests, (3) greed for profit and four themes for ethical responsibility, including (4) selfishness and recklessness, (5) role model, (6) utilization of test capacities, and (7) unequal conditions. Exemplarily for perceived selfish and reckless behavior, one respondent stated that the organizations were "very focused on their self-interest", while another remarked that they "tried to minimize the losses at the expense of the health of players and staff members". Since solidarity emerged as one of the key social behaviors during the pandemic, selfish and reckless behavior from sport organization through the continuation of competitions seems to run counter societal trends and expectations. Overall, the population perceived the ethical and economic dimension as specifically relevant during

the first wave of the pandemic, indicating the importance of meeting ethical and moral expectations from society during times of crisis.

Conclusion

The study contributes to existing literature in sport CSR research by extending the stakeholder perspective to a largely neglected stakeholder, the society itself. Moreover, knowledge is gained about CSR perceptions of a societal issue, such as a global pandemic instead of organizational community programs. Since sports' special status during the pandemic, especially regarding the continuation of (league) competitions, attracted attention in public debates (Nielsen, 2020), the identified themes help sport managers and marketers to carefully select and communicate activities that meet societal expectations. In turn, selecting those activities might improve sport organizations' legitimacy within the general population, which can lead to beneficial perceptions beyond the time of the pandemic.

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**"We Started Drinking That Kool-Aid": The Self Work of Key Agents of Change in Shaping a Corporate Community Investment Strategy in a Professional Sport Team Organization**

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Theoretical Background and Literature Review

Within professional sport team organizations (PTSOs) a prominent corporate social responsibility (CSR) focus involves strategic community investment to enhance social life and address social concerns (Heinze et al., 2014). Research examining CSR in the professional sport industry has focused on examining organizational structures and processes (Heinze et al., 2014; Schyvinck et al., 2021). There has been little research that has unpacked the role of individual actions and interactions in the PTSO CSR setting (Walzel et al., 2018) that shape these structures and processes.

This study adopts Lawrence and Phillips' (2019) "self work" lens to examine the "purposeful, reflexive efforts of individuals, collective actors, and networks of actors to shape a self" (p. 64). Self work developed from a recognition that individuals—selves and others—in an organizational setting engage in efforts to shape what is felt or expressed through emotions, the actions and interactions that express identity, and the experiences and representations of work or careers (Lawrence & Phillips, 2019). The reflexive and purposeful effort to shape one's or other's emotions, identity, and/or career may help us understand strategic change in organizations (Lawrence & Phillips, 2019).

Schyvinck et al. (2021) highlighted the importance of social entrepreneurship and the role of individuals or intrapreneurs in the organization that are the drivers of innovation in the development and implementation of strategic CSR in the sport industry. Tracey and Stott (2017) argue that social intrapreneurship—leveraging resources and expertise from inside organizations to invest in the development of new ideas to address social issues—is frequently adopted by corporations.

Aim and Research Question

The aim of this paper is to explore the purposeful efforts of individuals in the development of strategic CSR in the professional sport industry. To address this aim we address the following research questions: 1. What purposeful, reflexive self work do actors engage in to shape

strategic change in CSR strategy? 2. How do actors engage in purposeful, reflexive self work to shape strategic change in CSR?

Research Design, Methodology and Data Analysis

To address our research questions, we explored the case of strategic change in CSR at Maple Leaf Sports and Entertainment Corporation (MLSE), owner of four major and three minor professional sport teams in the city of Toronto. Our case begins in 2009, with the establishment of a Foundation to manage community related CSR initiatives and ends in 2017 with the opening and operation of the MLSE LaunchPad, a 42,000 square foot community sport-for-development facility. Data collection consisted of 27 in-depth semi-structured interviews with 25 participants (past executives, current executives and staff, volunteer board members, and stakeholders). In this paper we focus specifically on the self work of a core group of four individuals internal to the organization that played a significant role in the innovations and strategic change in CSR. Using NVivo to organize data we first developed a chronology of events and activities providing a timeframe of developments, actions, and interactions. Next, we engaged in inductive exploration guided by asking: "what are people doing, saying, and/or feeling? How has MLSE's community CSR approach changed? How has what people are doing, saying and/or feeling impacted this change? We then examined our inductively coded data using the specific types of self work identified by Lawrence and Phillips (2019)—emotion work, identity work, and career work.

Results/Findings and Discussion

Findings revealed the tactics the social intrapreneurs (Tracey & Stott, 2017) engaged in through purposeful, reflexive self-work to shape a corporate community investment strategy within MLSE Corporation. Tactics included: (1) learning (e.g., about corporate philanthropy and sport for development approaches via CSR); (2) communicating (e.g., telling stories infused with emotions to 'sell' ideas about CSR strategies); and (3) supporting (e.g., collaborating with others to impart values, beliefs, morals, and attitudes towards community investment). These tactics were employed by the social intrapreneurs in efforts to shape CSR strategy through (1) emotion work, involving emotional displays to shift their own and other self's emotions regarding CSR understandings; (2) identity work, where the meaning of self and "who we are" played a role in shifting organizational CSR identity; and (3) career work, where experiences and investments in development shaped the self and community CSR strategy.

Conclusion, Contributions, and Implications

This study highlights the ways in which the purposeful and intentional tactics of actors combine to shape a corporate community investment strategy. This study advances theoretical implications related to the micro-foundations of actors within organizations (Lawrence & Phillips, 2019) and extends existing literature highlighting CSR strategy of PTSOs (Heinze et al., 2014). Our findings have practical implications for organizations and CSR executives related to recognizing the importance of the purposeful shaping of self and others in encouraging emotional intelligence, career development in CSR, and how narratives shape identity.

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**BROADER NEW AND CRITICAL ASPECTS OF SPORT MANAGMENT**

**Chair: Guillaume Bodet**

**'Does Corruption in Sport Affect Social Capital? Revisited.'**

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Aim and Research Question

Existing research has shown that football fans will react negatively to acts of corruption involving their club, including not attending club fixtures (Buraimo et al., 2016). While earlier studies that make up this research project have shown that this can cause a development of social capital, the longer team impacts, even after the corrupt element has been removed from a footballing space are far less researched. Therefore, the aim of this study is to discover the longer-term impact of corruption within sport on social capital through the question:

'Does management corruption in sport affect social capital? A follow up.'

The area of study for this research is Blackpool Football Club, a team competing in the third tier of the English football league system, following their relegation from the Premier League in 2011. Following perceived corruption from the owners, the Oyston family, by the supporters of the club, a large proportion of fans boycotted fixtures for over four years. The return of the fans, and to extent vindication, arrived when a court ruled that the owners had effectively asset stripped the club and misled shareholders.

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). It is within these networks and structures that bonding between individuals can occur and extreme examples can give rise to the formation of negative social capital, known often as 'dark side' social capital (Numerato & Baglioni, 2012). The definition of corruption that this study aligns with comes from Masters, who views corruption as "the deviation from public expectations that sport will be played and administered in an honest manner" Masters (2015; 113). Masters

also notes the attempts by various government bodies to counteract corrupt behaviours in an effort to safeguard sport (Masters, 2015).

Research Design, Methodology and Data Analysis

The research was conducted through a combination of face-to-face interviews and telephone interviewing (Gratton & Jones, 2010; King et al., 2018). The face-to-face interviews were conducted during the fan led boycott and the club remained under Oyston ownership. However, at the time of the telephone interviews, the Oyston family had been removed as owners and the club had been put into administration by the courts. As a result, the fans had been back at the club giving the opportunity for a further study to be conducted. In total, 34 face-to-face interviews and 18 telephone interviews were conducted.

The qualitative data were collated and coded with the aid of NVivo software and analysed using thematic analysis. A doubling-coding process was conducted to assess its reliability. This led to the formation of four themes, Loss of Social Capital, Recovery of Social Capital and Gain of Social Capital.

Results

This study has further examined the issues that have been born out of corruption and are impacting the fans of Blackpool FC. Firstly, it has become clear that the development of social capital, both decline and generation, has been maintained following the return of fans and removal of the corrupt elements. Those fans who lost their connection with others due to their support of the boycott have not reconnected with those individuals. The relationships that were formed during the boycott have continued with fans now often choosing to remain in these social circles. Interestingly, these new relationships have in some instances gone on to form 'dark side' social capital of their own, as fans who do not align with new group norms and expectations are excluded.

Secondly, a proportion of those fans interviewed reported that they have struggled to reengage with the previous football attendance habits. The drive to go to games involving Blackpool has weakened, this in turn has caused a further decline in social capital.

Conclusion, contribution and implications

The contribution of the research is to further understand the complex impacts on social capital within the context of football in response to corruption. The results suggest the decline and generation of social capital among fans, that was experienced in the immediate aftermath of an instance of corruption, had continued even once the large-scale boycott action had finished. The data has also shown that for some fans the reengagement with their previous football habits has been difficult and could point to a loss of football fandom due to corruption. Therefore, the study shines a spotlight on the UK football industry and how government policy and national governing bodies need to treat seriously instances of corruption within football and sport overall. Failure to do so can lead to social capital decline and a loss of football fandom. While this study has expanded previous knowledge in the area, further research is necessary to assess the overall impact of corruption on fans and their community.

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**The COVID-19 Pandemic and Sports: In the Middle of Difficulty Lies Opportunity**

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Aim

The aim is to identify, describe, and visualize the process of sport transformations brought by the "global drama" of the COVID-19 pandemic (Grygoryev, 2020) in the spirit of grounded theory. Also, we see and outline opportunities for the sports industry in a global context, hidden behind the difficulties of COVID-19 extraordinary times.

Literature Review

We would like to consider sport holistically, embracing physical activity on the individual level, professional sport, sport spectating, "sportainement" (Desbordes and Richelieu, 2012) and the sports industry in general and even beyond, in a broader understanding of sports meaning (Gammelsaeter, 2020). The vision of COVID-19 transformation in a holistic manner allows taking into account all aspects of change, often overlapping. While this epidemic threatens and pressures global sport, it provides an unprecedented opportunity for sport stakeholders to learn vital lessons from COVID-19 (Pitsiladis et al., 2020) to address unresolved integration issues and create creative and long-lasting solutions. Most countries' governments have been forced to take restrictive measures and restrictions necessary to control the virus that has changed the lives of many people, organizations, and institutions (Del Rio-Chanona et al., 2020). Quarantine has had negative effects on physiological variables and influenced numerous emotional aspects, which can harm training quality (Mon-López et al., 2020).

Methodology

The methodology combines the literature review with the collected data. A series of unstructured (personalized), open-ended qualitative interviews (N=147) have been conducted, mostly written. Authors used a wide sample of different people who are professionally related to the sports industry: athletes, amateur and professional players, sport managers, university professors related to the field, coaches, sport associations employees, sport management graduate students, sport marketing professionals. It seems feasible to collect the multifaceted data and overlook research questions from all angles, referring to the holistic approach.

The qualitative approach and grounded theory let us gather in-depth insights into a problem and capture changing attitudes within the sports industry, thus, explain the studied empirical phenomena with induction. The analysis included a few stages:(1) the authors have systematized and coded the collected data. (2) the authors iteratively have read a few times all the materials and outlined the key points. (3) with the iterative analysis, the authors synthesized all the theoretical and empirical findings to achieve results.

<u>Findings/Discussion</u>

COVID-19 outbreak and related restrictions give an opportunity of developing and deploying new technologies in sports. It may be used by sport managers to turn it into an advantage in the following points:

- The wider spread of digital sports applications; Enhance the use of communicational tools, develop networks
- CPD (continuous professional development) on a digital platform – learn new ways and methods for delivering training programs; Enhance opportunities for learning on e-learning platforms
- Online training development; Coaching and assisting staff in their work (useful tools)
- Hosting and organizing online sports competitions and other events, strengthening cost-efficiency

Opportunities for sports management and marketing are brought by pandemic:

- Cost efficiency with wider implementation of digital tools for communication, coaching, streaming; underpin the use of social media
- New tools and forms of communication and marketing; develop adequate communicational strategies for actual situations; strengthening the community cohesion
- Coaching in a "digital way"; coach educator's assistance; easy access to CPD's for coaches in remote areas; presentation of good practices.

On one hand, the pandemic is driving digitalization in the sports sector, but on the other hand, it is also impacting traditional, club-based sporting structures. Some sports clubs that have been struggling to maintain their activities will probably cease to exist, while new digital sports ventures can take over their roles. The pandemic contributes to the transformation of the sports sector - more innovative, and digitized solutions will be introduced to keep the population fit and active.

Conclusion

The impact of the COVID-19 pandemic on the sports industry and exercise cannot be finally determined (Wong et al., 2020) at the moment and cannot be underestimated; however, the understanding of challenges and opportunities of transformation allows to turn this information into advantages.

Pandemic is an extraordinary period of time, and for all participants of this study, it seems complicated, difficult, and challenging. However, they recognized pandemic opportunities, looking at COVID-19 global problems from the constructive and positive side. The pandemic has impacted a majority of sports activities at all levels, from individual to global, but on the other hand, for example, it gave a chance to stream sports activities online and focus more on social media-based communication.

The new lifestyle of pandemic advocates new rules for sports at all levels, from amateur to elite, and all the stakeholders. Consequently, it transforms the ways how sports are performed and consumed, provoking an appearance of demand for new technologies and/or developing existing ones: Immersive technologies (XR, VR, AR), online communication technologies in all forms (in order to be able to have the same value as face-to-face communication), for distant coaching, for training in a home environment.

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**Fraud In Sport in the Academic Literature**

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Aim and Research Questions

Sport integrity threats have received growing scientific interest over the last decades, though the study of fraud in sport remains an under-theorized and under-researched field (Kihl et al., 2017). Additionally, a wide range of definitions and typologies are used to describe the different activities that can be categorized as fraud in sport: e.g., either initiated by insiders or outsiders to sport organizations (Moriconi, 2020). As a result, forming an idea of the main causes of fraud in sport in the context of informing preventive measures has become a labor-intensive task. Moreover, existing empirical conclusions about the consequences of fraud in sport vary significantly. For instance, in the UK, Manoli et al. (2020) have found that even when participants knew that sport was practiced with a lack of integrity, this did not influence their willingness to partake in it or spectate it. However, Buraimo et al. (2014) found the contrary as a result of the Italian Calciopoli scandal. The aim of this study is therefore to provide a thorough overview of the existing academic literature on the causes and consequences of fraud in sport in order to inform future academic contributions on the state of the current research on the topic.

> RQ: What is known about the causes and consequences of fraud in sport in the academic literature?

Theoretical Background and Literature Review

A review of the literature on the causes and consequences of fraud in sport using systematic search techniques has, to our knowledge, not yet been conducted in this particular field of research. The scope of this review focuses on the following types of fraud in sport that are recurrently described in existing typologies or in need of a stronger academic spot light: competition manipulation (betting related and non-betting related), corruption, financial fraud, and human trafficking. Although an increasing trend in studies about fraud surrounding bidding processes for sport mega-events (SMEs) was noticed at the beginning of the 21st century, multiple preliminary and explorative searches informed us that a great majority of sources relevant for our particular research question date from the last decade (2010-2020). According

to Nelen (2015), theories such as Felson's routine activity theory also offer an interesting framework to study fraud in sport.

Research Design, Methodology and Data Analysis

A scoping review was implemented to answer our central research question. Scoping reviews are more appropriate than systematic reviews when studying broad topics in fields that contain varied study designs (Arksey & O'Malley, 2005). Our review of the literature was based on the framework of Arksey and O'Malley (2005) for conducting scoping reviews based on six steps: (1) identifying the research question, (2) identifying relevant studies, (3) selecting studies according to inclusion and exclusion criteria, (4) charting the data, (5) collating, summarizing, and reporting the results, and (6) consulting stakeholders and experts. Typically, scoping reviews do not appraise the quality of the studies included in the analysis as their goal is to portray the existing literature as it is. In doing so, we structured the causes of fraud in sport according to Felson's routine activity theory that contains three elements conducing to the commission of a crime: (1) a suitable target, (2) a motivated offender, and (3) the lack of capable guardians. The consequences of fraud in sport were structured using Greenfield and Paoli's harm assessment framework.

Results/Findings and Discussion

Our search strategy resulted in 950 results from three databases (Web of Science, ProQuest, and Scopus), from which 115 were selected using inclusion and exclusion criteria. The most frequently reported causes of competition manipulation were the financial motivations of players and referees, and the social pressure and intimidation that they can be subjected to. When it comes to corruption, much academic attention is conferred to the vulnerability of bidding processes for SMEs and the lack of good governance practices within sport governing bodies. Financial fraud profits mostly from the vulnerabilities of the sport sector, its large liquidities and easily penetrable market. Lastly, human trafficking through the context of sport has received hardly any attention from scholars in the last decade. However, the vulnerability of young athletes and the loopholes in regulations have been mentioned as contributors to its existence. The emphasized consequences of fraud in sport in the literature are mostly financial, through a diminution in the public's trust in sport and as a result decreased spectatorship to sport events.

