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Table of Contents

Antecedents and Outcomes of Employee Engagement in Nonprofit Sport Organizations ............................................ 5
Sport for Social Cohesion: Exploring Management and Impacts .................................................................................. 6
Body Esteem and Athleisure: The Mediating Role of Conspicuous Consumption ................................................. 7
The Stepping Stone: An Ethnographical Exploration into how Immigrants Access and Utilize Community Sport ............................................................................................................................................... 8
Sports and Soft Power: An integrated Literature Review ......................................................................................... 9
The experiences of sport officials: Commitment & Perceptions of Organisational Support .................................... 10
Making sense of the potential rebrand of the Crusaders ......................................................................................... 11
Do Australian Sporting Bodies Owe a Special Duty Of Care Towards Elite Athletes? ........................................ 12
Regular Sport-Related Mobility and the Environment: A Mapping and Measuring Exercise .................................... 14
The Travel Career Progression and Constraints of Rock Climbers: A Mixed Methods Approach ........................ 15
Stakeholder Analysis of the Evolving Professionalism of Clubs within China’s National Basketball League (NBL) ........................................................................................................................................... 16
Gender, Race, and Stereotypes in NCAA Coaching .................................................................................................. 17
Exploring the value created through a charity sport event: A multiple stakeholder perspectives .......................... 18
Gender, Race, and Incivility among Sport Employees ............................................................................................... 19
A Life-stories Investigation into Leaders in Sport ...................................................................................................... 20
Mud, Obstacles, Events, and Travel: The Pursuit of Travel Careers in Obstacle Course Racing ............................. 21
Conscientious objection: Professional athletes, sponsorship and acts of dissociation ......................................... 22
Health, sport and/or physical activity: Implications for sport management, and policy ........................................... 23
The evolution and formation of logics: a case study of the AFLW ........................................................................... 24
Facilitating the academic learning of student-athletes ................................................................................................. 25
An investigation of sport event participation and wellbeing in Qatar ........................................................................... 27
The Legacy of the Gold Coast Commonwealth Games Internship Program on Student Learning .......................... 28
Experience and Inspiration of Transformation from Iron and Steel Industrial Park to Sports Industrial Park .. . 29
Walking the gender equity talk’ in sport management pedagogy to transform future leaders: Developing a feminist appreciative inquiry framework for action research ........................................................................ 30
An applicability of the SPLISS model to national sport organisation ........................................................................ 31
Service innovation in the Victorian golf industry – how does it (not) work? .......................................................... 32
I Like that Character: How to Improve the Attitudes towards Mascots and Sport Teams ....................................... 33
Social Legacies from Sport Volunteering in Auckland: Interrelationships of Serious Leisure, Social Capital, and Perceived Volunteer’s Happiness ................................................................. 34
Sport as an Analogy to Teach Life Skills and Redefine Moral Values: A Case Study of the ‘Seedbeds of Peace’ Sport-for-Development Programme in Medellin, Colombia ....................................................... 35
Evolution of amateurism in New Zealand sport ........................................................................ 36
Governance Practices in Canadian National Sport Organizations ........................................... 37
Muslim Women Esports Consumption ...................................................................................... 38
Do Women Need to Bleed? - Breaking the Silence ................................................................... 39
Athlete XYZ: The World Anti-Doping Code and the Recreational Athlete ................................. 40
Exploring the design thinking alignment of a professional sport club ........................................ 41
The role of socialising agents for Kiwi sport fans ...................................................................... 42
Smart Stadium Development - An empirical evaluation of the visitor’s perspective ................. 43
Innovative Approach to Media Training: Athlete media training using the manga case method ............................................................................................................................ 45
Building knowledge on the intangible legacies of large-scale sport events ............................... 46
The gender implication of the World Anti-Doping Policy in sport: A qualitative study ............. 47
Representing the Rugby World Cup in Japan: A Cross-National Analysis of Media Coverage .... 48
Sport organizations and media interaction: A football case ......................................................... 49
Young elite athletes competing in their home countries: Home advantage or media generated performance pressure? ........................................................................................................... 50
Funding women’s semi-professional sport: Women’s participation in betting on netball ............ 51
Construction of Governance Model of China Sports Derivatives Market Based on Stakeholders ............................................................. 52
The Impact of Environmental Damage on Recreational Benefits in Bicycle Tourism ............... 53
Governance Convergence in Indian Sport .................................................................................. 54
“A knight is sworn to valor”: A rhetorical analysis of the Newcastle Knights “Be the Player” marketing campaign ........................................................................................................... 55
Gender Equality Achieved Through Love: promoting an Ethics of Care [EoC] Approach in Football (FFA) .......................................................................................................................... 56
Sport coaches, mindfulness, and recovery from work demands ................................................ 57
Stakeholder Salience in the eSports Network and Governance Model in the UK and Australia: A Comparative Analysis ......................................................................................................... 58
Here Today, Gone Tomorrow: Experiences of Youth who Responded to an Event Leveraging Initiative .......................................................... 59
Kicking Goals for Western Sydney: Fan Engagement and Experience at Bankwest Stadium ....... 60
A Systematic Literature Review of Leader Succession in Sporting Organisations ...................... 62
Connecting with Place and Others through Extraordinary Experiences: An Autoethnographic Approach .......................................................................................................................... 63
Sport Sponsorship Decisions – The Influence of Managers’ Personal Objectives on Sponsorship Decision Making .................................................................................................................. 64
How can digital reaches be capitalized in professional sports? An empirical analysis to identify monetary value bases for sponsor integration in social media communications in professional sports .......... 65
How far have we really come? Questions arising from Sport New Zealand’s Women and Girls Strategy .......................................................... 66
The 12-Year-Old Umpire: Systemic Influences Requiring Earlier Recruitment of Sport Officials. .......................................................... 67
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barriers to leveraging regular season events for tourism</td>
<td>68</td>
</tr>
<tr>
<td>Organizational Capacity and Performance in Sport for Development</td>
<td>69</td>
</tr>
<tr>
<td>Indigenous Methodology in Sport Management</td>
<td>70</td>
</tr>
<tr>
<td>Driving Sport Industry Digital Transformation - An Insider’s Journey</td>
<td>71</td>
</tr>
<tr>
<td>Socio-cultural Impacts of Professional Football Clubs to Local Residents: Differences among perceptions via regions in the Republic Socialist of Vietnam</td>
<td>72</td>
</tr>
<tr>
<td>Follow the Leader? Toxic Leadership and its Impact on International Sport</td>
<td>73</td>
</tr>
<tr>
<td>Relationship Marketing in Australian and New Zealand’s Professional Sport Teams: Exploring Current Activities in Super Rugby</td>
<td>74</td>
</tr>
<tr>
<td>Examining Community Sport Board Role and Social Identities</td>
<td>75</td>
</tr>
<tr>
<td>Profitability and Customer Retention Rate: Comparative Study Between Financial Services and Professional Sports in Japan</td>
<td>76</td>
</tr>
<tr>
<td>The Ethical Orientation of Intercollegiate Athletic Departments</td>
<td>77</td>
</tr>
<tr>
<td>Marketing Strategies of the Female-only Gym Industry: A case-based industry perspective</td>
<td>78</td>
</tr>
<tr>
<td>Relational leadership in elite sport: a qualitative case study</td>
<td>79</td>
</tr>
<tr>
<td>A thematic analysis of the underlying psychological and behavioral processes affecting participation in Touch Football</td>
<td>80</td>
</tr>
<tr>
<td>Women representation in Canadian sport boards and the relation with organizational characteristics</td>
<td>81</td>
</tr>
<tr>
<td>Sport development pathways: Investigating ‘whole of sport’ planning by national sport organisations in New Zealand</td>
<td>82</td>
</tr>
<tr>
<td>“Vintage Sport &amp; Leisure”: capturing the lived experiences of the active ageing Golden Oldies Festival fraternity</td>
<td>83</td>
</tr>
<tr>
<td>A Study of the Relationship between the Motive and the Mechanism of Needs Satisfaction of Mega-event Sport Tourists – the Case of Chinese Tourists of the 2018 FIFA Russia World Cup</td>
<td>84</td>
</tr>
<tr>
<td>Transforming the fan experience through live streaming:</td>
<td>85</td>
</tr>
<tr>
<td>The case of the Queensland Maroons and Facebook Live</td>
<td>85</td>
</tr>
<tr>
<td>Leveraging Fitness Facility Experience: The Impact of Leisure Outcomes on Subjective Wellbeing</td>
<td>86</td>
</tr>
<tr>
<td>How does para-elite sports policy implementation shape Paralympic sports international success? A model of analysis and international comparisons</td>
<td>87</td>
</tr>
<tr>
<td>The role of passion in governing non-profit sport organisations</td>
<td>88</td>
</tr>
<tr>
<td>Research on the Development of Sport Themed Urban Areas in China</td>
<td>89</td>
</tr>
</tbody>
</table>
Researchers agree that paid staff play a pivotal role for nonprofit sport organizations to serve their local communities and enact their respective missions. At the same time, a growing body of literature on organizational capacity suggests many of those nonprofits are characterized by an array of internal and external constraints, putting additional pressure on those working in nonprofit sport organizations (Misener & Doherty, 2013; Svensson, Hancock, & Hums, 2017). As a result, a number of researchers have explored different human resource management and development strategies to find ways for sport leaders to realize the full potential of their staff (Bang, 2015; Doherty, 1998; Hallmann & Harms, 2012; Hoye, 2007). Interestingly, employee engagement—one of the most popular topics during recent years among researchers, consultants, and practitioners in human resource development (cf. Shuck, 2011)—remains unexplored in sport contexts.