## Conclusion, Contribution and Implication

The existing literature is strongly focused on one particular type of fraud in sport: i.e., competition manipulation. Additionally, football receives disproportionate attention compared to other sports. Future research recommendations include broadening the scope of research to other types of fraud and other sports. Additionally, more data-driven, empirical contributions on a national and international level would benefit the study of the causes and consequences of fraud in sport.

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**Sports Federations' Vulnerability to Fraud and Corruption**

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Aim and Research Questions

Fraud is one of the greatest contemporary threats to the integrity of sports (Kihl, 2017). Sports federations have a crucial role in safeguarding the integrity of their discipline. Despite increasing attention for principles of good governance, ethics and integrity, fraud remains a global issue omnipresent throughout different sports and countries.

Parting from the theoretical framework of the organizational fraud triangle (Murphy & Free, 2012), the existing good practices aiming to combat sports related fraud and corruption within the Belgian sports sector, are mapped out while identifying current and future vulnerabilities. Three disciplines are studied: football, tennis and road cycling. The following research questions are addressed:

How do the components of the organizational fraud triangle interact within the Belgian sports context and which organizational factors determine the vulnerability of sports federations to fraud and corruption?

Sports-related fraud

Sports-related fraud refers to two concepts, namely fraud in sports and sports fraud. Fraud in sports entails fraudulent activities that are not specific for the sports context (e.g. 'classic' financial/social fraud). A broad definition is adapted combining the conceptualization of fraud by Transparency International as "the offence of intentionally deceiving someone in order to gain an unfair or illegal advantage (financial, political or otherwise)" and corruption as in active or passive bribery. In the latter case of sports fraud, which entails fraudulent behavior specific for the sports context, the definition of the Council of Europe is adapted: "An intentional arrangement, act or omission aimed at an improper alteration of the result or the course of a sports competition in order to remove all or part of the unpredictable nature of the aforementioned sports competition with a view to obtaining an undue advantage for oneself or for others" (Council of Europe, 2020).

<u>Literature review</u>

Sports is an interesting field for fraud research due to its unique characteristics. The range of peculiarities starts with the fact that the sector is confronted with sports fraud (e.g. match fixing). Other threats are the commercialization of the sports industry, leading to an increase of opportunities for fraud (Kihl et al., 2017), the grip of the betting industry, and the influence of (il)legal betting on match fixing, and the scarcity in overarching control mechanisms.

Studies on fraud have been mainly conducted on an individual level of analysis, creating a blind spot for the understanding of how organizational dynamics influence individuals. The Organizational Fraud Triangle as developed by Murphy and Free (2012) highlights the fact that fraud does not occur in a vacuum, but always takes place in a certain organizational context (Murphy & Free, 2016; Murphy et al., 2012). This framework includes organizational characteristics such as ethical culture, ethical climate and ethical leadership when assessing fraud risks and factors influencing (un)ethical behavior. The Organizational Fraud Triangle is composed by three components: (1) management controls, (2) leadership and (3) organizational culture. Management controls refer to formal and informal control mechanisms. Leadership is determining for the organizational dynamics. Organizations in which the top management embodies ethical standards and encourages ethical behavior are less prone to fraud. The dimension of culture stresses the importance of installing ethical climates and cultures as prevention mechanisms against fraud. An ethical climate is an aggregated concept entailing what shared perceptions are on a collective level and thus what a network of people within an organization considers to be ethical conduct. In addition, the ethical climate is inherently linked to an organization's susceptibility to corruption, making it vital to strengthen ethical decision-making and an ethical climate and to address the interplay between both organizational and individual factors facilitating corrupt behavior (Gorsira et al., 2018).

<u>Methodology</u>

This research was carried out by means of semi-structured interviews, aiming at a total of 20 interviews equally divided among the three disciplines. Respondents were reached through gatekeepers and a snowball method. The eligibility of respondents depended on the position the individual held within the club or federation, targeting members of top management and boards of directors. Data is analyzed using NVIVO software. Initial codes were deductively generated based on the theoretical framework. Afterwards, data was analyzed applying an open

coding technique in order to inductively generate categories associated with respondents' perceptions of their organizations' vulnerability to fraud.

## Results and discussion

The results indicate that federations might be too self-confident about the existing systems to tackle fraud. Despite the shifts towards good governance within federations, weaknesses persist through which fraud can occur, including selective awareness for ethical issues, deficient whistleblowing procedures, normalization of unethical behavior at low levels of competition, dubious sponsors and unstable economic models among others. In addition, there is a lack of international initiatives on structural fraud prevention in sports, which vital given the global nature of the industry.

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**Muslim Community and Sport Scholarship: A Scoping Review**

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Aim and Research Questions

The purpose of this study was to analyze and explore the knowledge gaps regarding the Muslim community's interaction with sport and physical activities within the broader realms of sporting scholarship (sport marketing, sport sociology, sport communication, and sport management). To achieve the study purpose, we conducted a scoping review of the extant scholarship detailing topics related to the Muslim community in sporting activities.

We endeavored to answer the following two research questions:

RQ1: What issues have been investigated about the Muslim community within the realm of sport sociology, sport management, sport marketing, and sport communication?

RQ2: What are the emergent areas and future directions of research about the Muslim community within the domains of sport sociology, sport management, sport marketing, and sport communication?

Theoretical Background and Literature Review

In the recent past, there has been a growing scholarly interest in understanding the Muslim community's interaction with sport within and beyond the Muslim world (Hussain & Cunningham, 2020). For example, the announcement of the Fédération Internationale de Football Association (FIFA) to organize the World Cup in Qatar has spurred research focusing on the Middle Eastern sporting culture. In the extant scholarship, researchers have mostly focused upon sociological forces affecting Muslim women's sports and physical activity participation in the realm of sport sociology (Hussain & Cunningham, 2020). There has also been some interest in deciphering how Muslim athletes are being perceived in the Western media within the domain of sport communication (Samie & Sehlikoglu, 2014). Researchers have also examined how sport managers can enhance Muslim community sport participation in the sport management context (Maxwell et al., 2013). In addition, there is some literature detailing Muslim community sports consumption behavior within the domain of sport marketing (Hwang & Kim, 2020).

Though some researchers have examined the ways in which Muslim individuals engage with sport and physical activity, the body of scholarship is comparatively limited. For that matter, we were not able to identify any efforts to synthesize the research across sport disciplines, such as sport marketing, sport sociology, sport communication, and sport management. Therefore, to expand the body of knowledge, we conducted a scoping review of research regarding the Muslim community in sporting activities.

## Research Design, Methodology, and Data Analysis

We used Arskey and O'Malley's (2005) methodological approach to conducting this scoping review. No initial time period was fixed for data collection, while data of published papers were collected till February 2021. All the articles examined were only in English. Three sources were used to identify the present scholarship detailing Muslim community interaction with sport: online databases, sporting journals, and reference list review. We collected data from these four online databases: SPORTDiscus, Web of Science, EBSCO, and APA PsycInfo. The 2020 list of journals serving sporting literature developed by the North American Society for Sport Management team was used to identify sporting journals. Finally, the references list given in an identified study was reviewed to find any further studies.

## Data Analysis

Following were the key terms used to find the studies: *Muslim and sport, *Muslim and physical activities/activity, *Islam and sport, *Islam and Physical activities/activity, Muslim or sport*, Muslim or physical activities/activity*, Islam or sport, and *Islam or physical activities/activity, *Muslim and health, and *Muslim or health. In total, we identified 404 articles. After excluding studies based upon scoping review criteria, the final list included 173 articles for data analysis. The content analysis was done using Elo and Kyngäs's (2008) approach of final selected studies is still ongoing.

## Results and Discussion

The preliminary results illustrate that researchers have primarily focused upon exploring socio-cultural issues related to Muslim community sport participation via using qualitative methods. Most of the investigations are done on Muslim immigrants in the Western context. In addition, researchers have tried to understand mostly Muslim women's issues. We also found a limited

scholarship related to Muslim community sport product consumption in the Muslim world. There also remains a paucity of scholarship detailing Muslim men's issues in the Global South.

Conclusion, Contribution, and Implication

The study results unveil that the Muslim community is researched by scholars via the Western orientalist view. Thus, there is an inherent bias against the Muslim world in the current scholarship. This scoping review provides an extensive overview of the extant scholarship and future research directions about the Muslim community in the sporting context.

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**A Paradox Theory Perspective on Managing Corporate Social Responsibility in Professional Sport**

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Aim and Research Questions

Professional sport teams (PSTs) are increasingly expected to behave in a socially responsible manner and align business with social goals. This, however, has appeared to be a difficult balancing exercise. Neoliberal views and instrumental approaches to corporate social responsibility (CSR) have provided discrete insights and benefits, but lack more sustainable social and economic impact (Walzel et al., 2018). To advance towards more sophisticated levels of CSR management, the general CSR literature emphasizes the role of tensions (Hahn et al., 2015). This study aims to answer the following research question: What kind of CSR-related tensions exist, how do they unfold, and how are they managed?

Literature review

On the one hand, research has shown that PSTs are ideal vehicles to engage in CSR because of their visibility, passion, and number of stakeholders involved. Moreover, teams can obtain organizational benefits from engaging in CSR. On the other hand, professional sport has become big business and the globalization and commercialization of the industry has introduced numerous unethical practices. An example of the paradox between economic and social goals can be found in teams having CSR programs on youth health, while at the same time targeting this group with (often aggressive) betting promotions of their main sponsors.

We use paradox theory to increase our understanding of how tensions unfold and how they are dealt with. As an organizational concept, paradox is defined as, "contradictory yet interrelated elements that exist simultaneously and persist over time" (Smith & Lewis, 2011, p. 382). The study of paradox and related concepts (e.g., tensions, contradictions, and conflicts) in organizational studies has grown rapidly over the last 25 years. However, paradox theory has rarely been applied to managing CSR in professional sport (Pedersen & Rosati, 2019).

Based on the paradox framework of Lewis (2000) we explore tensions, reinforcing cycles, and their management in a professional soccer case. First, tensions are cognitively and/or socially constructed polarities that obscure the interrelatedness of contradictions, for example, self-referential loops, mixed messages, and system contradictions. Second, tensions

can be emphasized by reinforcing cycles. These are paralyzing defenses which initially reduce discomfort, but which eventually intensify tensions. Examples of reinforcing cycles include repression, splitting, and projection. Third, Lewis (2000) suggests three, often interrelated means of managing paradox: acceptance, confrontation, and transcendence.

Method

A single case study design was adopted for this study. A Belgian professional soccer team, recognized by the European Club Association (ECA) for its well-developed CSR engagement, was purposefully selected in order to get rich insights on CSR related tensions.

Semi-structured interviews (22) were conducted with the manager of the Foundation, the commercial management, and several other key stakeholders (e.g., sponsors, government, league, fans). Interview data were recorded, transcribed, and analyzed using NVIVO software.

Findings and discussion

The four categories of paradoxical tensions defined by Smith and Lewis (2011) – performing, belonging, organizing, and learning – were present in the case studied. In terms of performing, tensions arose around managing the dual (i.e., economic and social) outcome objectives. Accordingly, the CSR department adopted relational logics and supported values-based approaches, whereas the commercial management adopted more instrumental logics, and embodied rules-based and pragmatic approaches. These differences in ideas and values between the two departments created an "us versus them" situation in the organization. Such issues of identity fostered tensions of belonging. Organizing tensions arose as a consequence of competing organizational designs (i.e., club vs foundation structure), processes, and practices. Finally, learning tensions were found as organizational beliefs and assumptions failed to keep up with contextual evolution. For example, the club rigidly held on to existing competencies and capabilities, which hindered attempts of environmental and social innovation simply because their capabilities of dealing with change became obsolete.

These tensions were reinforced by structurally "outsourcing" CSR to a separate foundation, by prioritizing business over social goals, and by rationalizing immoral behavior. These reinforcing cycles resulted in refrained organizational responses, which interviewed stakeholders referred to as "a plateau-effect" or "an impasse." Ultimately, the tensions restrained impact, as fewer projects were implemented and/or in a less effective manner.

In terms of managing the tensions, there was evidence of acceptance and confrontation. However, management did not succeed in transcending tensions. There was a lack of critical self- and social reflection that is needed to redefine assumptions, learn from existing tensions, and develop a more complicated repertoire of understandings and behaviors towards CSR.

Contribution

In line with Lewis (2000), we argue that for strategic CSR to develop, tensions should be recognized and transcended rather than avoided. If managers become comfortable with tensions and transcend to paradoxical thinking, an increase in creativity is likely to occur with positive economic and social change as a result.

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# How Do People in Sport Facilitate Their Involvement in Match-Fixing? Exploring the Role of Moral Disengagement

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## Aim and Research Questions

Sport is heavily impacted by many integrity issues, of which match-fixing (i.e., the manipulation of sport competitions) represents one compelling example (Spapens & Olfers, 2015). As match-fixing has several detrimental consequences for sport and those involved, researchers have tried to explain individuals' decision-making process prior to engaging in match-fixing (Van Der Hoeven et al., 2020). A dominant theoretical perspective is thereby offered by rational-choice theory, arguing that individuals mainly engage in match-fixing after deciding that the benefits outweigh the potential costs (why-question) (Becker, 1968; Forrest, 2018; Hill, 2015). However, little remains known about the ways they rationalize this decision (how-question). It can be argued that people facilitate their engagement in match-fixing by consciously deactivating their moral beliefs and self-sanctions, a practice referred to as moral disengagement (Bandura, 1986).

Hence, this study investigates (1) the effect of being offered money and/or material inducements on the decision to consent to match-fixing (RQ 1), and (2) whether moral disengagement facilitates the decision-making process in relation to being offered money and/or material inducements and the decision to consent to match-fixing (RQ 2).

## Theoretical Background and Literature Review

Rational-choice theory implies that individuals respond to a match-fixing proposal, based entirely on a cost-benefit analysis, with financial/material gain as the main benefit (Forrest, 2018; Hill, 2015). However, it can also be argued that individuals rationalize their decision by means of moral disengagement strategies (Kihl, 2018). Moral disengagement is considered "a set of eight cognitive mechanisms that decouple one's internal moral standards from one's actions, facilitating engaging in unethical behaviour without feeling distress" (Moore, 2015, p. 199). Although moral disengagement has already been studied in sport (see e.g., Boardley & Kavussanu, 2011), little is known about moral disengagement in relation to match-fixing.

Research Design, Methodology and Data Analysis

Data stem from a research project within the Erasmus+ Programme which was co-funded by the European Union. Data were collected in Austria, Belgium, Croatia, France, the Netherlands, Switzerland, and the United Kingdom, using an online questionnaire. The online questionnaire ran from May 2020 until November 2020, and focused on three sport disciplines per country, following the practical outputs of the Erasmus+ project. The questionnaire examined the characteristics of the respondents and whether they had been confronted with a match-fixing proposal. When respondents testified of match-fixing cases, further details about their last (or only) match-fixing proposal were examined. Additionally, respondents' propensity to morally disengage was measured using the 8-item scale developed by Moore et al. (2012). In total, 5014 adult actors (e.g., athletes, coaches, board members, referees) who are/were involved in various sport disciplines (i.e., 58,9% football; 14,9% tennis; 5,2% basketball; 10,9% hockey; 3,4% handball; 2,5% cricket; 4.2% other sports) across seven countries completed the questionnaire. Moreover, 419 of them indicated that they had already been approached with a match-fixing proposal. The latter subsample (n = 419) was used in this study. Data analyses were performed using SPSS 24 software. A chi-square analysis was performed to examine the effect of being offered money and/or material inducements on the decision to consent to a match-fixing proposal. Subsequently, a mediation analysis was performed using Hayes' (2013) PROCESS macro for SPSS to consider whether moral disengagement facilitates this decision-making process.

Results and Discussion

The chi-square analysis indicated that respondents who were offered money and/or material inducements consented significantly more to the match-fixing proposal (35,5%) than respondents who were not offered money and/or material inducements (20,9%) ($\chi2$ (1) = 8.906, p < .01). Subsequently, the mediation analysis revealed that moral disengagement fully mediates the decision-making process in relation to being offered money and/or material inducements and the decision to consent to match-fixing. More specifically, being offered money and/or material inducements affects the decision to consent to match-fixing only indirectly via moral disengagement (Effect = .4842, BootSE = .1091, CI [.3003, .7237]). The direct effect of being offered money and/or material inducements on the decision to involve in match-fixing was insignificant (Effect = .2491, SE = .2690, p = .3545) after mediation by moral

disengagement. Further country-comparative results will be presented at the EASM conference.