Employee engagement has a long history of application in the human resources and management fields, yet its application in sport contexts has been minimal. Therefore, the purpose of our study was to explore the antecedents and outcomes of employee engagement in nonprofit sport organizations. Specifically, we analyzed data from a national sample of employees working in sport for development (SFD) nonprofits in the United States. SFD organizations are a useful population for examining employee engagement in sport since prior studies indicate that these types of nonprofits are particularly dependent upon paid staff (Svensson et al., 2017). We drew on engagement theory and empirical work in human resource development and nonprofit management to conduct a theoretically-grounded analysis of employee engagement in SFD.

A sampling frame was established through a review of the membership directories of SFD coalitions and networks. Contact information for employees was then identified via organizational websites. An electronic survey was delivered to a national sample of 1,120 employees. A total of 215 completed surveys were recorded for a response rate of 19.2%. Respondents included relatively balanced groups of employees across different levels of responsibilities within their respective sport organizations. Employee engagement was measured using the 12-item scale developed by Shuck et al. (2017). Data were analyzed through confirmatory factor analysis and structural equation modelling. Results supported our proposed model of antecedents and outcomes of employee engagement \( \chi^2 (507) = 827.88 \) (p <.05); CFI = .92; TLI = .90; RMSEA = .06; SRMR = .06.

As a direct outcome of this work, we offer field sensitive conceptual clarity of the engagement construct and establish the psychometrics of the Employee Engagement Scale (EES) in a nonprofit sport context. Results suggest that employee engagement is significantly associated with turnover intentions, psychological wellbeing, organizational performance, and innovative work behavior. Furthermore, mission attachment, intrinsic motivation, and identified regulation motivation were significant drivers of employee engagement. Our findings provide a benchmark for comparing employee engagement across the broad spectrum of nonprofit sport organizations in future studies. These findings also help identify how organizations can better support their staff members.
BEST STUDENT PAPER AWARD:

Sport for Social Cohesion: Exploring Management and Impacts

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Over recent years, there has been substantial growth throughout the field sport for development (SFD), with an increasing number of organisations turning to sport as a means of fostering social outcomes. In addition, there has also been a proliferation in research examining the impacts and management of SFD initiatives. Despite these advances in scholarship, however, there has been minimal research into SFD’s potential to foster social cohesion, even though evidence exists for SFD’s programmatic focus on social cohesion (Cubizolles, 2015; Kidd, 2011). This gap in SFD literature offers opportunities for scholars to extend understanding around SFD initiatives looking to promote cohesion outcomes (Kidd, 2011). Therefore, this research aimed to address this knowledge gap, by building upon existing SFD and cohesion literature (e.g., Bernard, 1999; Jenson 1998; Spaaij, 2015) and examining how a SFD initiative may contribute to social cohesion outcomes among its multicultural youth participants.

The SFD context of the research project was a Melbourne-based initiative, known hereon as the ‘SFD initiative’, which aimed to develop social cohesion among refugee and culturally and linguistically diverse youth. A longitudinal ethnographic case study design was employed over a two-year period, culminating in a total of 72 semi-structured interviews with 54 of the SFD initiative’s youth, staff, stakeholders and volunteers. Alongside interviews, data were also collected through 133 organisational documents, and 102 pages of reflexive journal entries and research observations. Data analysis involved both inductive and deductive coding procedures facilitated by the NVivo 11 software program.

Overall, results indicated that the SFD initiative defined cohesion as ‘the willingness of members of a society to cooperate with each other in order to survive and prosper’, with five core domains: belonging, social justice and equity, participation, acceptance and rejection, legitimacy and worth. Findings highlighted that the SFD initiative contributed to cohesion outcomes by fostering a sense of belonging among youth and encouraging the development of social networks. It is important to note, however, that these cohesion outcomes were restricted to the group level. This was because of the SFD initiative’s expansion to two additional locations, which resulted in deteriorations in programming and social networks. In addition, findings indicated that sociocultural boundaries inherent in program structures and staffing limited cross-cultural learning. Consequently, while the SFD initiative contributed to cohesion at the group level, sociocultural assumptions and boundaries limited any cohesion outcomes beyond this.

In summary, this study contributes to the field of SFD by addressing the lack of empirical evidence regarding social cohesion outcomes. As such, it extends understanding of the management of SFD initiatives in the pursuit of social cohesion. Additionally, research findings have enhanced knowledge regarding the extent to which SFD initiatives can foster cohesion outcomes via targeted programming. Finally, this research has demonstrated how the interpretation and application of social cohesion in SFD contexts can influence program impacts, and in doing so, provides insight into the conceptualisation of social cohesion in SFD.
Body Esteem and Athleisure: The Mediating Role of Conspicuous Consumption

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Globally, people are consuming fitness gears inside and outside the sport setting. The prospect for the activewear has led to the growth of athleisure market, generating $48 billion sales in 2017 (NDP Group, 2018). The athleisure trend continues to grow due to demand for healthy and active lifestyle, and millennials have a different penchant for acquiring value-based and conspicuous possessions, leading to their large expenditures on athleisure brands (Patrick & Xu, 2018). Given the millennials’ greater demand for activewear, we examined the mediating effect of conspicuous consumption on their body esteem and intent to purchase athleisure products.

Body esteem refers to an individual’s feelings about own body (Nelson et al., 2018). From a self-concept perspective (Sirgy, 1982), body image is a key driver of self-esteem and social recognition since social standards of beauty, physical appearance, and thinness influence the construction of body ideal (Zhang & Li, 2014). According to Mendelson et al. (2001), body esteem includes three dimensions: appearance, weight, and attribution. Because appearance-concerned individuals associate items with their body esteem, thin or average-weight individuals tend to buy fashionable items (Rutherford-Black et al., 2000). Additionally, researchers established a link between individuals’ positive body esteem and desire to purchase symbolic products that can portray self-concept (Yurchisin & Johnson, 2004). Thus, we formulated the following hypotheses.

\( H1: \) Body esteem will positively be related to millennials’ conspicuous consumption of athleisure products.

\( H2: \) Conspicuous consumption will mediate the relationship between millennials’ body esteem and their intent to purchase athleisure products.

We gathered data from 348 participants through MTurk (46% women; 54% men; \( M=28.55 \) years; \( SD=4.46 \)). The participants responded to the items of body esteem, conspicuous consumption, and behavioral intention, and demographics. To test the hypotheses, we conducted several mediation analyses using the PROCESS macro (Model 4) for SPSS.

Results showed that appearance (\( b = -.238, SE = .100, p < .05 \)) and attribution (\( b = .252, SE = .073, p < .001 \)) were significant predictors of conspicuous consumption, explaining 6% of unique variance (\( R^2 = .055 \)). Using bootstrapping procedures (Hayes, 2013), results of indirect effects indicated that conspicuous consumption mediated the relationship between appearance and purchase intention of athleisure products (\( b = .281, SE = .062, p < .001 \)), so did for the relationship between attribution and purchases intention of athleisure products (\( b = .110, SE = .084, p < .001 \)).

Results highlight that millennials’ appearance and attribution are associated with conspicuous consumption of athleisure brands as well as purchase intention via conspicuous consumption. These findings are consistent with recent research that millennials’ healthier lifestyle and body ideal positively influence the consumption of self-representational activewear. Because millennials’ perceived body esteem is closely related to sociability, sport apparel professionals should implement different pricing strategies for athleisure products reflecting the best appearance of social status and body ideals.
The Stepping Stone: An Ethnographical Exploration into how Immigrants Access and Utilize Community Sport

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Sport can promote social inclusion and facilitate settlement of minorities in the community (DCMS, 2001). The Sport for Development and Peace International Working Group (SDP IWG) (2008), recommended that governments utilize sport as a vehicle for the integration of migrants, minorities, and people at risk in the society. However, there is a salient need for immigrants to access sport first and foremost, before it could be employed as a vehicle of social integration. Thus, it is imperative to understand how immigrants access sports in their new community. This paper presents the findings of an in-depth, ethnographical exploration into how immigrants access and utilize sports within the local community. The lived experiences of ten immigrants were gathered through unstructured interviews over a 12 month period. Denzin and Lincoln (2011), were of the opinion that adopting a qualitative approach would allow researchers to examine social phenomena, in the social context it exists and provide interpretation based on the meaning given to it by the social actors. While each cases were analyzed individually with a narrative analysis. Thematic analysis was adopted to draw themes across all the ten cases. Which enabled the researcher to draw inferences (Guest et al., 2012) and offer interpretation of the data gathered (Boyatzis, 1998). In addition, NVivo was utilized to transcribe, code, and manage the data gathered. The findings of the study showed that significant differences does exist on how children/younger immigrants and adults/older immigrants access sports. While young, school-aged immigrants relied on the opportunities at school to engage in sports. Adults, older immigrants on the other hand, relied heavily on publicity and awareness of the availability of sports provided by sport organizations and clubs. Some constraints mitigating against immigrants on accessing sports were also highlighted. The emergent themes also shed light on intention to use sport as a means to generate social capital as a major factor for adults/older immigrants in engaging in sport in their new community. The conclusion underlined the differences in both access and utilization on sport by children/young immigrants and adult/older immigrants. It is suggested that the provision of more open access facilities in local communities would inhibit some of the barriers faced by immigrants in accessing sports. Further, the findings of this study would contribute to creating guidelines for sport organizations in developing effective measures to engage and increase participation of immigrants.