Conclusion, Contribution and Implication

The present study suggests that being offered money and/or material inducements initiates the decision-making process prior to engaging in match-fixing. To facilitate this decision to engage in match-fixing, people morally disengage by deactivating their moral beliefs and self-sanctions. As such, this study enriches existing knowledge on match-fixing in sport, by showing that the rational-choice decision-making process prior to engaging in match-fixing depends on the propensity to morally disengage of the person who received the proposal. Consequently, awareness raising initiatives about match-fixing should be intensified to help recognize and reduce moral disengagement mechanisms. As the geographical scope of our research was limited to Northern/Central Europe, a broader international area should be covered in future research.

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**Ethical Leadership in Everyday Sports Coaching**

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Aim and Research Questions

The purpose of this study is to produce knowledge for sports management and coaching education by finding out how ethical leadership emerges in sports coaching, and to interpret how the coaches see themselves as ethical leaders. The main goal of the study is to find out good, positive practices in everyday coaching.

The two main research questions are: 1. How does ethical leadership in sports coaching emerge? and 2. What kind of perceptions and interpretations do coaches have about them being ethical leaders? The sub-questions guiding the research process are: 1.1 What kind of ethical issues or challenges do coaches face during the everyday coaching? 1.2 How do the coaches deal with ethical challenges in coaching? 1.3 What kind of support do the coaches need and/or have available when facing ethical dilemmas? 2.1 How do the coaches promote ethical behaviour in their coaching practices? and 2.2 What kind of experiences do the coaches have about their ethical behaviour flowing down to athletes?

Theoretical Background and Literature Review

Ethical leadership emerges from a combination between leader behaviours and characteristics engaging in normatively appropriate behaviour (Brown et al., 2005), and it explains the influence of leaders' ethical behaviour on that of their followers (Brown & Treviño, 2006). According to the social learning theory, the individuals learn by witnessing and then duplicating the credible and attractive values and behaviours of the role models. Ethical leadership also affects the followers through socioemotional exchange, based on the exchange of interpersonal treatment, such as fairness or trust. (Mayer et al., 2009.)

In this study, the effects of ethical leadership have been discussed through the notions of cascading effect (Mayer et al., 2009), and ethical blindness (Palazzo et al., 2011). The framework is put into the context of sports, into the context for learning and for the coach-athlete relationship.

Sports reflects and reinforces the predominant norms and values of societies and provides a place to learn life skills (Loland, 2011). In sports, the moral intensity of ethical decisions can be high. Coaches have been identified as the most critical stakeholders when it

comes to impacting the moral behaviour of athletes (White & Rezania, 2019). The formal ethical codes might not have effective influence on the athletes' behaviour. Instead, ethical training for coaches is more important, as the daily interaction with the leaders has a bigger impact in the followers' perceptions and behaviours. (Mayer et al. 2009.) The experiences gathered from childhood to adulthood in sports shape the athletes' knowledge and moral reasoning over the years.

Research Design, Methodology and Data Analysis

The study design is a hermeneutic phenomenological study focusing on lived experiences. The target group of the study is Finnish female coaches in ball sports. Data has been collected with semi-structured thematic interviews. Five coaches were interviewed using an online conferencing tool and the interviews were transcribed for a six-phase thematic analysis.

Results/Findings and Discussion

The results demonstrate how ethical leadership in daily operations emerges in coaching practices, coaching atmosphere, and in coaching environment. Coaches consider themselves as ethical leaders through their own activities. Coaching as a function and as a process can be interpreted as interaction. Values and coaching culture are the two catalysts having an influence behind and between the setting, where a coach can be viewed as an individual but also as a part of a network.

Self-reflection, two-way feedback, positive reinforcement and continuous self-development interpret the activities of promoting ethical behaviour. Peer-support as well as support from the athletes and clubs are important for coaches in dealing with any ethical issues in practice. Promoting an atmosphere which appreciates open, two-way communication supported by the jointly agreed values demonstrates good leadership and ethical behaviour. Maintaining positive team spirit and pushing the team to do its best, allowing room for mistakes and development, and enabling ways to address concerns lead to a good result in promoting the athletes' ethical behaviour.

Conclusion, Contribution and Implication

On the basis of this study, three contributions are presented. First, it is suggested that peer-groups should be created to discuss the matters and mentoring and mental training should be made available to the coaches. Second, it is suggested that in order to avoid any ethical pitfalls

and ethical blindness coaches need to be educated to self-reflect, and that tools and methods to do so should be created for this. Third, it is suggested that a culture is established where intervening is possible at a low threshold without losing face or facing any negative consequences, and a tool to do so is found or created. The findings can be used at all levels of sports and applied in coaching education at national sports federations.

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**Case Studies of Mergers & Acquisitions of Sports Marketing Agencies in Germany and the United States.**

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Aim and Research Questions

Sports M&As are booming. For sports actors, reasons for M&As could include to grow faster, to become globalised or to build broader representation. Sports marketing agencies are companies and are acting successfully in their business fields (Trosien, 2001). They are recognized service providers between the sports rights owners and the sports rights applicants. However, they have hardly fallen into the scientific attention. Prominent agencies are positioned globally with their activities. Most of them have spread out globally from their headquarters to numerous offices worldwide. Hundreds of people are employed in sports marketing agencies. Hence, they are an interesting object of research in the field of sports economics. Moreover, there is another characteristic feature that is also hardly considered: they are lucrative objects from the perspective of the M&A businesses.

Theoretical Background and Literature Review

„Mergers and acquisitions (M&A) refer to transactions involving two companies that combine in some form. ... Valuation is a significant part of M&A and is a major point of discussion between the acquirer and the target" (Corporate Finance Institute, 2021). In fact, many of these globally operating sports marketing agencies have themselves resorted to M&A in order to achieve their interim or current market position. When we look to M&As in general: "Three primary streams of enquiry can be identified within the strategic and behavioural literature which focus on the issues of strategic fit, organizational fit and the acquisition process itself" (Cartwright & Schoenberg, 2006).

Research Design, Methodology and Data Analysis

From this complex business as well as competition-intensive sub-sector, two case studies on the emergence and change of sports marketing agencies will be analyzed, which have earned special merits over the decades of their operations, first nationally and then globally. One agency comes from the USA (IMG) and the other from Germany (SportFive, whose brand, however, has been absorbed into other sports marketing conglomerates for quite a while).

The relevant information is accessed via the annual reports and the contemporary homepages of the companies. In comparison to other sports marketing agencies in the USA and Germany, the case study method is used (Bengtsson & Larsson, 2012) with written documents and the individual interviews of the board members of the discussed entities. This allows to research the official arguments as well as the individual opinions.

Results/Findings and Discussion

Both examples are selected, because they show different structures and strategies from the very beginning phase, but have some similarities by the time, when M&As taken place. The American agency IMG was a family enterprise – founded 1960. The German sports agency begun 1988 as UFA Sports as an outsourcing of the RTL Group, the biggest private Media Company in Germany.

Both cases show different starting points: IMG started with an individual pioneer and a family corporation and we find this global sports marketing agency today within a conglomeration of a Private Equity called Endeavor. SportsFive today – after more mergers & acquisitions – is part of H.I.S., also a Private Equity. From these two case studies we start with interpretations about reasons for M&A success or failure.

Conclusion and Implication

This highly competitive market of sports rights has a lot of consequences for sports marketing agencies: for the employees, because of the volatile budgets; for the board members, when M&A takes place; for the partners, when the contracts show no success, the contract was overpaid, or corruption happened; or when a sponsoring partner goes unexpectedly bankruptcy. Otherwise, it is obvious, that the sports marketing agencies have a fixed position between the sports rights owners and the sports rights users (because of the asymmetrical distribution of information and the use of the agencies in another's best interests).

Sports organisations (manufacturers, retailers, agencies and single sports franchises) are more and more in the focus on mergers & acquisitions and not only from the perspectives of same or similar (sports) businesses, but also by other interests – by private equities! (SportBusiness, 2021). This is a new dimension of sports in economic and management matters and we need to consider new consequences. There is potential for more revenue and more profit, and even more sports-specific developments, but more dependencies also? Or become (successful) sports actors more "playthings" for profit interests? These case studies show two

qualities: (1) the M&A-processes of the developments of the sports marketing agencies itself and (2) the complete M&As of sports marketing agencies by "others" (private equities). Critical consequences must be discussed, when we analyze the fits and their cultural, financial and ethical risks and control mechanismens of mergers & acquisitions (Cartwright & Schoenberg, 2006). Beyond these researches we have to ask, if acquisition activities of private equities change (dramatically) the traditional owner architecture of the top leagues in USA and more all over the sports and the world?

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**Decoupling and Responsible Sport Management: a Challenge for Research and Practice**

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Aim and Research Questions

Sport and ethics are intertwined with sport doing good for the society at large but at the same time being plagued by ethical challenges on and off the field. The institute sport has distinctive features that make good and bad to be inherently present in sport, challenging sport management to maintain an ethical balance (Gammelsaeter, 2021). The struggle to create responsible management in sport has resulted in decoupling. The concept of decoupling responsible management refers to complying with the external expectations related to (social) responsibility in a way that it does not impact the daily operations of the organization (Weaver et. al, 1999). Decoupling is observed in practice as well as in research on sport management. Decoupling responsibility management is not reducing the ethical challenges in sport, on the contrary, it even increased the ethical challenges. This study explores from a theoretical stance the existence of decoupling in sport and possible solutions to undo decoupling in sport management practices and research.

Theoretical Background and Literature Review

Sport is a unique institute but the management of sport organizations is practiced and studies from a business perspective or a policy perspective, ignoring the uniqueness of sport and its inherent values (Gammelsaeter, 2021). In fact, sport can be seen as an institute with its own logics and values (Gammelsaeter, 2021). The interwovenness of ethics and sport management is part of the sport institute. However, in the practice of sport management decoupling responsibility management is omnipresent. In decoupling, responsibility management is detached from daily operations on the sport field and on the level of the management of the sport organizations. Decoupling can be an intentionally strategic choice or can be due to means-end complexity and conflicting stakeholder demands (Crilly et al., 2012). Decoupling reduces legitimacy and employee motivation but can also be considered fraud when the intention is to hide unethical practices (Fiss & Zajac, 2006).

   Decoupling in sport occurs on different levels with moral disengagement on the level of individuals, e.g. when an individual athlete uses doping, on the level of organizations, e.g. when window-dressing good governance is applied, on the level of nations, e.g. with

sportswashing, and on the institutional level, e.g. when explicit corporate social responsibility standards provoke decoupled social responsibility practices. The different causes of decoupling are observed on the different levels but stakeholder pressure is especially present as cause for decoupling on national and organizational level; while means-end decoupling and conflicting stakeholder interest result in decoupling responsibility management in sport organizations. On the individual level, instrumental culture and moral disengagement mechanisms are behind decoupling by individuals.

Discussion

Literature providing insight in how to undo decoupling in sport is scarce and taking different perspectives, i.e. descriptive, instrumental and moral perspectives. Descriptive studies show how organizations start with decoupled responsibility programs that gradually evolve to integrated responsibility programs (Bromley & Powell, 2012). Instrumental perspectives on solutions for decoupling emphasize the role of management in strategically choosing to undo decoupling. In a more moral debate, studies emphasize the lack of moral leadership and moral awareness.

Sport management research itself is plagued by decoupling as well, with many studies on responsibility management decoupled from other sport management research topics. In doing so, sport management researchers contribute to the decoupling practices in sport.

Conclusion, Contribution, and Implications

By discussing decoupling in sport management practices and research and potential solutions, a call is made for more studies on how to undo decoupling in sport and to take a more integrated perspective in sport management research including responsibility management.

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**Critical Realism and Sport Management: A Two-Way Street**

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Introduction

The purpose of this paper is to critically examine the field of sport management scholarship and to propose Critical Realism (CR) as a viable philosophical tool to advance knowledge and practice in the field. CR has been employed in sport policy research, sport psychology and sport management. Yet CR is not a panacea, and is not immune to criticism and critical debate on what it is and how to do it. Therefore, there is also an opportunity for sport management scholars to enhance theoretical development in our field and to contribute to the development and implementation of CR, building on the seminal work of Downward (2005) in sport policy. The benefits (and challenges) of CR to sport management are therefore a two-way street where sport management scholarship would benefit and the sport management academic community would advance understanding in other fields of study. This presentation will elaborate on how it has been used by sport management scholars, the challenges and opportunities for further research using CR in sport management. The paper is structured in three parts. Firstly, an overview of methodological developments in sport management and the strengths and weaknesses of our research is provided. Secondly, the CR approach is articulated, with examples of where it has been used in sport management and other related disciplines. Here, the challenges and the strengths of CR thought are analysed. Finally, given the analysis and challenges identified, some thoughts for future developments in sport management using CR are provided.

Methodology in Sport Management

Sport management scholars have engaged in discussions of methodology in sport management through focusing on the use of qualitative versus quantitative research designs and methods that have and should inform our scholarship (e.g. Andrew et al., 2019). Historically, sport management has been dominated firstly by the use of quantitative methods and then an emerging and growing body of work has engaged with qualitative methods.

There have also been calls for more mixed methods in sport management and some critique of the rigour with which mixed methods has been employed in sport management (van der Roest et al., 2015). However, there has been considerably less explicit consideration of

methodology on ontological and epistemological levels to explore the nature of reality and how we as scholars may challenge existing ways of thinking about methodology and how it may inform our research.

Critical Realism

CR represents a powerful tool that embraces both qualitative and quantitative paradigms and logics, which may provide a new lens to researchers in sport management who have examined concepts from interpretivist and social constructivist or positivist paradigms which are often conceived of as two ends of a continuum. CR however argues that there is a way to view reality and learn about it that sits in the middle of this continuum. Therefore, the way we use mixed methods is different from traditional relationships (Zachariadis, Scott, & Barrett, 2013) that require sequential or concurrent use of data collection methods and /or favour quantitative evidence over qualitative. It is also important to recognize how the challenges of CR present problems and opportunities to sport management scholars. Some application can be seen in sport policy / tourism, sport coaching, volunteering and organisation control.

Critical Realism is a philosophy of science that embraces the use of theory and a multi-dimensional, multi-level view of reality. Byers (2013) explicitly demonstrated the application of Critical Realism to understanding organization control and sport volunteering. Later, Byers, et al. (2020) examined the role of innovation in creating legacy of mega sporting events. A key challenge (and opportunity) for sport management scholars is in the application of critical realism to empirical studies; however, engaging in this critical debate reveals that sport management is well placed to provide thought leadership and empirical evidence of how this can enhance our knowledge across a wide range of important topics relevant to sport organizations and management. Critical Realism can also facilitate sport management scholarship's impact on other disciplines and the development of Critical Realism in social science.

Conclusion

Critical Realism presents at least five opportunities to advance scholarship (Frederiksen & Kringelum, 2020): delineate phenomenon under study through an applied ontology, provide a meta-theoretical framing of structure-agent relationships over time, offer explanatory value through multiple empirical aspects, using the interpretive role of the researcher to develop knowledge and bridging the gap between local and general knowledge. Sport management

needs Critical Realism and Critical Realism needs sport management scholarship to fully engage and test its complex assumptions and values across a wide range of key concepts central to the field including but not limited to governance, diversity and social inclusion.

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**Prevention And Control of Financial Fraud: What Lessons Can Football Learn from Other Economic Sectors?**

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Aim and Research Questions

Football was originally a self-regulating activity. The highest governing bodies of football, like FIFA, regulated their sport or events autonomously through self-governing networks, thereby escaping to a large extent the normal application of, for instance, fiscal law (Geeraert et al., 2013).

In recent years, however, due to its growing economic nature and influenced by powerful commercial actors, football has been subject to a series of difficulties, as has been forcefully illustrated by high-profile cases of money laundering, tax evasion, and so on. This evolution has urged central and local governments to question the autonomous status of football, while at the same time the problem of financial fraud in football has been put on the agenda of (inter)national institutions, such as the Financial Action Task Force.

The aim of this study is to review how financial fraud is prevented and controlled in professional football, and to understand whether and how regulatory improvement is possible. To this aim, we will review the ways in which different types of financial fraud are prevented and controlled in other economic sectors to see which lessons can be drawn from this review for the world of football.

The research questions guiding this study are the following:

1) How is financial fraud prevented and controlled in different economic sectors?

2) How is financial fraud prevented and controlled in professional football?

3) What lessons can professional football learn from other economic sectors with respect to the prevention and control of financial fraud?

Theoretical Background and Literature Review

Drawing on Transparency International (2021), we define financial fraud as "the offence of intentionally deceiving someone in order to gain an unfair or illegal [financial] advantage". Financial fraud in football can broadly be split in three categories:

- Money-driven violations of criminal or civil law (e.g., tax evasion)
- Money-driven violations of sport rules (e.g., circumventing UEFA Financial Fair Play rules)
- Money-driven breaching of managerial rules, regulations and certification standards in sport (e.g., bad governance)

As evident from this specification, we understand the different types of financial fraud broadly as a violation of different types of state laws (thus not limited to criminal laws) as well as rules set by private entities, as is routinely done in the white-collar crime literature and in the literature on regulation (e.g., Braithwaite et al., 2007).

The latter literature also inspires our conceptualization of regulation. Regulation is part of a structuring process that helps constitute order in economic life, and aims to shape the motives, preferences and practices of organisations (Shearing, 1993). Modern theories on regulation often refer to regulation as a multilevel dynamic process in which many actors play a part and have varying capacities and means of intervention (e.g., Drahos, 2017).

We focus on those regulatory activities aimed at preventing and controlling financial fraud. More specifically, we adopt Braithwaite's (1993) "pluralist model of regulation". This model distinguishes different levels of regulation that are both higher and lower than the laws and enforcement practices of national state authorities. From the perspective of regulatory pluralism, we will look into the following prevention and control options:

- National regulatory enforcement;
- Regional and international regulatory cooperation and coordination;
- Interfirm regulations;
- Intrafirm regulations; and
- Oversight by other stakeholders.

Research Design, Methodology and Data Analysis

An understanding of the prevention and control of financial fraud requires the collation and analysis of multiple data sources. We will conduct a thorough review of academic and grey literature and an analysis of relevant legislation and policy, focusing for the latter on Belgium and Europe. Potential data sources will be national/regional-level enforcement and regulatory

agencies, (inter)national state and non-state organizations, and individual corporations. Such data sources emanate from the public and private sector. These sources provide data on both traditional mechanisms of state investigation and prosecution but also mechanisms of a self-regulatory nature.

Results/Findings and Discussion

By comparing regulatory efforts concerning football and other economic sectors, we expect to better understand the regulatory specificities of football (and all sports in general), which might lead to insights for regulatory improvement. To enhance transparency, for instance, professional football clubs might learn from the so-called governance memorandum published by credit institutions. Disclosing governance information (e.g., information on shareholders and group structure) in a governance memorandum on professional football clubs' website might be a step forward towards a better prevention and control of financial fraud in football.

Conclusion, Contribution and Implication

The lessons regarding the prevention and control measures applied in other economic sectors can help both state (e.g., the Belgian government) and non-state (e.g., FIFA) actors to further develop the prevention and control measures regarding financial fraud in professional football.

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**Good Governance Challenges in Sport Clubs: a Cross-Country Comparison**

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Aim and Research Questions

The aim of this study is to map the challenges that sport clubs face in using good governance and ethical leadership principles. The research question can be summarised as: what are the challenges that sport clubs of different organisational capacity face in implementing good governance and ethical leadership principles across European countries?

Theoretical Background and Literature Review

In recent years, much emphasis has been put on good governance and ethical leadership to halt scandals and safeguard the integrity of sport (Parent & Hoye, 2018). In the wake of this movement, governments have chosen to impose or encourage guidelines and principles of good governance on sport federations.

Few studies however have focused on how sport clubs implement good governance. One study concluded that local sport clubs were much less aware about the good governance guidelines than national sport federations (Sisjordet al., 2017). One of the mentioned key-reasons for this failure is the lack of participative decision-making of sport clubs (Bayle & Robinson, 2007).

In order to advance this status-quo it is thus needed to have a clear idea on how sport clubs view good governance and ethical leadership and what challenges they face to apply good governance and ethical leadership principles.

These views and challenges are expected to be different, depending on the size and organisational capacity of sport clubs (Balduck et al., 2015). Furthermore, these views and challenges are likely to be country specific, because of the different policies in place across various countries (Geeraert, 2018).

## Research Design, Methodology and Data Analysis

This study adopts an exploratory, inductive, qualitative research design. In each of the seven European countries (Luxembourg, Belgium, Germany, Netherlands, Norway, UK and France), two focus groups were organised with six board members of voluntary, member-based sport clubs.

Initial selection was based on the size of the club (based on number of club members) as this has been linked with organisational capacity (Balduck et al., 2015). Organisational capacity of the sport clubs was further examined through questions related to human resources, finances, management, accommodation and external orientation (Hall et al., 2003). One focus group focused on voluntary sport clubs with lower organisational capacity, the other focus group included sport clubs with higher organisational capacity.

A couple of criteria were introduced for each focus group in order to have a comparable sample over the different countries that still allowed to diversify for different types of sports: each focus group needed to represent (a) a minimum of three sport clubs of the most five popular sports in the country (b) minimum two team sports (c) minimum two individual sports. The invited board members could be chair, treasury, or secretary.

In total 84 board members participated in the 14 focus groups. Starting questions were: What is good governance to you? What is ethical leadership to you? What challenges are you faced with to adopt good governance and ethical leadership principles (e.g. resources, political, educational)? What could motivate you to overcome these challenges? The moderator in the different focus groups probed for deeper understanding of the challenges and how to overcome them.

Data of the focus groups were transcribed and analysed with NVIVO. Each researcher in their respective country looked for emerging themes in the data through a thematic analysis approach. The main researcher checked for differences and similarities across countries and sport clubs of different organisational capacity.

## Results/Findings and Discussion

By the time of the conference, the different challenges related to implementing good governance principles for the different types of sport clubs will be available. The results will both outline differences between the selected countries and between sport clubs with different organisational capacity. It will also provide suggestions from the sport clubs to overcome these challenges.

Conclusion, Contribution and Implication

The results of this study will enable governments, and sport federations to be more aware of the challenges that different types of sport clubs face, related to good governance and ethical leadership. This knowledge can and should be used to provide better tools fit to the specific needs of sport clubs to motivate them in adopting good governance and ethical leadership principles.

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**The Development of the Moral Identity in Sports Questionnaire**

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Aim and Research Questions

Cases of corruption and fraud in sports are frequently reported in the news all over the world. Several large-scale campaigns are already tackling this problem, which intensifies the motivation to examine the effectiveness of such approaches scientifically. Besides ethical codes and guidelines on the organizational level, which are yielding more or less abstract rules in dealing with fraudulent practices, also individualistic micro-level approaches are needed to enhance our understanding of who might be involved in or affected by unethical behavior, corruption and fraud, and why (Robinson & Parry, 2018). The aim of the following study is to develop a risk-assessment tool which estimates individual differences in Moral Identity, and to study its relationship with the probability to engage in corruption and fraud in the field of sports.

Moral Identity

Over the past half century, the psychological discourse emphasized moral reasoning (thinking about what is right) and moral judgement (judging about what others might do) as main criteriums for moral behaviour. Unfortunately, moral reasoning and moral judgement have proven to be only modest predictors for behaviour. Moral Identity was introduced as concept that tries to close the gap between Moral Reasoning and Moral Action, and represents an interposed entity between the cognitive, the affective and the behavioral domain (Blasi, 1980). Different measures of Moral Identity have shown the capability of predicting antisocial behavior (Hertz & Krettenauer, 2016). We propose, that a measure of Moral Identity will also enable us to estimate a tendency towards immoral behavior. As corruption and fraud can be seen as the epitomes of immorality, a measure of Moral Identity should correspondingly yield predictive value in the detection of fraudulent and corrupt tendencies of individuals also in the context of sports.

## Methodology

To date the Moral Identity concept has rarely been applied to the domain of sports. Hence, the development of a new measure of Moral Identity, which can be used in the sports context, is required. After a comprehensive literature review, a provisional questionnaire was constructed based on 65 moral attributes collected from existing Moral Identity instruments and pretested (N = 282) in terms of their semantic fit to the construct of Moral Identity and the extent of variance they could explain regarding several behavioral outcomes. Next, we constructed mini-scales for each attribute, resulting in a 200-item-questionnaire, which we presented to a sample of 241 participants. Ninety highly selective items were included in further structural analyses. After another survey study (N = 218) we chose a final set of 48 items, measuring 12 moral attributes. A 4-factor structure showed adequate fit indices. To validate the questionnaire, it will be compared with two established instruments of Moral Identity in its capability to predict (im)moral behavior using several realistic, sport-specific fraud-scenarios and validated scales of anti- and prosocial behavior in sports. The reliability of the instrument will be tested by conducting several studies in different contexts and sorts of sport (e.g. football and basketball).

## Results and Discussion

Final results are not yet available in the current state of the project. They will be available by the time of the conference. However, analyses in the pilot studies indicated, that by the implementation of a multifactorial Moral Identity scale, a larger extent of variance regarding pro- and antisocial behavior could be explained than with established Moral Identity measures. Therefore, we expect that our refined multidimensional measure will be similarly effective in reflecting sport-related fraudulent behavior and corruption.

## Conclusion and Contributions

The main objective of this study is to develop a scale which can be used as a screening tool, that will help to detect individual immoral tendencies, which we seek to apply in the context of sports. A multidimensional scale will allow us to distinguish different moral personality profiles and their relationship to fraudulent behavior in different types of sport. Such research can help in improving interventions, to identify those in the highest need for change. Therefore, the development of this scale will inform sport managers about how to successfully implement certain moral interventions, when and for whom to use them, and how to improve existing tools (e.g., educational sessions on corruption and fraud).

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**Co-participation in Sport for Women and girls: Learnings from Community Based Participatory Research in a Time of Crisis**

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Aim

Health inequalities amongst women and girls were of concern before the pandemic as evidenced by global trends of insufficient physical activity levels amongst females in comparison to males (Guthold et al., 2018). During the pandemic, women have faced more barriers and fewer facilitators to sport and physical activity than men during, and women whose physical activity levels decreased as a result of COVID-19 reported significantly lower mental health scores, lower social, emotional and psychological well-being, and significantly higher generalized anxiety (Lesser & Nienhuis, 2020). Despite the enormous challenges faced by the community sport sector throughout the pandemic as a result of closures and social distancing measures, many community sport organizations (CSOs) have adapted in order to offer modified sport participation opportunities for participants. This study focuses on a swim club that responded to the challenges of COVID-19 and sought to reduce barriers to sport participation amongst women and girls by offering a co-participation opportunity that was designed so mothers and daughters could partake in a coached swim program at the same time. The purpose of the study was to examine the ways in which co-participation enabled a nonprofit swim club to manage the challenges of COVID-19 to achieve positive health outcomes for women and girls.

Theoretical Background

This presentation is part of a larger project in Canada examining the experience and management of co-participation of women and girls in sport. The project draws on the literature on managing sport for health (Rowe & Edwards, 2019) to examine the management strategies, models, and practices that lead to positive health outcomes of co-participation in community sport.

Research Design, Methodology and Data Analysis

The project takes a community based participatory research (CBPR) approach as a collectivist orientation to action research by involving stakeholders in all aspects of the research process in order to ensure the research is serving the needs of those it is intended to serve (Israel et al., 2018). CBPR has been used in intervention research to address health disparities and improve health outcomes by incorporating community theories of etiology and change (Wallerstein, 2006). The context for this study was a nonprofit swim club located in rural Ontario (Canada). A CBPR team was initiated based on community interest in a program where mothers and daughters could participate together in an 8-week coached swimming program. The CBPR team consisted of a nonprofit community sport administrator (n=1), a municipal recreation manager (n=1), swim coaches (n=3), university researchers (n=3), and swim participants, which included both mothers (n=18) and daughters (n=14). The study involved separate focus groups for mothers and daughters at the start of the program as well as individual interviews with all CBPR participants at the conclusion of the program.

Conclusion, Contribution, and Implication

This study provides insight into how co-participation can provide an innovative new model for sport clubs facing challenges in the return to sport (e.g., reduced finances, infrastructure capacity issues, safety concerns, decreased membership, etc.). Preliminary findings demonstrate that co-participation programming for mothers and daughters provides an alternative to traditional community sport programs where parents are engaged in full participation rather than taking a spectator role. This simultaneous participation opportunity was viewed as a positive way to emphasize family health and safety during Covid-19. The co-participation model also provided an infrastructure for women and girls who have had negative past experiences in traditional organized sport to develop fitness and mastery through sport. The research demonstrates that a CBPR approach which involved cross-sector partners with shared values was a powerful way to attract new participants and build club capacity while accommodating new guidelines/pressures caused by Covid-19.

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**Institutional Work and Environmental Sustainability Practices in Sport Facilities: A Theoretical Model**

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Introduction

Governments, international sports federations, and private entities throughout the world have constructed sport facilities and recreational programmes for a wide array of sport consumers. These sport facilities attract many consumers who affect the environment where they are constructed. International sport federations have taken initiatives to recognize how sport can affect the environment and vice versa. For instance, the Federation of International Football Associations (FIFA) has implemented a sustainability strategy for the Qatar 2022 World Cup. In addition, following their World Conference on Sport and the Environment in Sochi, Russia in 2013, the International Olympic Committee (IOC) implemented a sustainability strategy in 2017 in line with the United Nations' 2030 Agenda for sustainable development. Moreover, Formula 1 has implemented the F1 sustainability strategy. Evidently international sport federations are implementing strategies that account for the impact of sport on the environment. It should be noted that these facilities employ individuals who are responsible for implementing environmental sustainability practices (ESP). However, the role that these individuals play towards the adoption and implementation of ESP among sports facilities is largely unknown.

There has been research interest on environmental sustainability practices (ESP) in sports. Much of the research was directed towards thematic areas that include environmental sustainability in sport organizations (Trendafilova & McCullough, 2018), the impact of sport organisations on the environment and sports policy issues and the environment. Moreover, institutional theory research has explored the pressures that sport organisations and sport facilities face, and how these facilities adopt and implement environmental sustainability initiatives in response to institutional pressures (McCullough & Cunningham, 2010; Walker & Mercado, 2016). However, there has been less research focus that uses the institutional work perspective studying how individuals within sports facilities respond to institutional pressures and how their responses affect the adoption and implementation of ESP. To fill this gap, the aim of this study is to conceptualize on ESP and sport facilities institutional pressures that these facilities face and how they respond to these pressures. Specifically, this study will uncover how individuals within these facilities respond to these pressures and how their responses lead to the adoption and implementation ESP. Moreover, it is important to note that institutional

theory research on sport facilities has primarily been conducted in Europe and North America, with little attention towards the developing world. This research serves to provide a distinct perspective of sporting facilities in Botswana, a developing Southern African country with a small population and a middle-income economy.

Theoretical framework

This research is underpinned by a theoretical framework that comprises of institutional, diffusion and innovation adoption, business theories and the institutional work perspective. The institutional theory will be used in this study to establish the types of pressures that these sport facilities face with regards to global and government stipulations on ESP (DiMaggio & Powell, 1983). The institutional work perspective has been used in this study to establish how actors within facilities respond to intuitional pressures and the extent to which their responses lead to the adoption and implementation of ESP (Lawrence & Suddaby, 2006; Nite & Edwards, 2021). The diffusion and innovation adoption theory has been used to establish the extent to which actors within sport facilities adopt and implement ESPs as a drive to be innovative and creative. The business theory has been used to establish whether actors within the sporting facilities implement ESPs to create a competitive advantage and superior value for their sport facility.

Methodology

This research relies on a systematic review of relevant and current literature to draw conclusions on the aims and objectives of this study. The selection of articles included those published in the English Language on the topical area of ESPs in sport organisations and sport facilities. It should be noted that environmental social responsibility is a relatively young sub discipline of sports ecology, to that end, only research articles published between 1985 and 2021 were included in this review.

Results and discussions

The theoretical model which will be presented at the conference details institutional pressures, their influence on sport facilities and how actors within these facilities adopt and implement ESP as innovative business strategic measures to improve the value of the facility to its stakeholders. This model is theoretical and has not been tested. However, the model proposes avenues for research on the role that individuals within sport facilities play towards creating, maintaining, or disrupting ESP as institutionalized practices among sport facilities. While this

model can be applied to sport organisations, it has been focused towards sport facilities in order to stimulate and facilitate institutional work research interest because these attract many people and hence should adopt sustainable practices.

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**SPORT MEDIA AND COMMUNICATION**

**Chair: Elisavet Argyro Manoli**

**Managing Social Media; How Sport Organisations React to the COVID-19 Pandemic.**

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Aim and Research Question

This study aims at contributing to the existing literature on sport management by providing evidence as to how sport organisations communicated on social media during the COVID-19 pandemic. Understanding how sports organisations dealt with COVID-19, might help them to face future crises with greater knowledge about their past actions.

The research pivots on a hypothesis of the differences between local or international framework of the sport organisations, so that the following research question was formulated: Which are the differences between top national and European sports organisations, in terms of communication management on social media during the first period of the Covid-19 pandemic? As a descriptive question, the purpose of this question is therefore diagnosis of the situation.