Keywords: sport for development, immigrant sport participation, migrant integration, social capital, access and utilization of sport
Sports and Soft Power: An integrated Literature Review

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‘Soft power’ is defined as an ability to obtain the desired outcomes without using force (Nye, 1990). The term ‘soft power’ draws its association purely from International relations providing an opportunity for an interdisciplinary research. Sport is a prominent resource of soft power. Though sports have been evident during the cold war and has been used for diplomatic gains, securing a key role in international politics (Dichter, 2015), soft power took 20 years to establish itself in sports studies and research (Grix & Brannagan, 2016). Sport as a ‘soft power tool’ has been the focus of increased academic research and debate over the past decade. Consequently, there is a need to integrate the existing literature on sports and soft power to generate new themes and perspectives.

This is integrated review of the existing academic literature provides a critical examination of previous explorations into the link between sport and soft power. Almost one hundred articles have been published in the past decade linking sports and soft power. However, there is an absence of any systematic or integrated reviews of literature in this field. This review highlights the gaps that exist in the research framework, foci and findings of academic literature published on the linkages between sports policy and soft power from 2015 to 2019.

The review was carried out by following stages suggested by Cooper (1982) and further updated by Whittemore and Knafl (2005). The literature search involved searching two key databases for peer-reviewed, full-text English journal articles. These databases were selected for being sports specific and to access material covering a wide range of social science literature. The literature was searched using terms “sport”, “sports”, “soft power”, “sports diplomacy” and “sports politics”. The articles were selected, categorized and analysed according to their theoretical framework, clarity in identification and application of methodological steps, variety, and choice of methods and key research findings and gaps evident in the sport and soft power literature. The content significance and usefulness, their contribution to the body of knowledge on sports and soft power was also taken into consideration.

This paper identifies gaps in knowledge, but also highlight the implications and significance of the linkages and leveraging opportunities attached to sports inspired soft power. The findings reveal an emerging trend of journal publications since 2015, with a specific focus on soft power materialized through major sports events. It is identified that the qualitative research is dominated in majority of these articles, with document analysis, interviews (semi-structured & informal) and field notes being the main data acquiring sources. The geographical affiliation of authors indicates most of the research conducted and published in North America, Europe and Australia. This paper recommends broadening the future research beyond the developed world and paves the way to explore the soft power induced sports policies of the developing states.

Keywords: soft power, sports diplomacy, sports politics, integrated review
The experiences of sport officials: Commitment & Perceptions of Organisational Support

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Officials are among the most important people in the context of organised sport (Warner, Tingle, & Kellett, 2013). Officials ensure the game is played fairly, safely and in a timely manner (Kellett & Warner, 2011). Despite the sport industry’s reliance on officials, it is well documented that there is a shortage at the grassroots level (Auger, Fortier, Thibault, Magny, & Gravelle, 2010; Doan & Smith, 2018; Livingston & Forbes, 2017; Ridinger, Kim, Warner, & Tingle, 2017; Warner et al., 2013). Not having enough officials to service matches means that the workload of many grassroots officials is high (Cuskelly & Hoye, 2004).

Despite increasing attention in sport management literature, there is still a lot we do not know about how officials experience their roles in contrast to others involved with organised sport (Hancock, Dawson, & Auger, 2015). Organisations like New Zealand’s regional Rugby Referee Associations seem to be committing more resources to recruiting and educating new officials as a result of high churn, rather than serving and ultimately retaining those already in the system. A better understanding of how officials experience their role will ultimately help sport organisations manage officials more effectively.

There are many reasons why officials leave the role including abuse which has been well documented (e.g., Webb, Dicks, Thelwell, van der Kamp, & Rix-Lievre, 2019). However, officials have indicated that abuse does not fully explain attrition (Kellett & Shilbury, 2007; Warner et al., 2013) and factors like support systems are also important (Doan & Smith, 2018; Livingston & Forbes, 2017; Ridinger et al., 2017). Few studies have focussed on the role of the organisation in the experience of officials including the perception of organisational support (e.g., Cuskelly & Hoye, 2013; Giel & Breuer, 2019; Ridinger, Kim, et al., 2017). In addition, notions of commitment (both to one’s organisation and to one’s role) have been explored extensively elsewhere (Engelberg-Moston, Stipis, Kippin, Spillman, & Burbidge, 2009), but not yet comprehensively in the context of sports officials. It is argued that a sense of commitment sits alongside perceptions of organisation support as integral to one’s experience as an official. We hypothesise that these constructs intervene in the typical path from officials’ motivation to their intention to continue (Barnhill, Martinez, Andrew, & Todd, 2018; Gray & Wilson, 2008; Livingston & Forbes, 2017).

It has been reported that officials within their first five years of officiating are most likely to quit (Cuskelly & Hoye, 2004; MacMahon et al., 2014). In fact, studies have found that first year attrition amongst sports officials can be as high as 60% (Bernal, Nix, & Boatwright, 2012; Cuskelly & Hoye, 2004; Forbes & Livingston, 2013). To date there has only been one study solely focused on early career officials (i.e., Cuskelly & Hoye, 2013) which is surprising given the importance of this cohort. Understanding the experience of this officiating cohort is of particular importance in order to ensure there is a sustainable pool of officials for the future.

In consideration of the clear mandate from the sport industry and aligned literature in related disiplines, the purpose of this abstract is to put forth a conceptual model of early career sport official’s intention to continue, taking into account the perception of organisational support and commitment to both one’s officiating association as well as the role of an official itself. We intend to explore the intervention of these constructs in the well-established relationship between an official’s motivation and their intention to continue in the role. This constitutes one important underpinning of an ongoing doctoral research project and precedes data collection in months upcoming. A better understanding of organisational support and commitment will help officiating development managers in New Zealand and around the world improve the experience of early career officials and ultimately improve retention.
Making sense of the potential rebrand of the Crusaders

Simon Arkwright

The dominant team in Super Rugby in terms of on-field performance (nine championships), the Crusaders are also probably the dominant Super Rugby team in terms of brand presence. While some of this brand dominance can be linked with the team’s on-field excellence or be due to fan connection to the franchise’s catchment area (upper South Island of NZ), the Crusaders have also played an immense Community role; especially in relation to the region’s recovery from the Christchurch earthquakes.

The Crusaders’ current logo, branding and at-event promotion makes clear and strong visual references to the medieval Christian Crusades fought against Muslim rule of ‘The Holy Lands’, many regard that branding inappropriate and as being offensive to Muslims and others, particularly in the aftermath of the Mosque shootings in March 2019. This has led to considerable discussion and debate about whether changes should be made to the Crusaders brand, including potentially a name change. Indeed, a decision has already been made to remove the current visual branding with any possible renaming delayed until the end of the 2020 season. However, there has been pushback on the suggestion of a name change with media reports and social media feedback indicating that a large proportion of Crusaders fans are opposed.

This paper will consider the Crusaders rebranding issue through the prism of a number of academic sports marketing models, segmentations and frameworks; such as Funk & James’ Psychological Continuum Model (2001), Crawford’s Consuming Sport and several other texts and models. In addition, the relevant experiences of the following sports teams will be analysed:- Washington Bullets/Wizards, Cleveland Indians, Atlanta Braves, Washington Redskins, Florida State Seminoles, Atlanta Hawks, Brisbane Bullets and Saracens Rugby.

The various academic and ‘real-life’ threads of the Crusaders Rebrand analysis will be pulled together into a conceptual framework that can be used by both academia and professional sports franchises. The new framework will provide academics with a new construct by which to consider a range of sport marketing situations. The framework is also likely to provide marketing guidance to sports franchises.

Keywords: Crusaders, sports teams sports fans, controversy, rebranding, rugby
Do Australian Sporting Bodies Owe a Special Duty Of Care Towards Elite Athletes?

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Medical literature appears to agree with the premise that concussions are considered as ‘short-lived’ neurological impairments that will heal themselves when brain cells are given time to repair. Accordingly, the effects of a concussion can remain active for more than 15 days post-injury, and at such time, the brain cells maintain a state of vulnerability. Thus, many scholars argue that when the brain suffers from incidental concussion(s) thereafter, (‘second impact syndrome’) it can cause the brain cells to disproportionate and potentially cause irreversible and long term damage, which clinically features, *inter alia*, motor deficits, progressive dementia and difficulty with depression/emotional instability.