Theoretical Background and Literature Review

In March 2020, all physical activity was suddenly and indefinitely restricted in many countries (Hammami et al., 2020). Faced with such an uncertain scenario, sports organisations had to face a great challenge to remain connected with the fans and generate new ways to continue active (Depoux et al., 2020). Filo et al. (2015, p.167) defined social media as "new media technologies facilitating interactivity and co-creation that allow for the development and sharing of user-generated content among and between organizations and individuals."

Several authors have analysed, and classified content published on social media to observe the strategies followed by sports organisations. Hambrick et al. (2010) classified Twitter content in six categories: interactivity, fun, information sharing, content, fans, and promotional. On the other hand, Lovejoy and Saxton (2012), classified social media content based on three categories: information, community and action, while Winand et al. (2019), classified content in four dimensions: informational, marketing, personalisation, and activations.

Research Design, Methodology and Data Analysis

Given the exceptional situation caused by COVID-19, and to answer the research question of this investigation, a new data collection tool was developed (validated by experts) which differed from previous literature approaches mainly because it considered the category that classifies the relationship that the messages may have to COVID-19, by the indicators of the type of message, as well as the stakeholders involved in the publications.

Researchers selected the study sample by trial sampling, considering sporting events of great popularity (soccer and basketball), from different geographical scopes (national and European), as well as the popularity of social media (Facebook, Twitter, and Instagram). Consequently, the analysis was aimed at the following sports organisations: national (Association of Basketball Clubs of Spain (Liga Endesa) and La Liga), and European (EuroLeague (Turkish Airlines EuroLeague) and the UEFA Champions League).

Finally, this study's sample is made up of 1,342 publications collected from the official social media accounts of the major leagues analysed, published for a period of 2 weeks (April 1st to 15th, 2020).

Data was manually pulled from the organisations' official social media accounts, recorded on an XLSX file, and then manually processed and refined to create the final database that was used to calculate descriptive statistics.

Results and Discussion

Results show that national sports organisations published 31% more than European sports organisations, with averages of 57 and 39 publications per day respectively. Regarding the frequency of publication, it was found that national sports organisations were more regular than European ones. Likewise, it was found that there was a higher frequency of publications on Twitter, representing between 65-70% of the total publications analyzed, being Facebook the social media with the lowest frequency of publication.

Regarding content, it was found that 37% of the content published by national sports organisations was made because of Covid-19, while for European organisations this percentage only represented 5% of their publications. In all cases, a wide frequency of publications was observed with the aim of generating "engagement". It should be noted that national sports organisations had a greater focus on social responsibility, while communications from European sports organisations had an institutional nature.

With regard to format, publications differed depending on the social media outlet selected for publication but showed similar patterns in both types of organisations. Furthermore, only small differences were found in terms of the publications' target audiences, for example, European sports organisations sought greater interaction with their athletes and partners.

Conclusion, Contribution and Implication

This research provides a snapshot of how the three most popular social media platforms were used, during the onset of the pandemic, by some of the most recognized national and European sports organisations. Despite differences found, we could conclude they are insignificant and that sports organisations analyzed took a similar management strategy for their social media.

Future research could broaden the scope of this study by comparing the use of social media in different periods of time for example, pre- and post-pandemic, as well as considering the analysis of the impact generated by different types of messages.

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**Australian Open Fault! How The Australian Media Reflected Sport's Diminished Role in Australian Society During COVID-19**

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Aim

This empirical study aims to explore professional sport's changing role in Australian society during the COVID-19 pandemic.

Research Question

How did the flow of events around the Australian Open 2021 and its related sport-media-society figuration both influence and augment the way the COVID-19 pandemic has diminished professional sport's place in Australian society?

Theoretical Background

In his reflections on mediatization and cultural analysis in the sports context, Whannel (2013) is intrigued by how an investigation into the sport, communication and media space relates to the society that surrounds its production and 'the bigger questions of our time'. The global COVID-19 pandemic has disrupted many taken-for-granted assumptions and rituals concerned with how – and for whom – professional sport is produced and distributed (Skinner & Smith, 2021). However, at the same time it may have accelerated already slowly-occurring deeper discomfort in the relationship between commercialised and highly mediatised sport and its role in society, especially by magnifying inequalities such as the role of women in sport (Symons et al., 2021), and the widening gulf between professional and amateur sport (Nauright et al., 2021).

This paper contributes to an understanding of the influence of the pandemic on professional sport and the process of how the historically celebrated role of sport in media and society diminished. To achieve this, we focus on the interdependencies between large sporting events, visiting athletes and the mediated views of the Australian public. The media's coverage of sport in Australia has generally served to augment and reinforce sport's importance in society and its role in displaying the values that underline Australia's character and the nation's way of life. Sport in Australia has often been used as a vehicle to promote and uphold the prevailing ideals and values of the community (Roberts, 2015).

Research Design

We embrace the thinking of Norbert Elias (1978) in terms of, generally, how he saw social figurations emerge through the process of fluctuating interdependencies; and, particularly, how he analysed the social stratification of 'established' and 'outsiders'. His process approach favours case studies (or 'real-types' opposed to Max Weber's 'ideal-types') to analyse the meaning of something as temporal, fickle, yet often lasting or slowly-brewing concept emerging through the shifting asymmetrical power balances of interdependent human activity. Change for Elias is the task of finding the links between particular sequences of events and deciding on how this sequencing can best be explained.

Hence, we are spanning the intertwined sporting, media and community context for the case of the Australian Open. The meaning-making of athletes as outsiders, villains and thread as a localised expression of the diminished role of sport in Australian society is achieved through the selection of articles in Melbourne's two daily news outlets, the Herald Sun and The Age, in January and February 2021; as well as social media expressions relating to the decision to host the Grand Slam tournament in the middle of the global pandemic in an (almost) COVID-19-free country, and all players' 14-day strict individual quarantining upon arrival in the country.

Media artefacts, narratives and discourses are intertwined chronologically and thematically with the macro context of the dynamic states of the pandemic and respective community feelings after Melbourne went through one of the strictest and longest lockdowns worldwide in mid to late 2020. Community views are highlighted by ABC journalist presenter Virginia Trioli, who, when interviewing a New York Times sports correspondent about the cautious reaction to the 2021 Australian Open by Melburnians, stated: "Everyone who went through the lockdown is a Melburnian forevermore".

Findings

We are still in the process of finalising the findings, however we can guarantee that they will be finalised in time for the conference presentation.

The coverage of this edition of the annual tennis Grand Slam tournament reflected a very different narrative, illuminating sport's diminished or weakened role in society – at least during the lasting COVID-19 pandemic. The event was portrayed by some sections of the established media as a danger and threat to existing freedoms, while overseas athletes arriving in Australia for the Open were largely viewed as outsiders and villains, rebelling against the

sacrifices Australian citizens had made to create a safe environment for the Open to take place. The immediacy unfiltered communication between quarantining players and 'the public' via social media platforms played a significant role in the discourse.

Importantly, the discussion section of the paper will draw on community- and media-related theory to make sense of how we can understand the changed perception of sport and its role in Australian society.

## Contribution

This study makes a contribution to sub-fields of sports management, namely sport and media as well as critical sport management. For example, if sport is no longer viewed as an enriching source of community stimulus, what will be the implications for legitimacy, participation, attendances, media coverage and marketing strategies?

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**Youth Sport for Sale: The Production of Immaterial Values in Swedish Commercialized Youth Sport**

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Aim and Research Questions

This presentation is based on a submitted article which aim was to provide empirically based knowledge of the ongoing commercialization processes recognized within the landscape of Swedish child and youth sport. The aim of the article was to illuminate how commercial businesses communicate their services on their websites in order to attract customers.

Theoretical Background and Literature Review

The concept of immaterial labour was employed (Lazzarato 2014). Immaterial labour is an analytic concept used to describe how social and cultural values are produced from affective and cognitive activities, such as communication, in contemporary capitalism (Negri & Hardt, 2000; Lazzarato, 2014).

In Sweden child and youth sport is primarily organized by non-profit sports clubs through the umbrella organization the Swedish Sport Confederation (SSC). It is based on voluntary work, often by parents (Kilger, 2020). Due to commercial businesses emerging within the country this model is argued to be under pressure (Carlsson & Hedenborg, 2013). Although a complex landscape Karlsson et al. (2021) map four different commercial processes within the commercial landscape. One process identified consists of businesses offering sport services to children aged 2-8. A second process recognized consists of businesses specialized in one sport offering services to children and adolescents aged 8-15 outside of their club team trainings. A third process acknowledged consists of businesses providing sports camps during the summer to children and adolescents aged 8-15. A fourth process identified within this landscape consists of businesses specialized in one sport which offers special services to invited players. Karlsson et al. (2021) argue that these commercial processes need to be understood both in relation to themselves and in relation to the SSC.

### Research Design, Methodology and Data Analysis

In an earlier study regarding the commercialization of child and youth sport in Sweden we identified 50 different businesses. These businesses were orientated differently, as described above (Karlsson et al., 2021). This presentation is based on a study where we applied a contingent sampling approach and selected 8 different businesses and their websites from the overall sample. Two businesses were selected from each process. From the process of businesses orientated towards children aged 2-8, we selected the two businesses that are most spread throughout the country. From the process of businesses offering extra services to children aged 8-15 we selected one football business and one ice-hockey business. From the process of businesses that organize sports camps in a variety of sports during the summer we selected two businesses that offer more than 15 different camps during a week. From the process of businesses offering special services to invited players we selected one tennis business who offer a place at their academy for talented players aged 11-senior and one floorball business who invites and selects players, aged 8-17, to their more advanced camps.

We analysed all the text on the different websites and combined a reflexive thematic analysis with a discursive approach which focus on the affective dimensions of discourses. The analysis was inspired by the theoretical concept of immaterial labour in order to analyse the values the businesses produce through their communication. In this analysis we identified three discourses: happiness, competence and individual level-adjusted training.

### Results/Findings and Discussion

These values produced on the different websites were similar to each other but the meaning of differed depending on the business's orientation. Happiness was highlighted on the businesses' website orientated towards younger children and the businesses organizing sports camps during the summer as something one would get from participation in the services. On the businesses' websites specialized in one sport happiness was rather communicated in relation to development.

The same can be said about the value of competence. On the businesses' website directed towards younger children the coaches were highlighted as having pedagogical experience from kindergarten as well as sport. The businesses offering sports camps stressed that their coaches were both sports educated and educated in social leadership. The more specialized sport businesses emphasized their coaches as experienced in sports development.

The difference of how they produced values through communication was visible in relation to individual level-adjusted trainings as well. On the businesses' website directed towards younger children, and on the websites of the businesses offering sports camps during the summer, it was emphasized that the purpose of individual level-adjusted trainings was to make everyone feel welcome. On the specialized businesses' websites this was stressed as something crucial in order to develop as an athlete.

Conclusion, Contribution and Implication

The results show examples of how commercial businesses produce values within the commercial child and youth sport landscape in Sweden. Moreover, they illustrate how specific values take on different meanings depending on which business website one is browsing. This is how commercial businesses potentially affect, or move, understandings of what child and youth sport should/could be.

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# EQUITY, DIVERSITY, AND INCLUSION IN SPORT MANAGEMENT

## Chair: Inge Derom

**Performances of Masculinities and Femininities at Work: Examining Gendered Practices in Sport Organizations**

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### Aim and Research Question

Women remain underrepresented in the administration of sport organizations, particularly in the men's professional sports context. To understand such underrepresentation, this study investigates the gendered practices of two men's professional sport organizations in the United States. Specifically, it examines how individuals perform gender in these organizations through workplace rituals—organized, recurring activities that take place at work. The study seeks to understand how the performances of masculinities and femininities associated with these rituals (re)produce gender inequities in the organizations.

### Theoretical Background and Literature Review

Individuals 'do gender' in organizations through performances of masculinities and femininities at work. Men, in particular, perform masculinities in order to assert status over each other and over women in the workplace (Martin, 2001). Performances of femininities at work have been less theorized, but van den Brink and Benschop (2014) found that women 'mobilize femininities' by supporting other women during the job application process. Though many studies focus on men and masculinities or women and femininities, performances are not limited by gender. Rather, masculinities refer to traits and activities contextually associated with men, and femininities are those contextually associated with women (Nentwich & Kelan, 2014). In sport organizations, individuals 'do gender' in ways that (re)produce imbalanced gender ratios and make sense of such imbalances by normalizing the underrepresentation of women (Claringbould & Knoppers, 2008; 2012). Additionally, research has demonstrated how social processes in sport organizations, such as networking, dress codes, and the use of humor, are gendered in ways that mark men and women as different from each other (Shaw, 2006).

### Research Design, Methodology and Data Analysis

This study is part of a larger ethnographic research project that took place in the administrative offices of two men's professional sport organizations in the United States. Data include over 165 hours of participant observation, interviews with 28 participants (average length: 70 minutes), and over 100 document and photographic artifacts. Field notes, transcripts, and artifacts were coded using an inductive coding process, moving from open to focused coding, with specific instances pinpointed for further analysis based on their compelling exemplification of gender performances at work. Analytical memos were used to explore emerging research questions and develop theoretical directions.

### Results/Findings and Discussion

The workplace rituals analyzed include a planking challenge meant to increase energy levels at work, a golf putting competition used as a sale performance incentive, and a weekly meeting to discuss a popular reality television show intended to increase employee bonding. In the first two rituals—planking and golf putting—performances of athletic masculinity are rewarded. While no one is formally excluded from participating, women (and certain men) either choose not to participate or participate in ways that make clear they are different than men. The rituals serve as masculinity contests at work and (re)produce narratives that establish former athletes as the ideal workers for office jobs in sport organizations. In the third example—the reality television show meeting—performances of femininity are encouraged within the context of the all-women meeting but met with derision by those who do not attend. The men in the office, as well as one woman, not only intentionally disassociate themselves from the meeting but create their own counter-meeting to discuss sports. Like the planking and golf putting, no one was formally excluded and non-participants were marked as different than those who participated. But in this case, the (mostly) men marked themselves as superior by making fun of the all-women meeting. While the ritual appeared to have the desired effect of increasing bonding amongst the women on staff, it did nothing to improve women's status in the organization and may have even harmed gender inequity by (re)producing the existing gender hierarchy at work.

Conclusion, Contribution and Implication

Performances of masculinities and femininities through workplace rituals (re)produce gender hierarchies in sport organizations. Rituals like the planking challenge and golf putting competition contribute to gender inequity in sport organizations by rewarding performances of masculinities, informally excluding women from everyday interactions, and structuring workplaces as masculine. Beyond determining social status in the organization, when rituals such as the golf putting contest are used to incentivize sales performance, they can have professional consequences by disadvantaging those who do not perform the associated masculinities. Meanwhile, workplace rituals that encourage performances of femininities, such as the reality television show meeting, operate much differently than those encouraging performance of masculinities. While women may build relationships with each other through such rituals—a desired outcome for women in workplaces dominated by men—participation comes at a social cost due to the derision faced from others in the organization. Such findings demonstrate how performing femininities at work carries more risk and downsides than performing masculinities, and how women are thus disadvantaged by gendered workplace rituals in sport organizations in ways that can help explain persisting gender inequities.

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**Challenging the Latina Culture through US Sports: A Scoping Review**

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Aim and Research Question

As governments and national governing bodies seek to increase access to and participation in sport, diversity and inclusion are important topics for sport managers, coaches, and sport participants (Cunningham, 2019; Spaaij et al., 2019). Though research in the area has increased, there are gaps. A focus on Latinas' inclusion in sport is one example, particularly in the US. Even though Latinx (Latino or Latina) individuals represent the largest and fastest growing racially minoritized group in the US, Vick and Cunningham (2018) suggested that research focusing on this group is scarce. Research also showed that women, especially young high school athletes with diverse backgrounds, undergo discrimination on many levels (Knifsend, 2012; Leaper, 2008). Given their contention, the purpose of this study was to conduct a scoping study focusing on the Latinas in sport. The study was guided by the following research questions:

RQ1: What is the prevalence of research focusing on Latinas in sport?

RQ2: Who is conducting research focusing on Latinas in sport?

RQ3: What are the theories researchers have used to study Latinas in sport?

RQ4: What is the focus on the published studies focusing on Latinas in sport?

Theoretical Framework and Background

To date, little attention has been paid to Latinas in sports. One reason behind this is a sporting culture in the US that prioritizes White participants and men (Cunningham et al., 2021). Several developmental theories point to the importance of this topic, but one especially, the Critical Race Theory (CRT)/Latinx critical race theory (LatCrit), is impeccable and, ultimately, used as our framework for this scoping review.

LatCrit theory prioritizes aspects of the Latinx culture, including language and ethnicity (Espinoza and Harris 1998). This theory illustrates the need to implement micro-affirmations, as racism shapes everyday life, social structures, and sport organization activities, especially in the US education system (Harper & Hurtado, 2007; Iverson, 2007). Additionally, affirmations benefit everyone, specifically the minoritized population (Espinoza & Harris, 1998). In short,

LatCrit theory emphasizes the need to focus specifically on and understand the experiences of Latinx individuals – a path we follow in the current investigation.

### Methodology, and Data Analysis

We drew data from four research databases: Web of Science, Sport Discuss, PsycInfo, and Ebsco. We searched academic journals in English and published between the years 1980 to 2020. The following search terms were used: Hispa* or Latin* or girl* or female* or wom* AND sport* or "physical activity" or exercise. Given the unique societal factors impacting Latinx individuals in the US, we limited our analysis to US-based studies.

### Results/Findings and Discussion

The initial search yielded 3385 potential matches. We removed duplicate entries, those studies based outside the US, and those outside the sport domain. We also removed studies where Latinas were not a focus of the commentary, theorizing, or data collection. The final dataset included 50 publications.

RQ1 was concerned with the prevalence of research focusing on Latinas in sport. Consistent with Vick and Cunningham's (2018) suggestion, we found few published studies on the topic. There is an increase over time, as 50% of the studies have been published in the past 10 years. For RQ2, most of the lead or corresponding authors were women (64%). R3 focused on the theories employed. Most authors (52%) did not draw from a specific theory. Of the articles that were theory-driven, most employed psychological theories (e.g., achievement motivation) or sociological (e.g., social identity theory) theories. Finally, for RQ4, much of the research to date has compared the psychological characteristics or social mobility of Latinx individuals to other racial groups. Fewer studies have focused specifically on the Latinx experience in sport or their opportunities as employees in sport organizations.

### Conclusion and Contribution

This study highlights the prevalence, focus, and frequent themes of Latinas in US sport. We offer empirical evidence that Latina-focused research is scarce, particularly when compared to other groups (Vick & Cunningham, 2018). We contribute to the Sport Management field by identifying the gaps, highlighting opportunities for future research, and theory building of Latinas in US sport.

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**Does Merchandising in Sport Discriminate Against Women?**

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Aim and Research Question

Over the years the spectator numbers have increased significantly for male and for female football (Krech, 2020). Fans buy merchandise because they want to identify with a team, integrate themselves into the group of supporters and express their allegiance (Derbaix et al., 2002). However, limited attention has been devoted to the gender bias in regard to the shops' assortment. The purpose of this study is to research and evaluate to what degree there is a gender bias in textile merchandise offers for female fans and discuss the implications of the situation.

Theoretical Background and Literature Review

Our systematic literature research revealed six different publication categories of gender studies in sport management. Gender equality in sport governance and management and fandom has been extensively researched by previous studies and from a variety of perspectives. The representation of female athletes across the media has also been studied by researchers, as well as gender bias and sexism in sport in general. Other research directions with less publications are the categories gender bias in eSports and journalistic reporting. Nearly all studies have identified a gender bias in their findings highlighting the extensive nature of the issue. Thirteen key studies were identified in the context of fandom and gender bias, with only a few addressing the wearing of textile fan merchandise (Sveinson et al., 2019). None of the studies investigated gender bias in the fan shops' assortment and thus a research gap can be committed here.

Research Design, Methodology and Data Analysis

To answer the research questions of this project, we consider an explorative empirical study. More precisely, we apply a quantitative comparative content analysis of football club merchandising shops. For the study a total of 118 football club fan shops from 7 leagues from 6 countries were analysed. The data collection was conducted in 2020. We want to investigate countries, leagues and clubs that are significant for the European football community, so the chosen sample is made up out of the "Big Five" which are Spain, England, Italy, Germany, and

France. In addition, a country was added which is further down in the ranking in order to control a possible ranking bias.

The comparative content analysis is made up out of 3 sections with a total of 12 basic variables and 25 variables to calculate. The variables were developed and operationalized with the coding of the first league. Two authors independently assigned a random sample, one league was selected and coded. The agreement rate was above 98% (Krippendorff´s alpha = .932), and inconsistencies were resolved by discussion. Across the 118 merchandising fan shops, we cover, in total 15.253 textile articles. The fan shop assortments were statistically analysed and compared across nations in terms of gender bias.

## Results, Findings and Discussion

The results show that there are considerable national differences in the assortment of typical female textiles in the fan shops. Overall, despite the differences, in all European countries, female cuts and sizes are underrepresented in merchandising. Overall, 48.6% of all clubs offer male textile fan items and 8.6% offer female items. The remaining 42.8% are unisex items, but 25% of them are only available in limited sizes which do not meet female requirements.

## Conclusion, Contribution and Implication

The descriptive statistics of our study gives a clear indication that the appreciation of female fans is not adequately expressed in the offer of suitable merchandising articles. The study contributes to gender research in sports management by revealing the previously unexamined gender bias in merchandising. By doing this, we contribute to theorizing about gender bias in sport management, respectively in merchandising. Furthermore, we point out that this kind of gender bias may be caused by implicit discrimination. We discuss that discrimination of female fans in sport may also exist in merchandising and what research questions arise from this and what is to be done in practice to counteract possible discrimination.

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**Disability, Sport and the Pandemic. Does COVID-19 Provide an Opportunity to Reconsider the Mainstreaming of Disability Sport?**

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Aim and Research Question

Although developed over the past 30 years, the mainstreaming of disability sport has been poorly executed (Thomas & Guett, 2014). Right now, the COVID-19 pandemic has had a significant impact all groups within society, but those who experience inequality that intersects with multiple axes of marginalization (men on the margins, non-white older, disabled) have fared poorly. In many countries, non-elite sporting opportunities have been stopped to prevent the spread of the virus. This pause has presented an opportunity. Our purpose is to take this opportunity and consider how we could mainstream disability sport more effectively in the future. To explore this purpose, we ask three questions. What is known about the mainstreaming of disability sport? How has the pandemic impacted the sporting lives of PwD? What practical recommendations can managers in sports organizations implement to enable a more inclusive sporting future in a post COVID-19 world?

Theoretical Background and Literature Review

The social inclusion of PWD within sport includes the transfer of the governance and operations of disability sport activities from a Disability Sports Organization to a 'mainstream' sports organisation (Hums et al., 2003). The mainstreaming of disability sport adds a policy commitment to developing disability sport on mainstream sports organizations (Thomas & Guett, 2014) through "integrating the delivery and organisation of [formalised] sporting opportunities to ensure a more coordinated and inclusive sporting system" (Kitchin & Howe, 2014, p. 66). Mainstreaming has been used internationally, often arriving as a solution for more inclusive organizations, accompanied by the rationalization of sports funding and the increasing demands for elite success (Hammond et al., 2019; Thomas & Guett, 2014). Despite the inclusive intentions of mainstreaming, how this policy is operationalised can create problems (Kitchin et al., 2019).

Research Design, Methodology and Data Analysis

A narrative literature review (McCarthy et al., 2019) was conducted to review the evidence base on the mainstreaming of disability sport and evidence of the impact of the pandemic on the sporting lives of PwD. The literature was searched systematically across three databases Business Source Complete, Web of Science, and SPORTDiscus. Our search strategy used 2 strings, the first used the following key words: "mainstreaming" OR "integration" OR "inclusion" AND "disability sport". This search examined articles published between 1996 and April 2021. The second used the following key words "COVID-19" OR "lockdown" OR "social restrictions" AND "Disability" OR "Disabled" AND "Athlete*". This search examined articles published between November 2019 and April 2021. From this analysis, we develop a series of propositions for sport managers to enact a more inclusive sporting future in a post COVID-19 world.

Results/Findings and Discussion

It was found that the seeds of discrimination were sewn long before the pandemic with the dominance of certain voices within sport working against the inclusion of PWD in clubs and governing bodies. From the limited knowledge base on the mainstreaming of disability sport, sport managers have struggled to acknowledge and overcome discrimination in the sports workplace, because of the lack of PwD in decision making roles. Evidence suggests the multiple, negative impacts that the pandemic has foisted on the sporting lives of PwD have been exacerbated with the cessations of essential services, furthering the marginalisation of PWD. Despite these concerns, green shoots of hope have emerged that present opportunities for disability sport.

Conclusion, Contribution and Implication

In order to capture this fleeting opportunity and based on our analysis, we develop a series of propositions that highlight pragmatic, practical recommendations for sport managers to implement.

Despite issues around the management of mainstreaming sport, it is not a new practice. As such responses to restarting sport following the pandemic should strive for harmonious integration that supresses dominant voices to allow for a more inclusive and equitable role for others in decision making. Proposition 1: Ensure the voices of PwD from across all facets of sport are included in discussions about how all of sport should restart.

Accessibility is crucial in any attempt to restart sport. Information shared throughout the sports environment needs to be multi-modal which can encourage greater uptake and understanding for all stakeholders in sport. Proposition 2: Consider the accessibility of all in all of our communications.

New ways of working in sport management can alter the practices that may have created barriers for PWD wishing to work in sport. Managerial practices need to be more inclusive of flexible modes of working, many of which can now be done remotely. Proposition 3: Adopt practices in the sports workplace that support disability-inclusion.

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**An Investigation of Women's Professional Team Sport in Australia**

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Aim and Research Question

With the growth of Women's Professional Team Sport Leagues (WPTSL), sport organisations are grappling with how to manage this new workplace to ensure supportive environments for athletes and sustainable Leagues. The aims of this research are to:

- explore how sport organisations manage professional women's teams and Leagues; and
- identify inclusive structures, policies and management strategies to sustain women's professional Leagues.

Theoretical Background and Literature Review

Women athletes have struggled to achieve equal opportunities in participation, media coverage, sponsorship, and professional sport careers (Taylor et al., 2020). In consequence, WPTSL's have had to grapple with how to balance the changing dynamics of players' needs, while also ensuring the League's quality and economic survival (Hendrick, 2017). This challenge has led to questions of how to define and achieve success, beyond the commercial, commodified metrics used by men's professional sport, and ensure WPTSL' longevity. Drawing on Acker's (1990) conceptualisation of gendered organisational substructures, we explored the ways in which gender, equity and inclusion are constructed, defined and enacted in three Australian WPTSL.

Research Design, Methodology and Data Analysis

A case study approach, including semi-structured interviews and document analysis (policies, agreements, reports), was used to explore WPTSL's at the collective (women professional athletes, and organisation (professional sport organisations) levels. Interviews were conducted, via national league contacts, with players, head coaches and key administrators. The results for one Australian WPTSL are presented here.

The interviews facilitated a focused, conversational, two-way communication with players (N=17); and coaches, team and league administrators (N=13). Interviewee selection criteria ensured representation from all clubs, and player diversity (age, lifestage, nationality).

The interviews covered: player pathways; WPTSL professionalisation and development; talent development and retention; resourcing, policies and programs; culture and inclusivity; and media. Interview transcripts were independently reviewed by each research team member using Nvivo12. Coding and revisions were conducted until a three-party agreement was achieved (Farmer et al., 2006), and data reduction continued through axial coding (Bryman, 2012) until aggregate themes evolved. Acker's (1990) conceptualisations provided the basis for the framing of themes which intersected at the collective and organisation levels:

<u>Results/Findings and Discussion</u>

The five main themes, that addressed the study aims, are: professionalising; organisational culture and support; success; sustainability; and community attitudes and perceptions.

Professionalising covers players' behaviour in all aspects of their lived experiences, on and off field. The greater accountability and demands on players required are not always compensated with increased salary. For some players sport provides a fulltime domestic/international career, however, for others the League is a part-time role requiring income supplementation. This balance reinforces the need for supporting players' welfare and mental health. Organisational culture and support note the importance of the governing body's commitment to gender equity strategies that adequately resource women's involvement at all levels. Success factors ranged across player to societal levels, and included a number of nuanced sub-themes, e.g. League success is seen as an evolving concept, moving from measuring impact on community participation, attendance and media coverage metrics to commercial success. Sustainability requires resourcing and supporting continuous pathways to elite levels, through provision of suitable facilities, coaches / personnel, and reducing participation barriers. Revenue generation and commercial viability, television coverage, fan engagement, sponsorship and building both family and stadium experiences were essential for League sustainability. Community attitudes and perceptions about the WPTSL and players ranged from negative to extremely positive and were influenced by media commentary and coverage, match attendance matches, and role models.

These findings demonstrated the uniqueness, strengths and vulnerabilities of the WPTSL and reinforced findings of previous research in women's sport, but in an emerging context. The WPTSL created opportunities for positive societal change (c.f. Morgan & Taylor, 2017), diversity (c.f. Stronach et al., 2016), offered a site for disrupting traditional gender hierarchies (c.f. Acker, 1990; Willson et al., 2018), and for contesting sports' inherent values

by challenging hegemonic masculine approaches to competition (c.f. Taylor et al., 2020). To ensure this and the sustainability of WPTSL, managerial attention should be directed to the dangers of managing players, teams and stakeholders in the same way as the men's leagues, and to removing barriers that still exist for players (e.g. salaries, balancing their sport, work and life), team (e.g. facilities), league (scheduling), sport (media coverage) and society levels (e.g. deficit perceptions).

Conclusion, Contribution and Implication

This study advances gendered organisations theory's application to women's professional sport by providing new knowledge on multiple considerations related to success, sustainability, and barriers to WPTSL examining a sport's organisational strategies, processes and athlete management. On policy and practice levels the study's results can be used to improve the sustainability of WPTSL and highlight their successes and points of difference to men's Leagues in the same sport, so that the women's leagues do not become deficit mirrors of their male counterparts. Implications will be detailed in the conference presentation.

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**From Medals to Community Champions: Institutional Entrepreneurship in Belgian Soccer**

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Aim and Research Question

Sport clubs are generally driven by the objective of winning competitions, but this focus is often at the exclusion of their societal goals. The purpose of this study is to enhance understanding of the emergence and role of institutional entrepreneurship in the field of sport clubs, and more specifically how an institutional entrepreneur may advocate a more social and inclusive policy. To address this aim, the following research questions will be addressed: (1) What specific field conditions and drivers may enable sport clubs to become institutional entrepreneurs in promoting social and inclusive values? (2) How does this entrepreneurship initiate action in other sport clubs?

Theoretical Background

Sport is characterised by the dominance of competition and winning medals. This competitive logic of sport is appointed by several scholars as one of the main reasons why many sport organisations, such as sport federations and their clubs, fail to attain a more social and inclusive policy. (Stenling & Fahlén, 2009). In addition to the competitive logic, sport organisations are also considered social actors that have an important role to play in local community development by, for instance, engaging disadvantaged communities (e.g. people with a migration background or living in poverty). Vandermeerschen and Scheerder (2017), however, demonstrated that there is a lack of awareness of the fact that disadvantaged communities are subjected to multiple participation barriers and that most sport managers lack the necessary knowledge and expertise to effectively target disadvantaged communities (Vandermeerschen & Scheerder, 2017).

In this competitive environment, institutional entrepreneurs can enact as catalyst to modify the dominance of the competitive logic. Specifically, institutional entrepreneurs are described as actors who initiate change that contributes to transforming existing or creating new institutional logics. Although some sport management research has focused on the examination of how institutional entrepreneurs create new logics (Andersen & Ronglan, 2015),

more research on institutional entrepreneurship is needed. Particularly, the emergence of entrepreneurs and the manner in which they disrupt existing logics has received limited attention (Di Lu & Heinze, 2020). To capture this process, we applied the model of Battilana et al. (2009). In particular, Battilana at al.'s model grasps the different phases of the process of institutional entrepreneurship. Firstly, the model emphasises the enabling conditions of the field and strategy of the entrepreneur to realize change. Secondly, the model tries to capture how the entrepreneur tries to diffuse and institutionalise new practices (Battilana et al., 2009).

Research Design, Methodology and Data Analysis

This study uses a qualitative single case study approach. In particular, we selected a Flemish amateur soccer club, that won the Silver UEFA Grassroots Award in 2018. This Silver UEFA Grassroots Award rewards sport clubs for their societal contributions to the local community though numerous social and inclusive projects. In particular, the club is located in a suburb of one of the largest Flemish cities. Since the start of the new millennium, the close neighbourhood has been changing i.e. a more diversified population of people with a migration background and people living in poverty have settled in the neighbourhood of the club. So at that time, the board members of the club responded to this demographic change and decided to reorient the focus of the club towards the local community. In the initial stages, especially the board members were delivering efforts to attain the community, whereas recently the club could professionalise which made it possible to expand their operations to new locations in the city. Currently, the club has approximately 1500 members, representing more than 100 different nationalities. Our study entails 20 in-depth semi-structured interviews. Interviews were conducted with the former and current board members of the club, the operational staff, members of the club, staff of the federation, as well as with board members of surrounding soccer clubs. The mentioned framework of Battilana (2009) was applied as guiding framework and provided categories and, a predetermined structure for our interview guide and analysis. The interviews are coded and analysed using Nvivo 12 software.