It is common knowledge that contact sports have a disproportionately higher risk of collision. Thus, concussion injuries are particularly prominent in athletes of sporting codes such as Rugby Union, AFL, NRL, NFL, Ice Hockey and the like. Greenhow suggests that athletes within these sporting codes are at significant risk of more serious long term concussive related injuries due to their ongoing exposure to high impact collisions and adverse risk to second impact syndrome. Modern literature has advanced to suggest that this situation is increasingly common where athletes are permitted to resume play prior to the full recovery of their concussive injury (‘Premature Return to Play’). This thereby exposes the athlete to a greater risk of a second and much more significant injury with long term and irreversible affects.

It is this premise will form the basis of this thesis research. In particular, my thesis will be evaluating whether sporting bodies sufficiently knew, or ought to have known of the causal link between long term neurodegenerative disease and athletes who sustain multiple concussions in the course of collision sports. Specifically, this thesis will analyse the concept of a special duty of care. Research conducted by Opie posits that despite the finding of the High Court of Australia in *Agar v Hyde*, there is a clear argument that the defendant possessed special knowledge of a serious danger to rugby players. Therefore, this knowledge required them to take positive action to protect those players despite the obvious and inherent risk associated with collision sports.

Based on this position, this thesis will suggest that a special duty of care may arise between Australian sporting bodies and their respective athletes due to the apparent level of care, supervision or control evidently sanctioned between the parties. So much so that it may be reasonable to expect/rely on the notion that due care will be exercised by the sporting body towards the respective athlete. Accordingly, when a sporting body has failed to adequately monitor, treat and inform players of the adverse risk of concussions there may be scope to allege a breach of this positive duty of care and a successful claim for negligence may arise. Finally, this thesis will assess the applicability of this argument with respect to the lawsuits currently listed against the National Rugby League (‘NRL’) and threatened against the Australian Football League (‘AFL’) by former players.
Factors Affecting Sports Volunteer Participation: Leisure Constraints Negotiation Process in Sports Volunteering

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In recent years, in Japan, many large scale sporting events have been held throughout the country. Sports volunteers, who support the operation of these events, are becoming increasingly important when such competitions are held. However, with regard to the current state of sports volunteers in Japan, the percentage of adult sports volunteers in the past year was as low as 5.3% (Sasakawa Sport Foundation, 2018). What is the impedimentary factor preventing actual volunteer participation? Given the above background, the present study aimed to clarify the kind of constraints that emerge when considering volunteer participation in a sporting event. The study also considered how those who actually participated in sports events as volunteers eliminated such constraints, resulting in volunteer participation.

We conducted a questionnaire survey of people who actually participated in a marathon event as individual volunteers. We adopted a psychometric scale to measure the constraints that arise when considering participation in leisure activities and the negotiation to eliminate the constraints based on prior research (Gage and Thapa, 2012; Lyu and Oh, 2014; Son et al., 2008; Guo and Schneider, 2015). A questionnaire was distributed to 903 participants at the volunteer briefing session held two weeks before the marathon event, and 460 copies were collected (recovery rate 50.94%) at the end of the session. For data analysis, we conducted a SEM to clarify the behavior of sports volunteer participants based on the Constraints-Effects-Mitigation Model presented by Hubbard and Mannell (2001).

After removing incomplete answers, 400 copies were used for analysis. When we performed confirmatory factor analysis first to confirm the reliability and validity of the scale, each fitness index met the standard value ($\chi^2/df = 2.744$, RMSEA = .066, CFI = .92, and SRMR = .063 (Hair et al., 2010). Additionally, all the average variance extraction (AVE), except for intrapersonal constraints, exceeded the standard value of .50 (Fornell & Larcher, 1981). The CRs indicating construct reliability ranged from .70 to .92, and all of them exceeded the reference value of .60 (Bagozzi & Yi, 1988). The obtained results indicated that the scale used in this study had reliability and validity.

As we conducted a SEM to examine the relationship between constraints, negotiation and sports volunteer participation, both the paths from constraints to negotiations (-.03) and to volunteer participation (-.09) were not significant. It became clear that constraints had no effect on participation in sports volunteers. On the other hand, positive and significant impacts were identified in the path from negotiation to participation in volunteering activities (.14). In order to further explore the usefulness of negotiation, we found that the number of actual sports volunteers increases by carrying out activities to manage time and improve skills on a daily basis. As a factor of this result, social factors such as age, family structure, and social role are considered to be acting as controlling factors, as has been noted by previous research (Jackson & Henderson, 1995).
Regular Sport-Related Mobility and the Environment: A Mapping and Measuring Exercise

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All parts of society are challenged and pressured by how to respond to environmental, climate and resource problems. The sport sector is and should be no exception, and recent announcements of sports organisations signing the UN Sports for Climate Action Framework could be seen as stepping stone for the sector to explicitly acknowledge its responsibility for environmental impacts and its potential to act as climate change ambassador. This contribution researches and reflects upon the ecological impact of regular sport-related mobility, mainly fan movement in professional European football (soccer).

The academic sport management literature has been hesitant to study, describe and scrutinize sports’ impact on natural environments (Orr & Inoue, 2018). Those studies available predominantly focused on singular sport events or sport tourism (Wicker, 2018). Even less is known about regular, especially grassroots sport-related events and mobility (Bunds et al., 2018). Certainly, the sport industry itself is falling short on systematically measuring and reporting its environmental impact. Consequently, there is also a void in research dealing with organisational and managerial motivation/resistance to accept ecological responsibilities in general and to address (negative) environmental impact caused (Schaltegger & Burritt, 2018).

In the context of global climate change, greenhouse gas emissions are most prominent. It has become standard in most industries for organisations to report on Scope 1 (direct emissions, e.g. steaming from operating own car fleet) and Scope 2 (indirect emissions, e.g. emissions caused through consumption of acquired energy). A recent trend among more ambitious and sustainability-oriented companies is to also include Scope 3 emissions, called “value chain emissions”. These organisations accept responsibility for impacts “outside of their own walls”, i.e. from the goods it purchases to the disposal of the products it sells (both upstream and downstream of their operations).

This research project comprises of three layers: a) mapping ecological impact research and measurement in sport organisations in general; b) empirically investigating fan mobility and match-day logistics as most relevant contributors to Scope 3 emissions; c) exploring organisational/managerial views on ecological responsibilities with participating organisations. While the mapping exercise is underway, the professional football club competition and, consequently, measurements only kick off in mid-August. A professional football club in central Europe acts as anchor within a case study design. Advanced measuring approaches provide the backbone of accurate Scope 1/2/3 calculations (CO2OL, EcoLibro). Particularities of sport business require adequate value chain mapping and justifiable boundary setting (World Resources Institute and World Business Council for Sustainable Development, 2011).

The majority of total corporate emissions come from Scope 3 sources, which means that sport organisations and their partners (e.g. mobility providers/city councils) have been missing out on significant opportunities to improve the environmental impact of their operations. The flow of participants and fans attracted by regular sporting competitions is of particular concern, albeit other aspects of sport logistics along the value chain should not be ignored (e.g. broadcasting and catering/hospitality logistics). Scope 3 thinking among managers also supports strategies to partner with suppliers and customers to address climate impacts throughout the value chain.
The Travel Career Progression and Constraints of Rock Climbers: A Mixed Methods Approach

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Active sport tourism research has evolved into an established body of knowledge over the last thirty years (Gibson, Lamont, Kennelly, & Buning, 2018). The concepts of social worlds and travel careers has highlighted the career like trajectory of the sport tourist from their starting point of activity discovery to that of a knowledgeable and advanced active sport tourist (e.g., Buning & Gibson 2015; Lamont, Kennelly, & Wilson, 2012; Patterson, Getz, Gubb, 2016). Previous research has focused on the changing behaviours, motivations, and preferences of active sport tourists participating in cycling, running, and triathlon. However, there is scant research on travel career progression and constraints generally and with rock climbers specifically. The purpose of this project was to comprehend the ways in which traveling rock climbers undertake the activity, progress through experiences, engage in travel, and negotiate climbing related constraints.

A mixed-method sequential explanatory design was employed; first quantitative data was collected through an online questionnaire and analyzed to provide a broad understanding. Second, qualitative data was collected through in-depth interviews which delved into rich description of the findings (Ivankova, Creswell, & Stick, 2006). The online questionnaire items measured leisure constraints, climbing behaviour (e.g., skill level, types of climbing), social world progression, and travel behaviour (e.g., number of trips, destinations) and was distributed through rock climbing gyms in Australia and Canada (\(N = 1,604\)). Further, semi-structured interviews were conducted with a purposefully selected sample (\(N = 26\)) of the survey respondents. Herein the qualitative results will be discussed.