Results/Findings and Discussion

At the time of writing, the data analysis is still ongoing. One of the preliminary findings indicated that the current field conditions of Flemish soccer, being the dominant competitive logic almost bankrupted the club. Reducing focus on the competitive aspects of the club and a reorientation of their strategy towards the local, disadvantaged neighbourhood made the club

an institutional entrepreneur in promoting social and inclusive values in the Flemish soccer landscape. The other findings on the process of institutional entrepreneurship will be presented during the conference.

Conclusion and Contribution

This study will enhance sport managers' understanding of how sport clubs can act as initiators of a more social and inclusive policy in an environment that is characterised as competitive. Furthermore, this study strengthens policy makers knowledge of how they can support local amateur sport clubs in attaining a more social and inclusive policy.

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**ESMQ NEW RESEARCHER AWARD FINALISTS**

# Relational Pluralism, Organizational Status, and the Adoption of Collegiate eSports Programs in the US

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## Aim and Research Questions

Focusing on the context of eSports, we employ a relational perspective to better account for the complexity of the institutional environment shaping organizational adoption of new sport practices. The aim of this study is to examine the effects of relational pluralism (Raffaelli & Glynn, 2014) and organizational status (Greenwood et al., 2011) on the establishment of new sport practice. In particular, we investigate the impact of field-level interest associations and local-level peer networks, through the filter of university/college rankings, on organizational adoption of collegiate eSports.

## Theoretical Background and Literature Review

Extant literature on innovation adoption in sport often focuses on explaining isomorphism, or increasing homogeneity in a field, as the organizations within seek to gain legitimacy by conforming to institutional demands (Washington & Patterson, 2011). As we expand understanding of heterogeneity in the adoption of new sport practices, we can draw on the concept of "relational pluralism" that helps account for organizations' multiple, layered relationships with other actors in the field (Shipilov et al., 2014). These varied and complex ties create relational pluralism that can shape organizational action and influence new practice adoption through carrying and distributing information, learning, and resources (Shipilov et al., 2014). In the case of eSports program adoption, universities and colleges are embedded in complex webs of relations that include field-level interest-based athletic associations (e.g., the National Collegiate Athletic Association (NCAA) and the National Association of Intercollegiate Athletics (NAIA)), and local-level peer networks (e.g., collegiate athletic conferences and local community settings) (Washington, 2004). In looking at the influence of relational pluralism, it is also important to consider organizational characteristics as potential filters for relational effects (Raffaelli & Glynn, 2014). As Greenwood et al. (2011, p.339) noted, "pressures arising from institutional complexity do not affect all organizations equally," and could be shaped by organizational status in particular.

Organizational status, or an organization's position within a field can influence the intensity and complexity of institutional dynamics organizations are exposed to (Kodeih & Greenwood, 2014). In this study, we propose that different types of relational ties can enable and constrain the adoption of eSports programs and that organizational status can moderate this relational influence.

Research Design, Methodology and Data Analysis

Our sample includes 1247 NCAA and NAIA universities and colleges. Our core data sources included (1) the Integrated Postsecondary Education Data System, (2) the College Factual, and (3) the Next College Student Athlete. We used a dichotomous dependent variable to indicate whether universities/colleges adopted eSports programs by 2021. Key independent variables included: (1) field-level interest associations (i.e., NCAA, NAIA), (2) local-level peer networks (i.e., local networks of structural equivalence [collegiate athletic conferences] and geographic proximity [state community settings]), and (3) organizational status (university ranking). In addition, we included seven control variables (e.g., revenue, institution size, college type, urbanization) to account for the influence of organizational and environmental conditions on the adoption of eSports programs. With respect to model selection, we used the logistic regression model, a commonly used approach in innovation adoption studies.

Results/Findings and Discussion

Our results show that local peer networks of collegiate athletic conferences and state community settings were two important determinants of eSports adoption. The role of field-level interest associations in influencing eSports adoption was not consistently supported in our existing models. We also found significant interaction effects of the role of organizational status in shaping the influence of different relational ties on eSports adoption. In particular, our results indicate that: among NCAA member schools, those with a lower ranking are more likely to establish eSports, compared to those with a higher ranking; NAIA member schools with a higher ranking are more likely to develop eSports, compared to those with a lower ranking; when the number of adopters in the corresponding conference is below the tipping point of 4, universities with a lower ranking are more likely to adopt eSports; once the number of adopters in the conference passes the tipping point, schools with a higher ranking are more likely to launch eSports.

Conclusion, Contribution and Implication

This research contributes to institutional studies in sport management in the following ways. First, this study builds on institutional explanations of new sport practice adoption by employing a relational pluralism lens to better understand how different ties enable or inhibit new practice adoption. Second, this study expands on knowledge of institutional complexity in sport by revealing how new sport practice adoption can be shaped by mimetic pressure from local peers and normative influence of interest associations, moderated by organizational status. In addition, this study complements the nascent body of eSports research by shedding light on organizational dynamics and change in the field of eSports.

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**Long-distance Relationship Marketing in Sport: Determining Factors for Satellite Fans' Consumer Share of Wallet and Time**

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<u>Aim and Research Questions</u>

The purpose of this research was to explore the driving factors of satellite fans' consumption from a relationship marketing perspective. As extant studies focused on specific factors that attract or motivate satellite fans, they overlook the competitive nature of sports businesses. To address this gap, we examine the relationships between relationship benefits, self-brand connection, and share of time and wallet of satellite fans.

<u>Theoretical Background and Literature Review</u>

When coining the term "satellite fans", Kerr and Gladden (2008) highlighted that such fans maintain a psychological bond with an overseas team, despite the absence of shared geography and an ability to consume the respective team's games live in person. Many satellite fans may also support a sport team or teams from their domestic market and must allocate their time and resources across these teams accordingly. Existing research has thus far primarily examined how connections with satellite fans are established (e.g., Pu & James, 2017), yet it remains unclear what relational benefits are valued by satellite fans, which drives the reciprocal consumption on the overseas teams. Reciprocal consumption occurs when consumers have the sense of "owing" something to brands that provide benefits to them (Ariely et al., 2018). In line with reciprocal action theory, when satellite fans benefit from their relationship with the team, they tend to spend more on the team (Kim & Trail, 2012). Furthermore, consumers who perceive sport brands provide relational benefits to help define their self-concepts are likely to reciprocate by engaging in long-term relational behavior with the brand (cf. Dwivedi, 2016). The concept of self-brand connection describes the consumer-brand relationship when a brand is connected to the consumer's self-concept (Cheng et al., 2012). Therefore, self-brand connection was used in this study as a mediator explaining how relational benefits drive share of time and wallet of satellite fans, who have limited touch-points to engage with the team.

### Research Design, Methodology and Data Analysis

In view of the paucity of research on relational benefits pertaining to satellite fans, we integrate a qualitative exploratory phase into the research design to facilitate hypothesis development and questionnaire design. Findings produced four major relational benefits as revealed by participant responses, namely empowerment, entertainment, socialization, and uniqueness. Next, we used a cross-sectional survey design to test the hypothesized relationships between relationship benefits, self-brand connection, and share of time and wallet of satellite fans. Participants (N = 295) were recruited via U.S. fan forums of European soccer clubs to enhance the ecological validity and relevance of results. Respondents were between 18 and 69 years old (M = 31.89; SD = 11.24). We analyzed data via SPSS version 24 and Smart PLS version 3, following a two-step process to assess the outer model and the inner model separately.

### Results and Discussion

The model showed acceptable fit statistics with VIF scores between 1.228 and 4.698 and a Standardized Root Mean Score Residual (SRMR) of .063, which were below the recommended cut-off of .08. All constructs of empowerment, entertainment, socialization, and uniqueness had statistically significant effects on self-brand connection. Entertainment did not show a significant direct relationship with share of time, but with share of wallet. Uniqueness did not show a significant relationship with share of wallet; however, it showed a negative direct impact on share of wallet. The remaining direct effects were not significant. Self-brand connection mediated the significant effect from all four relational benefits to share of time to share of wallet. Specifically, we identified two partially mediation relationships, self-brand connection partially mediated the relationship between entertainment and share of wallet, and the relationship between uniqueness and share of time. The remaining tested mediating relationships all showed full mediation.

### Conclusion, Contribution and Implication

Our results reveal that relational benefits are antecedents of reciprocal fan behaviors that give overseas sport teams the edge over their domestic competitors. However, the identified relational benefits (empowerment, entertainment, socialization, and uniqueness) have differential effects on fans' shares of time and money. These results further reflect a reciprocating mechanism whereby fans' consumption patterns in a competitive sport business

environment are driven by the alignment of relational benefits and self-brand connection. The money and time satellite fans devote to maintaining the long-distance relationship with their overseas team, therefore, serve as an investment in "the self". Theoretically, our results offer an interesting counterpoint to recent research on satellite fandom from a collective perspective (Pu & James, 2017). The present research extends the knowledge of satellite fandom by specifying fan's relational benefit and identifying self-brand connection as a novel factor in driving the maintenance of long-distance fan-team relationships, answering calls for research examining the continuation of team support. Managerially, understanding how to optimize relationships with satellite fans will help sport teams with their international market development strategies.

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# The Development of the Athlete Brand Equity Measurement Model

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## Aim and Research Question

Sport commercialisation causes sport celebrities as distinctive brands in the sport market and reveals the significance of athlete brand equity (ABE) management (Arai et al., 2014). This study aims to conceptualise the domains of ABE and test the psychometric properties of measurement model in terms of the overall model fit, reliability and validity according to Churchill (1979). Thus, the main research question is whether the proposed measurement model of ABE provides a reasonable factorial structure and a good overall fit to the data.

## Theoretical Background and Literature Review

Aaker (1991) defined brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers" (p. 15). In this study, ABE was defined as the brand assets of a well-known individual athlete who has generated personal value in the marketing place. Brand awareness, perceived quality, brand image and brand uniqueness were conceptualised as five fundamental components for ABE based on a critical review of existing brand equity, human brand, athlete brand management and marketing literature. Aaker's (1991) brand equity model and Keller's (1993) customer-based brand equity model provided fundamental role on developing ABE in this study. Athlete brand loyalty reflects the extent of consumers follow an athlete and do not switch to other athletes. Athlete brand awareness is the ability of consumers and fans to recognise or recall an athlete. Athlete perceived quality refers to the impression of excellence performance and achievement of an athlete that consumers acknowledge. Athlete brand image is the perception of consumers towards the symbolic meanings of an individual athlete. Athlete brand uniqueness reflects the extent that consumers feel an athlete is different from other athletes.

## Research Design, Methodology and Data Analysis

The population of this study is adult consumers in Hangzhou (one Chinese city). There were three data collection points in this study. The sample size of three data collections were 251,

240 and 502, respectively. The initial instrument of ABE scale contained 67 items adapted from extant literature or self-generated. 15 items for brand loyalty, 13 items for brand awareness, 13 items for perceived quality, 14 items for brand image and 12 items for brand uniqueness were generated. There were four data analysis phases conducted in this study. The first data set (N = 251) was utilised in Phase One. Internal consistency of reliability and exploratory factor analysis (EFA) were utilised in the data analysis procedure. A principle components analysis with oblique rotation was implemented to interpret factor loadings among items. Phase Two using the second data set (N = 240) was conducted with the same procedures as Phase One to purify measures. The third data set (N = 502) was evenly split into two separate data sets for Phase Three and Phase Four. In Phase Three, internal consistency and confirmatory factor analysis were used in data analysis procedure. The same procedure was conducted for Phase Four as Phase Four was a validation test to assess the accuracy of results from Phase Three. The criteria of data analysis process were on the basis of Hair et al. (1998).

Results

In Phase One, six factors were extracted according to Kaiser's extraction criterion. 17 items were finally retained for Phase Two as they loaded on their proposed factors with factor loadings above .40. In Phase Two, an instrument with 30 items (17 remaining items and new items) was utilised. Five factors were extracted after EFA. 21 items were retained due to acceptable factor loadings on proposed factors. In Phase Three, the ABE scale achieved the acceptable model fit ($\chi2$= 236.81, df = 179, $\chi2$/df =1.32, RMSEA = .04, NFI = .93 and CFI = .98). The standardised factor loadings of 21 items ranged from .71 to .91. The AVE scores of the ABE dimensions ranging from .60 to .71 exceeded the suggested threshold of .50. In Phase Four, the ABE scale achieved the acceptable model fit in the validation sample ($\chi2$ = 233.88, df = 179, $\chi2$/df =1.31, RMSEA = .03, NFI = .92 and CFI = .98). The standardised factor loadings of 21 items ranged from .62 to .89. There were three items' standardised factor loadings lower than the threshold of .707. The AVE scores of the ABE dimensions ranging from .57 to .67 which exceeded the criterion.

Conclusion, Contribution and Implication

The results support the five-dimensional structure of ABE with the satisfactory overall and internal fit to the data. According to five-dimensional model, sport practitioners could be

aware of the significant components of ABE. In addition, sport marketers or athlete themselves are able to examine which ABE components of their athletes are weaker or stronger, compared with other athletes.

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# A Meta-analytic Analysis of Sponsorship Decision-making: Towards a Generalizable Sponsorship ROI Model

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Generalizability is a consistent challenge within the scientific process, across a multitude of different academic fields. This challenge is particularly acute throughout the sponsorship-linked marketing literature, as findings specific to some sponsorship contexts may not be generalizable to others, and results that may be applicable to one particular country may not be generalizable to other regions of the world.

## Aim and Research Questions

Given these issues, this research attempts to reveal generalizable insights relative to the return on investment (ROI; Jensen & Cobbs, 2014) by utilizing a meta-analytic approach to better understand the factors that predict the sponsor's decision to either renew or exit a sponsorship. In this approach, the decision to renew or exit the sponsorship is utilized a proxy for positive ROI from the perspective of the sponsoring brand, with the underlying assumption that in today's environment of scarce marketing resources sponsors would not continue to renew sponsorships that did not generate a requisite ROI.

## Research Design, Methodology and Data Analysis

This study analyzes a heterogeneous dataset inclusive of a total of nearly 2,500 different sponsorships, including sponsorships of the Olympics and World Cup, shirt sponsorships of teams in the Bundesliga, English Premier League (EPL), La Liga, Ligue 1, and Serie A, Major League Soccer (MLS) and the National Basketball Association (NBA), official status sponsorships of Major League Baseball (MLB), Major League Soccer (MLS), the National Association for Stock Car Auto Racing (NASCAR), the NBA, the National Football League (NFL), and the National Hockey League (NHL), naming rights sponsorships of venues hosting teams in MLB, MLS, NBA, NFL, NHL, the Bundesliga, EPL, La Liga, Ligue 1, and Serie A, and title sponsorships across college football, golf, and tennis (PGA, LPGA, ATP, and WTA). The historical dataset, whose longest-running sponsorships span 50 years and dates back to 1935, was compiled from a variety of different sources, including team and

league websites, annual research reports from the SportsBusiness Journal, and data previously released by the International Events Group (IEG).

Theoretical Background and Literature Review

Prior research would suggest that regional proximity between the sponsoring brand and sponsored property should reduce the probability that the sponsorship will end (Woisetschläger, Backhaus, & Cornwell, 2017). Congruence is one of the most frequently studied constructs in the sponsorship literature (Fleck & Quester, 2007). Consistent with balance theory, research has consistently demonstrated that the better consumers perceive the fit to be between a sponsoring brand and sponsored property, the more likely the sponsor will achieve their intended cognitive, affective, and behavioral effects (Cornwell, Weeks, & Roy, 2005). Brand equity is a frequently noted objective of sponsorship-linked marketing activities. It is expected that brands with a higher degree of brand equity may be more patient in their efforts designed to nurture the firm's brand, in turn leading to longer-term engagements. A firm's business-to-business (B2B) perspective often leads it to take a longer-term perspective. In addition, prior research has found that a sponsoring firm's B2B perspective may affect its returns from sponsorship (Mahar, Paul, & Stone, 2005), its choice of properties to sponsor (Cunningham, Cornwell, & Coote, 2009), and interest in generating sales from sponsorships (Cobbs & Hylton, 2012). Research has established that increased clutter will result in a negative impact on a consumer's ability to recall those sponsors (Breuer & Rumpf, 2012). This suggests that an increase in clutter should result in an increase in the probability of sponsorship dissolution.

Results/Findings and Discussion

Results indicate that congruence reduces the probability of a sponsorship ending, suggestive of improved ROI for congruent brands. Sponsors who are congruent with the sponsored property are 24.7% less likely to end sponsorships. Sponsorships with firms exhibiting a B2B perspective are 11.6% less likely to end. Sponsors enjoying regional proximity with the sponsored property are also less likely to depart from sponsorships, as being in the same market as the property decreases the probability a sponsorship will end by 10.4%. Firms with high levels of brand equity are 21.0% less likely to exit sponsorships, suggesting that such firms are more patient in a sponsorship's ability to nurture their brand equity. The influence

of clutter is also apparent, as every sponsor added increases the probability every sponsor exits by 1.1%.