Preliminary results indicate that the rock climbers’ constraints evolved throughout their climbing career. Most began through a social network of climbing partners where development was spurred on through a climbing mentor. While the climbing gym functioned as the site where the majority of participants learned to climb, the gym was not without constraints: accessibility, crowding, financial limitations, time, and lack of social groups were all reported as challenges. Transition to outdoor climbing and related travel served as a significant marker in their career and as such created unique constraints including accessibility, cost, lack of knowledge and skill, access to climbing partners, and weather. Throughout the climbers’ career the gym facilitated progression and how they perceived their climbing future. The climbers described the gym as a place for socialization and learning through structured and unstructured programs/interactions (e.g., sharing climbing beta). Specific attractive aspects of the climbing gym facilitated climber’s progression and involvement in the sport (e.g., training and socialization spaces).

The results contribute to the literature on travel careers and constraints by providing an understanding of the experiences of people adopting and progressing through knowledge and skill development within a new activity. This understanding is pertinent to rock climbing gym managers and those managing destinations and events for a deeper understanding of the clientele and in assisting climbers in travel career development and skill acquisition. Theoretically, this research expands on the conceptualization of travel careers and the changing nature of constraints as the skills and knowledge of sport participants evolve.
**Stakeholder Analysis of the Evolving Professionalism of Clubs within China’s National Basketball League (NBL)**

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Professional sport leagues and teams are both commercial products and public products. At the stage for commercialisation from state-governed properties, China’s professional sports are facing a crucial turning point on balancing its commercial/market value and social value. How to develop a proper business and management model of professional sports teams, fitting Chinese culture and the calls on free economy, has become a major challenge to scholars and practitioners in China’s sport industry.

Stakeholder theory has been well developed in management literature, such as Descriptive accuracy, instrumental power, and normative validity (Donaldson & Preston, 1995); stakeholder identification and salience (Ronald, Mitchell, Agle & Wood, 1997); stakeholder management (Freeman, Edward & McVea, 2001); etc. In sport management literature, relevant topics include social entrepreneurship (Bjärsholm, 2017), stakeholder network governance (Naraine, Schenk, & Parent, 2016), collaborative sport governance (Shilbury, O’Boyle, & Ferkins, 2016; O’Boyle & Shilbury, 2016a; 2016b), board strategic balance (Ferkins & Shilbury, 2015a; 2015b), inter-organizational relationship management and development (Sotiriadou, Brouwers, De Bosscher, & Cuskelly, 2017), Asset-Based Community Development (Misener & Schulenkorf, 2016), etc.

Reviewing these literatures, this article raises questions specifically related to China’s professional basketball club on (1) their corporate relationships; (2) their processes and outcomes for themselves and their stakeholders; (3) their dominant interests; and (4) their decision making processes.

With these questions, this study applied a Narrative Case study approach on three individual basketball clubs in China’s NBL league. The researchers were engaged in the business and community development of this NBL team from Dec, 2016 to Dec, 2018, and conducted 10 face-to-face semi-structured interviews with the owners, general managers, department managers, general staff, and players and coaches, within the 3 professional basketball teams. Qualitative data was analysed based on an open coding of transcripts and construction of coding trees, using Nvivo. From the data analysis, a sport community and stakeholder network framework for NBL teams was depicted, illustrating a complex web of developed and underdeveloped stakeholder relationships. Specifically, a triangle framework covering three objectives (commercial, social, and educational) was further proposed. This developmental model balances the characteristics of China’s sport industry, and this case study provides a reference of discussing the future of China’s professional sports.
Gender, Race, and Stereotypes in NCAA Coaching

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Women and racial minorities commonly face barriers in securing leadership positions in sport (Burton & Leberman, 2017; Cunningham, 2019). Researchers have commonly examined the effects of race or gender on leadership representation, but they have failed to consider both simultaneously (for an exception, see McDowell & Carter-Francique, 2017). The purpose of this study was to address this shortcoming by examining the interactive effects of race and gender on who serves as a coach for athletic teams in the US. In doing so, we examined representation on both women’s and men’s teams.

Gender and racial stereotypes concerning leaders can serve as barriers (Ellemers, 2018; Koch et al., 2015). Galinsky et al. (2013) have shown that racial stereotypes are frequently gendered such that people view African Americans as more masculine than Whites and Asians as more feminine. Applying their work to coaching, it is possible that coaching opportunities would vary based on coach race and the gender of the sport coached. Drawing from the work on gendered racial stereotypes (Galinsky et al., 2013; O’Brien et al., 2015), we hypothesized that, among women coaches, African Americans would be better represented in men’s sports than in women’s (H1), and, because of the difficulty of women to obtain leadership positions (Burton, 2015), we assume that they would be better represented among assistant coaches than among head coaches (H2). On the other hand, we predicted that Asian women would be better represented on women’s teams than on men’s teams (H3), and that this representation is better among assistant than head coaches (H4).

Using the NCAA Demographics Database, we collected data on racial and gender demographics of all coaches from 2007-08 through 2016-17 for all three divisions (n=860) and each division separately (n=2540). The dependent variables are the number of African American, Asian, and White women coaches, while team gender, type of coach (head vs. assistant), total number of women coaches, and season serve as independent variables. The number of coaches of different races is somehow related as indicated by significant Breusch-Pagan-tests, meaning that seemingly unrelated regression (SUR) models should be preferred over separate linear estimations. SUR models are estimated for all divisions and for each division separately.

The SUR results across divisions and for each division show that African American women are better represented among coaches of men’s teams, supporting H1. Differences regarding the type of coach are only observed in division 1 where they are more likely to be head coaches on women’s teams than on men’s teams, hence lending only partial support for H2. Across divisions and for divisions 1 and 2 (but not 3), Asian women are significantly better represented among women’s teams, but are less likely to be head coaches on those teams, mostly confirming H3 and H4. Across models, all effects get weaker as we move to lower divisions. Collectively, the findings support the presence of gendered racial stereotypes in NCAA coaching, and these stereotypes appear to be more impactful at higher performance levels. They have implications for athletic administrators who are concerned with the employment of coaches.
Exploring the value created through a charity sport event: A multiple stakeholder perspectives

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Charity sport events are participatory sport events wherein individuals take part in organised physical activity with all, or a portion of, registration fees going towards a benefitting charity. These events provide participants with a meaningful event experience (Filo, Funk, & O’Brien, 2008). This experience is created by a wide array of stakeholders including participants, event managers, and sponsors. The purpose of the current research is to examine how charity sport event sponsors and charity sport event managers collaborate to create value in the charity sport event context.

A high proportion of existing charity sport event research has relied upon data collected from event participants (e.g., Bennett, Mousley, Kitchin, & Ali-Choudhury, 2007; Filo et al., 2008; Won, Park, & Turner, 2010; Wood, Snelgrove, & Danylchuk, 2010), including research examining the impact of charity sport event sponsors (e.g., Filo et al., 2010; Lee et al., 2017; Smith, Pitts, Wang, & Mack, 2015). The current research extends charity sport event investigation to stakeholders beyond participants to explore value co-creation from charity sport event managers’ perspectives, as well as charity sport event sponsors’ perspectives.

Woratschek, Horbel, and Popp’s (2014) sport value framework (SVF) guided this research. This framework suggests that sport event participants and other entities related to the event can create value propositions within events. The following two research questions are advanced: How do charity sport event managers contribute value to event sponsors? And, how do charity sport event sponsors contribute value to event managers?

The current research employed semi-structured interviews (N=10) with charity sport event managers (n=5) and charity sport event sponsorship managers (n=5) in Japan. The interview format allowed interviewees to provide richness in describing their involvement in the charity sport event (Denzin & Lincoln, 2011).

Preliminary analysis of the interview transcripts has indicated that charity sport event sponsors emphasise a need for collaboration with event managers in order to extend the sponsorship beyond a simple donation to charity. One sponsorship manager described the collaboration as follows: “It was a relaxed atmosphere and flexible enough to ask if it was OK to do something differently.” While another sponsorship manager elaborated: “I don’t want to simply donate money…At an event day, there is some enjoyment of meeting customers and participants…It is a matter of heart.” Meanwhile, charity sport event managers underscored the importance of effectively communicating the event purpose to sponsors to create value. The event manager for the Great Santa run stated: “I think those sponsors who understand the aims and are willing to cooperate are important for the partnership.” Building upon the current research, future work can extend the multiple stakeholder approach to event participants and charity sport event donors.
Gender, Race, and Incivility among Sport Employees

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Despite organizational efforts to improve workplace dynamics and interpersonal relationships (Taylor et al., 2015), rude and discourteous behavior at work is still commonplace. Such actions are consistent with incivility, or “seemingly inconsequential inconsiderate words and deeds that violate conventional norms of workplace conduct” (Pearson & Porath, 2009, p. 12). Estimates outside of sport suggest that most employees (96%) have experienced incivility at work (Pearson & Porath), and incivility is linked with workplace attitudes, productivity, and well-being (Zurbrügg & Miner, 2016). Despite its prevalence, few researchers have examined incivility in sport organizations. Smittick et al.’s (2019) work is an exception, as they collected data from athletes and found incivility was related to lower cohesion, psychological safety, and team performance.