Conclusion, Contribution and Implication

This study's investigation of sponsor decision-making helps to fill a gap in the sponsorship-linked marketing literature. It also contributes findings that are generalizable across several of the most prevalent types of sponsorships, across nearly every geographic region around the globe. While the decision to continue or end the sponsorship is only a proxy for positive sponsorship ROI, this research also assists sponsoring firms by illuminating which sponsors may be realizing greater returns from sponsorship, as well as which types of sponsorships and sponsor categories assist firms in realizing a greater degree of success from their investments in sponsorship.

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**Interorganisational Relationships in Circular Economy Strategies: Insights From The Sport Equipment Industry**

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Aim and Research Questions

To understand the potential contribution of major sport gear and apparel (i.e., equipment) firms to global long-term sustainability, this research investigates their circular business practices, focusing on interorganisational relationships formed to engage in circular economy. Our research questions are: 1) What are the prevailing strategies in sport equipment firms towards circular economy and 2) To what extent are they embedded in interorganisational relationships? 3) To what extent could sport industry actors go further by using a systemic approach to achieve long-term sustainability?

Theoretical Background and Literature Review

Research on circular economy - "a regenerative system in which resource input and waste, emission, and energy leakage are minimised" - has increased significantly over the past 15 years (Geissdoerfer et al., 2017). Circular economy research can be subdivided into three main areas. First, there is research on social and economic dynamics at the macro and administrative level that foster circular economy. Second, research on firm-level studies process implementation at the micro-level to facilitate new forms of consumption and design towards circularity. The third area of research focuses on the meso-level and possibilities of industrial symbiosis to achieve circularity (Merli et al., 2018).

Building on Stahel (2009), Bocken et al. (2016) develop two fundamental strategies towards circular economy: slowing and closing resource loops. Slowing resource loops refers to measures to extend utilisation periods, while closing resources loops refers to linking post-use and production cycles (Bocken et al., 2016). These principles can be applied at the micro-level for new design and consumption modes, but also at the business model level and be the guiding principle for industrial symbiosis. Furthermore, closing material loop strategies at the firm level have been investigated much more than slowing loop strategies at a systems level, which may lead to new forms of productions and consumption (Merli et al., 2018). Geissdoerfer et al. (2018) extended these fundamental strategies towards circularity with

intensifying, narrowing, and dematerialising loops. While scrutinising these guiding principles towards the circular economy in the sport equipment industry and the role of interorganisational relationships therein, we are questioning whether these principles are sufficient to achieve global long-term sustainability and to what extent the actors of the sport industry could go further by taking a systemic approach.

Research Design, Methodology and Data Analysis

Our study aims at understanding which practices and strategies firms take to work towards a circular economy, and to what extent these are embedded interorganisational relationships. Furthermore we question to what extent actors of the sport industry could go further in their actions towards global long-term sustainability by taking a systemic approach.

We collected secondary data from firms (e.g. sustainability reports, information on firms' websites and social media accounts, online articles). Our sampling frame selected the major international sport equipment firms according to size and reputation: Adidas, Amer sport, Asics, Decathlon, Intersport, Nike, Puma, VF Corp. We collected 629 documents that were all imported into Nvivo and analysed. In a first coding round, we used deductive analysis and a coding scheme of circular business practices building on previous work (Bocken et al., 2016; Geissdoerfer et al., 2018). In a second coding round, we used inductive coding to identify how to what extent the strategies towards circular economy were embedded in interorganisational relationships. This was our basis to discuss to what extent actors from the sport industry could go further in the actions towards long-term sustainability by taking a systemic approach.

Results/Findings and Discussion

Our data show that circular business practices relate mostly to closing loop strategies concerning material loops, which resonates with prevailing research findings (Merli et al., 2018). There are many indicators of narrowing the loop strategies, but these aim mainly at material loops and making those more efficient, hence using less resources (Wang & Côté, 2011). Slowing, intensifying and dematerialising have received much less attention in sport equipment firms' strategies towards circularity. Motives for circular economy engagement remain mainly at the micro-level of the firm of reducing plastic waste or the carbon footprint of the firm to tackle more macro-level challenges like pollution and climate change. Major sport equipment firms' strategies toward circularity focus on the company and its production

activities. While some firms rely on interorganisational relationships to engage in circular economy practices, they only rarely take the customer and the supply chain fully into account from a systemic perspective which bears potential for a more impactful circular economy approach with a systemic perspective.

Conclusion, Contribution and Implication

This study contributes to the emerging research stream around circular economy and highlights its emergence in the field of sport equipment firms which could have a strong impact on consumers and supply chains if they took a more systemic and socio-economic approach to implement circular business practices.

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**Understanding The Effect Of Tweeter's Geo-Location On User Engagement: An Empirical Study Of Indian Premier League Tweets**

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*\*Professional Practice Abstract*

Aim

Twitter has emerged as a prominent medium for broadcasters and content generators alike to engage with sports fans (Hull & Lewis, 2014). Fans seek instant but possibly different gratifications on Twitter (Gibbs et al., 2014). In addition, sports clubs try to develop a personal connection with fans by using Twitter's various features (Burton & Soboleva, 2011). Thus, Twitter provides much-sought connectivity between sports clubs and fans. As a result, enhancing user engagement on Twitter has sparked much interest among the sports franchises, media publishers and individual influencers (Erdoğmuş & Cicek, 2012). This interest is mainly because higher user engagement has positively correlated with better sponsorship deals (Abeza et al., 2019). Hence, this study helps the sports practitioners to understand the effect of tweeter's geo-location to gain higher levels of user engagement that will potentially lead to better sponsorship deals.


Purpose and Background

Indian Premier League (IPL), a franchise-driven cricket league in India, is a multi-billion-dollar enterprise with each sports franchise associated with one of India's major cities (Majumdar, 2011). We operationalize Twitter user engagement in terms of the number of 'likes' and 'retweets' received by a tweet (Deep Prakash & Majumdar, 2021). We investigate tweets from the official Twitter handles of IPL franchises, media publishers and individual influencers with more than one million followers on Twitter during the pre-sport season. We develop econometric models and quantify the impact of tweeter's geo-location on user engagement metrics. This quantification provides a clear basis for the sports practitioners to develop a novel content generation strategy based on the geo-location of the tweeter for enhanced user engagement. Further, to explain the results, we use the 'Homophily in Communication and Social Networks' theory (Rogers, E.M., Bhowmik, 1970) which posits

that the degree to which a pair of individuals are similar determines the strength of their social interaction.

## Design and Implementation

We define the pre-sport season phase as 40 days before the start of the sports season. Subsequently, using the Spriklr tool, we extract all the tweets containing the hashtag '#IPL2020' from the official Twitter handles of social media influencers in India. We then use location filter and consider tweets only from Chennai, Delhi NCR, Kolkata, Punjab, Mumbai, Bengaluru, Jaipur and Hyderabad cities so that these tweets can be associated with IPL franchises which represent these cities. We then build econometric models in which our dependent variables are the number of 'likes' and the number of 'retweets' that a tweet receives. Finally, we divide our independent variables into control features, geo-feature and topic modeling-based features. A prior study has shown that tweet sentiment, media presence, day and time of the tweet, hashtags, mentions, and followers also impact user engagement (Deep Prakash & Majumdar, 2021). Therefore, by controlling the effect of all these variables in our empirical design, we investigate the true impact of tweeter's geo-location on user engagement.

## Outcomes

We observe that significant differences exist in user engagement based on tweeters' and mentioned IPL franchise locations. Our results highlight that irrespective of whether the tweet is made by a media publication or a franchise, or an individual influencer, the average user engagement high when the tweeter's geo-location matches the mentioned IPL franchise's location. Thus, our results imply that a match between a tweeter's geo-location and the mentioned IPL franchise's location in the tweet positively correlates to the number of 'likes' and 'retweets' received by the tweet.

## Reflections and Future Developments

Prior research in the 'Homophily in Communication and Social Networks' theory (Rogers, E.M., Bhowmik, 1970) domain highlights two different opinions. First, researchers highlighted that higher perceived homophily positively correlates with higher interaction frequency, creating a stronger bond between the tweeter and followers (Wright, 2000). Second, researchers did not find the interest-based homophily a significant factor in

explaining the new connections a person makes on social media (Bisgin et al., 2012). Therefore, the conceptualization of homophily becomes vital to interpret the results correctly. In this study, we conceptualize homophily in terms of the spatial proximity between the tweeter and the mentioned sports franchise. We contribute to the literature by showing that when the Twitter followers perceive the homophily between the tweeter and the sports franchise as high, it results in higher user engagement.

The limitations and future developments of this study are as follows. First, we only analyze '#IPL2020' tweets for cricket. In the future, we would like to extend our model conceptualization to other sports leagues in the world. Second, we focus only on the tweeter's geo-location. We would want to probe deeper by incorporating the impact of local culture in our model in the future. Third, future work can extend the conceptualization and explore the impact of tweeter's geo-location on sports sponsorships.

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# Gender Diversity In The Boardroom Of German Sport Governing Bodies: The Role Of State Government Composition And Quality

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## Aim and Research Question

National and state governments are closely interwoven with sport governing bodies. They have several points of contact, e.g., the promotion of policy initiatives on inclusion or health, and the successful performance at Olympic Games (Chalip, 1995). Their common interests result in joint decision-making and activities, which have to be directed and controlled. Likewise, the concept of good governance is relevant for both governments and sport organizations. Good governance includes dimensions such as transparency and rule of law, as well as gender diversity. The latter has increased in importance in politics and sports, there has been identified organizational benefits of gender diversity (Lee & Cunningham, 2019). Following the links between state politics and sport governance, the aim of this study is to investigate potential spillover effects from state government to sport governance of sport organizations, located in the respective state. This study addresses the following research question: How do state government composition and government quality affect gender diversity on the boards of sport governing bodies?

## Theoretical Background and Literature Review

The theoretical framework is based on a multi-level model, recognizing that factors across multiple levels can act as drivers and barriers of women in leadership positions (Cunningham, 2019). Sport governing bodies are located at the organizational level, which are influenced by their (geographic) environment (state level). This environment encompasses the political system (Cunningham, 2019), including state government composition and quality. The former relates to the share of women in the parliament and among ministers, while government quality refers to quality and impartiality of public services without corruption (Charron et al., 2019). Gender equality is considered one component of government quality and good governance, respectively. The political participation of women is an indicator for national-level gender equality, and spillover effects from state level to board gender diversity of corporate boards were already identified (Chizema et al., 2015). Given that sport

governing bodies are nested within states, state government composition and quality might affect gender diversity on their boards.

Research Design, Methodology and Data Analysis

The study relies on organizational-level and state-level data. Organizational-level data were collected for all state and national sport governing bodies in Germany (n=930). Information about board gender composition, memberships, year of foundation, and state of their headquarter was obtained from their websites and via e-mail. Board gender diversity is measured with the share of women on the board and the type of board (Kanter, 1977) including a uniform male board (share of women is 0%), skewed board (>0% and <20%), tilted board (≥20% and <40%), balanced board (≥40% and <60%), and overbalanced board (≥60%). Organizational-level controls are the year of foundation, the type of the organization (national vs. state sport organization), the number of memberships per capita, and the share of female memberships.

At the state level, government composition is measured with the share of women in the parliament and among ministers, both in continuous form and as Kanter (1977) group dummies. Government quality is measured by an index, including quality, impartiality, and corruption in the public services education, health, and law enforcement (Charron et al., 2019).

Two sets of regression models were estimated. Both sets include one linear model with the share of women on the board and five logistic models with types of the boards as dependent variables. The first set includes continuous independent variables for government composition and female memberships, while the second set encompasses the Kanter (1977) groups.

Results, Findings and Discussion

On average, the share of women on the board is 20.1%, while the share of women in the parliament is 30.7%. Both shares are in the tilted group (Kanter, 1977), while the 40.1% of female ministers just passed the threshold for a balanced board. The regression models indicate that the share of female parliamentarians has a significant positive effect on the share of women on the board, while the share of female ministers is insignificant. State government quality is negatively associated with the share of women on the board. A more nuanced look

at the Kanter (1977) groups reveals that government quality significantly increases the likelihood of a skewed and balanced board, while decreasing the likelihood of a tilted board.

Conclusion, Contribution, and Implications

The findings support the importance of state government composition and quality in explaining gender diversity in sport boards, suggesting that spillover effects occur from state government to sport governance. Hence, board gender composition is not only a result of organizational factors, but also of characteristics of the region where an organization's headquarter is located. Beyond government quality, the share of women among parliamentarians seems to be more relevant than among ministers, potentially because the former positions are a result of elections. This study contributes to the body of research examining the factors affecting board gender diversity in sport organizations by exploring factors at the state level.

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**Implementation Of Integration Through Sport Within German Federal State Sports Confederations**

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Aim and research questions

In Germany sport is used as vehicle to address socio-political problems. Particularly the organized sports play an important role as implementer of national programs such as *Integration through Sport* (*IdS*) that promote participation of migrants in sports clubs. However, in roll-out processes, the autonomy of organized sports rules out the possibility of the German Olympic Sports Confederation (DOSB) or the government to direct the federal sports confederations (FSCs) on how they have to address those issues or if they do it at all. To encourage the organized sport to act in their direction, policies in the shape of specific programs are developed and funded, where each state confederation has to apply for. The implementation of policy programs leads to the adaptation of existing or the creation of new structures and processes (Fahrner & Klenk, 2017). As federal states vary in different ways, FSCs differ as well in their structure, resources, strategies, main objectives etc. Therefore, it can be assumed that implementation of policy programs is associated with different structural embedding and implementation strategies. Therefore, the aim of this study is to examine the different approaches of policy implementation of *IdS* in the FSCs. This leads to the following research questions: How do FSCs implement the program *IdS* structurally? Which similarities or differences can be observed between the structural implementation of the program in the sports confederations? To what extent can different types of implementation be identified?

Theoretical Background and Literature Review

Research on the implementation of sports policies focuses mostly on sports clubs and their role as policy implementers (Skille, 2008) or the implementation of policies throughout the whole sports system, from top to bottom (Skille & Säfvenbom, 2011). Regarding sports confederations the research focus was on elite sports federations (Brouwers et al., 2015; Valenti et al., 2020). FSCs are an important gatekeeper between the umbrella organization and the sports clubs. It has to be examined, how programs are integrated in their organizational structures and if there are different types of implementation approaches. Therefore, a

qualitative approach by using a case study design to obtain data on intra-organizational practices was chosen.

To examine the structural implementation, this study is theoretically framed by using a specific approach based on organizational governance and principles of good governance, structural dimensions of organizational design archetypes and elements of the model of professionalization. This leads to three main dimensions that guide the analytical process of the structural implementation: *Governing & decision-making structures*; *control, reporting & accountability*; *organizational allocation*.

### Research Design, Methodology and Data Analysis

A case study design with all 16 German FSCs (complete survey) was chosen to explore the complexity of the partially interdependent elements. The data collection was conducted in a two-step process: First, documents (mission statement, conceptual papers, organizational charts etc.) for each organization were collected. Their preliminary analysis contributed to the construction of the interview-guide, identifying gaps only experts from within the organizations could fill. As a second step, problem centered expert interviews with each head of the department for *Integration through Sport* were conducted. The collected data was analyzed by running a qualitative content analysis according to Mayring (2008). The research process was open so that categories could have been expanded inductively. The analytical process was conducted by two researches. The analysis aims by identifying similarities and differences between the confederations to deduct an implementation typology.

### Results/Findings and Discussion

Regarding the organizational allocation, the operative unit for *IdS* is implemented within the sports confederations at different hierarchical levels and embedded in various departments. In some cases, the unit is regionally divided in sub-units whereas in other states, they operate as one unit. Additionally, some federal states also established a decentralized structure, which operates between the federations and the sports clubs. In those cases, the structural unit in the FSCs has primarily coordinating duties. In two confederations the unit is outsourced to their youth section. Furthermore, the paths of governing and decision-making differ between the cases, from broad individual responsibility to tight control by the governing body. Variance in the formalization of reporting to the board was also found - from regular, quarterly reports over

annual reporting up to voluntary reports. Based on these various differences and similarities a targeted typology of structural embeddedness will be developed in the next analytical step.

Conclusion, Contribution and Implication

The typology exposes the variety of implementation practices and elements. A differentiated understanding about it is an important step towards the management of the roll-out procedures in an efficient manner. A data-based typology allows type-specific strategies and concepts, which should be included in further policy considerations. This enhances the DOSB's capability as program leader to manage and evaluate the FSCs as implementer more specific. By now, their only measurement of the confederations' contribution is the achievement of predefined objectives.

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