The purpose of this study was to extend this scholarship in several ways: (a) we collect data from employees rather than athletes; (b) examine potential differences in felt incivility based on personal demographics; and (c) investigate incivility’s relationship with work outcomes. Drawing from Cortina et al.’s (2013) selective incivility theory, we hypothesized that women (H1) and racial minorities (H2) would experience more incivility in sport organizations than their counterparts. We also hypothesized that felt incivility would be positively related to turnover intentions (H3), and that this relationship would be mediated by job satisfaction (H4).

We collected data via MTurk from 162 employees working in sport organizations in the US (59 women, 102 men; 111 Whites, 51 racial minorities). We measured incivility using Blau and Andersson’s (2005) scale (α = .94), job satisfaction using Cammann et al.’s (1979) scale (α = .72), and turnover intentions using Vandenberghe and Benstein’s (2010) scale (α = .92). Participants also provided their age (M = 31.24, SD = 7.46), organizational tenure (M = 4.51, SD = 3.52), and the non-profit status of the sport organization (n = 57, 36%).

To test H1 and H2, we computed a race-by-gender analysis of variance, with incivility serving as the dependent variable. The effects of race, F (1, 157) = 1.82, p = .18; gender, F (1, 157) = .01, p = .93; and the interaction, F (1,157) = .04, p = .85, were all insignificant. Thus, H1 and H2 were not supported. We then used Hayes’ (2018) PROCESS macro to test H3 and H4, and we controlled for gender and race. Incivility was positively associated with turnover intentions (B = .74, SE = .11, p < .001), and the effects decreased but were still significant when taking into account job satisfaction (B = .74, SE = .11, CI: .23, .58). Thus, H3 was supported and H4 partially supported. The results show that incivility is experienced the same across demographic groups. Equally important, experiencing such mistreatment is negatively associated with job satisfaction and is linked with turnover intentions. Sport managers would do well to create spaces where civil behavior is the expectation (Pearson & Porath, 2009).
A Life-stories Investigation into Leaders in Sport

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Despite an emphasis on leadership in sport management research (Billsberry et al., 2018; Welty Peachey, Damon, Zhou, & Burton, 2015), the understanding of a leader’s lived experiences and sport related experiences have remained understudied. In the broader leadership context, Shamir and Eilam (2005) conducted a life-stories study, which resulted in an increased understanding of how various experiences of leaders shaped their self-concept. Sparrowe (2005) also focused on the leader’s self-concept by offering a narrative self-framework toward an increased understanding of authentic leadership. Sparrowe’s narrative self-framework encouraged leaders to take a deep reflection on how their self-concept was shaped by their interactions with others, as well as to reflect deeply on the leader’s motivations and purpose in becoming a leader. Despite the work of Shamir and Eilam (2005) and Sparrowe (2005) contributing to a deeper understanding of a leader’s experiences, particularly an authentic leader, sport management leadership researchers have yet to employ a similar approach to fully understand the experiences of leaders in sport.

The purpose of this study was to adapt similar approaches taken by Shamir and Eilam (2005) and Sparrowe (2005) in order to (1) understand what experiences motivated sport leaders to attain a leadership position; and (2) encourage leaders to reflect on how their experiences shaped their leadership style, and to describe their leadership style. Specifically, two research questions guided our study:

RQ1: What lived-experiences motivated sport leaders earlier in their lives to work in, and become a leader in, sport?

RQ2: How do sport leaders believe their lived-experiences influenced their current leadership style, and how do they describe their leadership style?

To answer the two research questions, we employed an exploratory qualitative method (Creswell, 2012). Semi-structured interviews were conducted with questions constructed from relevant literature (Creswell, 2012). A total of N = 8 interviews were conducted, with four males and four females comprising our sample. Each participant was identified as currently in a leadership position within their organization. Interview data were analyzed via deductive and thematic coding procedure to allow the data to speak for itself while identifying relevant themes (Lincoln & Guba, 1985). We triangulated the data among the researchers and participants to ensure reliability, guard against bias, and to check interpretations of data (Creswell 2012; Lincoln & Guba, 1985).

Upon analysis of the data, we found several themes emerged to answer each research question. Themes of sport participation, impactful lived-experiences, and not wanting to leave sport helped to answer RQ1. Themes related to RQ2 were authentic leadership, emotional intelligence, and previous leaders in sport. We advance that a self-narrative (Sparrowe, 2005) and life-stories approach (Shamir & Eilam, 2005) can help researchers further understand unique experiences and motivations of leaders in sport. Sport leaders would do well to reflect on their experiences to understand how these have shaped their leadership style, and to consider how their leadership continues to shape the lived-experiences of their followers (i.e. future leaders).
Mud, Obstacles, Events, and Travel: The Pursuit of Travel Careers in Obstacle Course Racing

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Unlike any other sport event, obstacle races are innovative non-stop, multidiscipline, mixed gender, individual and team events that push participants physically, mentally and emotionally (Rodriguez, 2015). Races are increasing in popularity among competitive athletes, fitness enthusiasts and others seeking a novel challenge (Mullins, 2012). Obstacle races attract participants who are motivated to connect and socialize with like-minded people (Buning & Walker, 2016; Rodriguez, 2015). Sense of community and camaraderie have been identified as important in producing meaningful event experiences (Maguire, 2017). Still, much is unknown about how individuals become initially involved in the activity and progress through event and travel experiences. Researchers have discovered that motivations, preferences and travel behaviours change as event participants become more experienced, leading to the concept of ‘event travel careers’ as a framework for inquiry into event-based travel (Getz, 2008; Getz & McConnell, 2011; Buning & Gibson, 2015; Patterson, Getz, & Gubb, 2016). Thus, the purpose of this research is to explore the initial experiences and motivation of obstacle race participants and how these experiences and motivation evolve in the development of an event travel career.

Qualitative data were collected via semi-structured interviews with 14 study participants (6 women and 8 men) with differing experience in obstacle racing. Novice participants had completed one or two events, whereas experienced participants had completed more than 20 events. The interview guide covered questions about their first obstacle race, their selection criteria for obstacle races, their competitive or non-competitive approach to obstacle racing, their preferences for events and travel, etc. Interviews were conducted individually, tape recorded and transcribed verbatim. Thematic analysis is currently underway (Braun & Clarke, 2016).

The final results of this research will be available prior to the 2019 SMAANZ conference. The results will discuss the experiences of study participants along their event travel career from initiation and introduction to maintenance and maturity (i.e., Buning & Gibson, 2015). Preliminary findings indicate that competitive participants develop an event travel career in obstacle racing: they are performance oriented and select tougher and international races as their career progresses. Non-competitive participants, however, identify obstacle racing as an attractive challenge that provides a break from their regular activities and a challenge that helps to improve their general health and fitness.

The expected findings are important, as a better understanding of event participants’ progressive motivation and experiences will provide management and marketing implications for companies that organise obstacle races as part of the now booming international industry. Further, existing theory will benefit by providing a new perspective on travel careers from a non-traditional sport setting.
Conscientious objection: Professional athletes, sponsorship and acts of dissociation

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Historically, conscientious objection refers to an individual’s refusal to perform military service on the grounds of freedom of thought, conscience, or religion. In this research, we examine the conscientious objection of elite athletes to team or event sponsors on the grounds of freedom of thought, conscience, or religion. The purpose of this exploratory study is to identify and categorize conscientious objections of elite athletes to team or event sponsors.

Previous sport-related research has not utilized the terms conscientious objector or conscientious objection. However, the concept has some overlap with the concepts of athlete activism. Athletes who use their sport platforms to advance social justice are often referred to as athlete activists (Smith & Tryce, 2019). Athlete activism often targets racism, police brutality, military invasion, and social marginalization based on race, class, or immigrant status. Fans often are resistant to athletes who choose to speak up in support of social issues, and “such reprimands often involve fans reminding athletes to stick to ‘what they know best’ (e.g., playing the sport)” (Schmittel & Sanderson, 2015, p. 336). Athletes who use their platforms to advocate for social and/or political causes are often criticized and marginalized (Kaufman, 2008).

The research identified ten examples of an athlete dissociating themselves from their team’s sponsors. We propose that these acts of disassociation represent illustrative examples of conscientious objection in sport and provide an initial typology. Four objections related to alcohol sponsors, two were related to financial institutions, one related to fast food, and one related to gambling. Two other examples related to athletes refusing “man of the match awards” from the events alcohol sponsors. A common characteristic of the athlete’s objection to alcohol, financial, and gambling sponsors is their Islamic faith. Though technically not a sponsorship, the research also identified two examples of players refusing to wear a poppy on the playing shirt during a league-sanctioned commemorative event. Poppies are traditionally regarded as a symbol of remembrance for those who died or otherwise suffered during wartime, especially in both world wars.

Considering the reinvigorated athlete-as-activist movement and the use of social media by athletes (Coombs & Cassilo, 2017; Cooper, Macaulay, & Rodriguez, 2017), sport managers must carefully negotiate this increased politicization of both sport and religion. Moreover, as this becomes an increasingly significant issue for the sport industry future research should 1) identify additional examples, with a view of expanding the typology dimensions; 2) examine consumer responses to various objection scenarios using both sentiment analysis and observation, and evaluation of the cortical activity of the different brain regions and the interdependencies among the Electroencephalogram (EEG) signals from these regions.
Health, sport and/or physical activity: Implications for sport management, and policy

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There is increased international focus on the role of sport in overcoming the rising health costs from sedentary behaviour (World Health Organization [WHO], 2017). Consequently, sport is increasingly conceptualised to be part of a wider domain of ‘Physical Activity’ (PA) as a potential source of population health. Indeed, sport and health are alluded to in definitions of both PA (WHO, 2018, para 1) and sport (Council of Europe, 2001, p. 3). The aim of this paper is to inform sport policy and management of the challenges faced in seeking to use sport as an agent that delivers health improvements in society, when this has not been its traditional role and objective. The research question addressed to inform this aim is: How are sport and physical activity related as health generating behaviours?

The theoretical underpinnings of the analysis lie in the time allocation approach to economic consumer theory and its extensions to health. This has been employed in the analysis of sport participation in the sport management and sports economics literatures (Downward & Rasciute, 2010). A more distinct epidemiological literature on physical activity and health, in which a wider set of activities are investigated, also draws upon time allocation (Cawley, 2004).

The research analyses scenarios associated with individual’s behaviour in relation to the recommended WHO thresholds of PA. Individuals undertaking no moderate PA; less than 150 minutes moderate PA and greater than 150 minutes moderate PA are identified (vigorous and moderate activity are combined and converted to moderate equivalents). This behaviour is examined with respect to the decision of individuals to engage in sport activity only, to other PA only, to both activities jointly, and also to walking. The data are drawn from the latest 2017 Eurobarometer 88.4 wave, which surveys 28,301 citizens across 28 European countries. Ordered probit regression analysis is undertaken on the whole sample and for males and females separately. The analysis accounts for the heterogeneity of behaviour across European countries, by drawing on clustered standard errors according to the country of observation.

Walking is the most common activity and that most likely to improve health outcomes. Males get most benefit from sport and physical activity undertaken separately, whereas sport has a larger impact combined with physical activity for females. This suggests that for sport to make a general contribution to health benefits, challenges to its traditional male orientation is needed, as well as links to wider lifestyle activity such as active transport (Downward and Rasicute, 2015; Rasciute and Downward, 2010).
The evolution and formation of logics: a case study of the AFLW

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Washington & Patterson (2011) suggest that the application of institutional logics has been useful to better understand the logics which exist in the sport sector, and how these logics change over time. For example, O’Brien and Slack (2004) examined the emergence of a professional logic in English Rugby Union from 1995 to 2000. More recently, Allison (2016) used an ethnographic approach to identify the competing ‘business’ and ‘cause’ logics in women’s professional soccer. Further, Phillips & Newland (2014) identified the range of stakeholders in the sport of triathlon, who are external to the governing body (i.e., third party organisations and local councils) who each developed differing logics for the management and delivery of triathlon.

Washington & Patterson (2011) argue that scholars need to do more than simply identify the prevalent logics within sport organisations, but need to understand the complexities inherent in the formation of logics, and the factors that cause these logics to change. Further, it has been suggested that the influence of actor contributions to any shift in logics needs to be considered (Besharov & Smith, 2014). This research fills this knowledge gap by examining the formation and change of logics regarding the management and focus of the Australian Football League Women’s competition (AFLW) over a three-year period (2016-2018) for different actor groups within the AFLW.

A total of 112 semi-structured interviews were conducted with three actor groups – managers in the AFL, AFLW operational staff (i.e., team managers and coaches) and AFLW players over a three-year period. This included 2016: testing and establishment; 2017: inaugural season and development and 2018: consolidation season and sustainability.

In 2016, multiple logics existed for the management and focus of the AFLW. That is, each of the three actor groups had different logics in 2016. The dominant logic of AFL managers was ‘business’ from 2016 until 2018 which manifested as a focus on providing a commercially viable competition. The dominant logic of operational staff was ‘development’ in 2016 which manifested as a focus on increasing women’s Australian rules football participation. The dominant logic of players was ‘cause’ in 2016 which manifested as a focus on the meaning of women’s Australian rules football in society. Over time, operational staff and players moved away from their previous logics to a ‘business’ logic in 2018 as they began to understand the AFLW’s commercial viability as key for their own employment security. Further, by 2018, the AFL managers ‘business’ logic, although still dominant, was tempered by a focus on development in order to achieve sustainability.

This research found that over time, logics of all actor groups changed in the AFLW such that they were not competing (compared with Allison (2016)), but became aligned. Through the consideration of multiple logics and their evolution, this research not only identified logics, but provides an understanding of how and why they were formed and changed (O’Brien & Slack, 2004; Washington & Patterson, 2011). Implications for the management and organisation of professional women’s sport competitions, as well as future research will be discussed.
Facilitating the academic learning of student-athletes

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In order to help elite student-athletes to combine sport and higher-education, 41 Australian universities are part of the Elite Athlete University Friendly (EAFU) Network focused on offering academic support and flexible study options around assessment, enrolment and course-related needs (AIS, 2018). Although those services demonstrated deliver benefits to the student-athlete wellbeing (Sotiriadou et al., 2019) and impact on academic performance (Stevenson et al., 2018), it is unclear which specific aspects Australian student-athletes perceive as critical to their academic success while pursuing a dual-career. One of the principles underpinning curricula design at the University of Sunshine Coast (USC) is constructive alignment. Theoretically, constructively aligned curricula focuses on developing learning experiences which are engaging and enable learners to learn through the process of doing, not just receiving content (Biggs, 2014). Specifically, the University aims to foster a supportive culture for high-performance sport while developing strategies to enhance the overall academic success of USC students. This approach aims to ensure that curriculum and teaching delivery are effective and innovative to facilitate the elite student-athlete academic success. Therefore, underpinned by constructive alignment theory, this study aims to understand:

1) What teaching or curriculum design approaches USC student-athletes perceive they require to succeed academically? and,

2) How do USC educators perceive their ability to provide teaching and curriculum support to student-athletes in order for them to be successful?

To answer these questions, two surveys – one of student-athletes and one of educators – were conducted between January and June 2019. Student-athletes who were surveyed responded to questions about preferred types of teaching, flexible assessment, and feeling a sense of belonging to their university. The educators responded to questions of appropriate teaching methods for student-athletes, including assessment and classroom approaches, as well as issues around workloads. Existing research and EAFU guidelines (AIS, 2018; Paskus, 2006; Wylleman, 2017) informed the survey design. The student-athlete and staff surveys focus on understanding strengths and weaknesses of the USC educational approaches employed and what is required in future curricula.

A framework for teaching elite student-athletes will be presented based on the survey results. This framework aims to assist USC – and other universities – to provide appropriate student-athlete services targeting their academic success while promoting a dual-career supportive culture. Creating a framework for elite student-athlete teaching can help to ensure that pedagogy and curriculum are appropriate to the best interests of elite student-athletes and university strategic plans.
Since 2017, an innovative regulation has been established by the Chinese Football Association (CFA) for under 23 (U23) players and foreign players in the Chinese Super League (CSL). Its purpose was to support local young players, and it requires clubs to use three U23 players to play on the pitch in each league game and limits the number of foreign players at the same time (in 2019). Many scholars have discussed national representation as an essential consideration for the CFA to establish or implement regulatory changes and development to the CSL, while the decision-making process remain relatively untouched in the available literature. To fulfil the existing research gap, this paper aims to firstly discover the reasons for the establishment of these policies in the Chinese Super League. Secondly, by using the multiple streams framework in the analysis, it aims to critically examine the usefulness of Kingdon’s (1984) theory and implications for the case of China. Kingdon’s Multiple Streams framework was originally used for analysing the public policy process of the US government. The theory evaluates three elements (Problem, Policies and Politics) in the policy process in order to explain why some policies exist at a certain time. This theory is seldom used in sport-related fields, (e.g. Houlihan, 2005). Public policy documents and interviews with coaches and CFA officials who are directly related to the foreign and U23 player policies are the main sources for analysis. Problems such as increased income and lack of local player opportunities triggered this sudden change of policy. Findings suggest that improving the competitiveness of the national team at the international stage such as the Olympics and World Cup as the major motivation delivered from the central government. Though a ‘window of opportunity’ was created for policy changes to occur, challenges for older local players and the well-being of clubs still exist. Theoretically, lack of clear policy entrepreneurs due to the political system and transparency in China is found and the multiple streams framework is also considered mostly useful for the case of CFA.

Keywords: China, football, multiple streams framework, policy process
Participatory sport events can be facilitators of further sport participation and engagement in physical activity, which may in turn, impact quality of life outcomes among participants. Sport event participation continues to grow internationally, with a symbiotic growth in the number of sport events on offer in different regions of the world. Qatar has significantly increased expenditure on sport event infrastructure, sport event bidding, and sport event delivery. Meanwhile, the Qatari government has worked to educate the population on the benefits of sport participation and physical activity.

The purpose of the current research is to examine the wellbeing outcomes derived from sport event participation in Qatar. Specifically, the current research investigates how wellbeing outcomes impact running involvement, event participation intention, and quality of life among participants in the Ooredoo Marathon, the largest participatory sport event in Qatar. The research is informed by wellbeing theory (Seligman, 2012), which recognises the multifaceted nature of complete mental health and wellbeing (Keyes, 2002, 2007; Seligman, 2011). Seligman (2012) outlined five wellbeing domains that contribute to living a good life: positive emotions, engagement, relationships, meaning and accomplishment (PERMA).

An online quantitative questionnaire was administered to participants in the 2017 Ooredoo Marathon two weeks after the event. This questionnaire was designed to: (1) collect participation characteristics of runners, including: a) race distance, b) running frequency, c) running involvement, and d) intentions to participate in the next year’s event; and (2) test the relationship between running involvement, wellbeing dimensions (PERMA), and satisfaction with life.

Structural Equation Modelling (SEM) was performed to assess the strongest factors among the PERMA domains influencing running involvement, event participation intention and satisfaction with life among the Ooredoo Marathon participants (N=271), as well as the mediating role of running involvement in the relationship between PERMA and event participation intention and satisfaction with life.

Positive emotions, engagement and accomplishment were each found to positively influence running involvement, with positive emotions demonstrating the strongest impact. Positive emotions were also found to influence event participation intention, while accomplishment positively impacted satisfaction with life. Meanwhile, the relationship between repeat participation and satisfaction with life was found to be significant. These results demonstrate that sport event participation can activate PERMA domains, while specific domains can positively impact event outcomes such as running involvement, repeat participation, and satisfaction with life. The results provide implications for sport event managers to design event experiences that promote and elicit positive emotions through the deployment of social media and training programs before and after an event. The implications for the growing participatory sport event sector in Qatar will also be discussed.
The Legacy of the Gold Coast Commonwealth Games Internship Program on Student Learning
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University internship programs offer an opportunity to ‘close the gap’ between what skills and knowledge employers expect from graduates and how students gain these skills to increase their employability (Sotiriadou, 2011). Various studies (Dressler & Keeling, 2004; Patrick et al., 2008) contend that experiential learning opportunities in authentic workplace settings can provide an effective means for developing a comprehensive skill set desired by potential employers. In support of this contention, Griffith University (GU) partnered with a Commonwealth Games Federation to offer students the chance to be closely involved in the lead-up to and delivery of the biggest sporting event in Australia this decade, the 2018 Commonwealth Games (CG) on the Gold Coast (http://www.medianet.com.au/releases/52874/). The Gold Coast 2018 Games Corporation (GOLDOC) internships offered 250 GU students internship placements across 42 functional areas of event management such as human resources, venue operations, media, sponsorship, facilities and volunteer coordination. In designing these courses to optimise student outcomes, we trialled an andragogical, or adult learning theory approach to deliver the academic component of the internship course (Knowles, 1990, 1984a & 1984b). By professionally contextualising and explicitly connecting threads of learning from course work through to workplace application, the learning design of the internship program focused on the third principle of andragogical theory that supports the notion that the adult learner must be able to make an explicit connection between the subject matter and real-world benefits and applications. If the adult learner is unable to make this connection, it is highly likely that the learner will disengage with the subject matter.

Ethics clearance was obtained (GU: 2018/433) to collect data during July 2018, three months after the CG as this provided students time to reflect on their internship experiences. Fourteen participants were purposively selected (n=239) to ensure representation of students who had been successfully appointed to the 12 week internship. Interviews lasted an average of 30min and in applying the third principle of andragogical theory, interviewees were asked to discuss their internship and how this experience has shaped their professional skills and knowledge (e.g., to reflect and make connections between their course of study and the benefits/applications of knowledge to the internship, interviewees were asked ‘How did your degree and the courses within your degree link to your internship learning experience?’ ). Thematic analysis guided by Braun & Clarke’s (2006) six-phases was used to analyse the transcribed data and to identify the patterns and themes.

A key theme that emerged related to the ways certain courses assisted students during their internship learning experience. Student 6 commented, “I could link my internship back to a lot of courses and I think the big one for me was probably the staging major sports events course. Just like how a major event works, what goes into it.” Similarly, Student 12 remarked, “I did a course, facility and venue management. It related perfectly to the internship. I already had a bit of an understanding of what was needed in a venue and how it had to be.” Student 4 spoke about the importance of specific courses to their internship experience, “I did courses on community events and festivals that looked at social inclusion and diversity and all of those concepts come together for this type of event because there's so many different, diverse countries that are here.” Furthermore, 61 of 100 interns from teaching periods 1 to 6 received full-time paid contracts with GOLDOC for the duration of the games lifecycle. These results highlight the positive benefits of business partnerships between Universities and industry and reflect on the importance of leveraging these partnerships in relation to student experience and employability skills. The theoretical contribution of this research highlighted that scope exists for further exploration of the advantages of moving from a pedagogical to an andragogical approach. Realising internship opportunities through partnership sponsorship opportunities with an international sporting event is a novel concept. The uniqueness lies in the time bound delivery of the event with an expectation of professional readiness in interns in an environment that allows little wriggle room for error, or delay. The Commonwealth Games Internship presented students with an authentic learning environment.
Experience and Inspiration of Transformation from Iron and Steel Industrial Park to Sports Industrial Park

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The transformation of iron and steel industrial park to sports industrial park is not only an important direction of industrial transformation and upgrading, but also a positive response to national strategy of accelerating the development of sports industry, as well as a major measure to alleviate the structural contradiction between supply and demand of sports. From the previous studies, it mainly focused on the development of iron and steel industrial parks (RV Berkel, 2019; P Shapira, 2015; L Dong, 2013; H Zhang, 2013), the development of sports industrial parks (J Pabion-Mouries, 2016; DA Cohen, 2015; G Ramshaw, 2010; ZHANG Wenliang, 2018), industrial transformation and upgrading (S Lin, 2019; M Ardolino, 2018; Frederick, 2016); In 2017; P Kuai, 2015) and other directions, there are few studies on the transformation of iron and steel industrial parks to sports industrial parks (Ren Baoping, 2007; Xu Chaohui, 2010). This paper studied the experience of transformation and development of iron and steel industrial park to sports industrial park by means of documentation and field investigation, analyzed the typical cases of the transformation and development of sports industrial parks and summarizes the main experience and inspiration of the transformation and development of various parks which is Aiming at Bethlehem steel art cultural park, NO. 12 mine, the city of Innsbruck games, the New Shougang National sports industry demonstration zone, Xiang cube sports complex, and Hexi corridor at home and abroad. The research shows that the practical basis of the transformation from iron and steel industrial park to sports industrial park is the continuous promotion of policies, economic transformation and development, and strong industrial correlation. The international experience of transformation from iron and steel industrial park to sports industrial park mainly includes comprehensive development and leisure orientation to enhance the overall value, business form integration and ecological construction to promote industrial development, policy guidance and scientific planning to stimulate the vitality of development, and major activities and facilities construction to strengthen the industrial foundation. Domestic experience mainly includes industrial integration to promote industrial transformation and upgrading, scientific planning to promote healthy industrial development, carrier construction to strengthen the foundation of industrial development, mechanism innovation to enhance the vitality of industrial development. The important enlightenment mainly manifests that the clear function localization clarifies the development direction, to strengthen the overall planning based on long-term development, strengthening industrial integration to promote transformation and upgrading, promoting the construction of carrier to consolidate the industrial foundation, strengthening policy support to stimulate the vitality of development, deepening institutional innovation and ensure sound development.

Keywords: iron and steel industry, sports industry, transformation, park, experience, revelation
Walking the gender equity talk’ in sport management pedagogy to transform future leaders: Developing a feminist appreciative inquiry framework for action research

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Despite the intensification of policy, organisational and public attention on gender equity within Australian and New Zealand sport, there has been surprisingly little discussion of the role of universities in transforming future leaders and the sector more broadly. While we have witnessed recent progress with the expansion and growing recognition of women’s professional sport, there remain persistent issues concerning gender pay gaps for graduates (with sport and business degrees), an over representation of men in senior leadership roles and governance complexities related to gender-based violence, ongoing investment, male player conduct off field and digital media controversies. In light of these management complexities, how are sport programmes responding to the need to ‘walk the gender equity talk’ with respect to preparing graduates to lead and sustain change? How might we develop a transformative pedagogy that is relevant to the global and local contexts of sport management education and practice? This paper outlines a novel feminist appreciative inquiry framework to guide an action research agenda that seeks to engage sport management academics, students and practitioners to effect meaningful change within universities as learning organisations. Appreciative inquiry provides a framework for collectively examining how gender equity is enacted and change envisaged, while also identifying change within and beyond the sport management curriculum. Drawing upon feminist insights from post-structural and new materialist theories, gender is examined as performative and steeped in power relations that are implicated in the discursive, embodied and affective processes of learning and unlearning. In response to the conference theme on managing for a better future, the presentation seeks to create a space for dialogue across sport management programmes and international associations.
An applicability of the SPLISS model to national sport organisation

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Researchers of sport management have investigated the determinants of international sporting success (e.g., De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006) and attempt to use this factor in sport policy evaluation. Regarding sport policy evaluation, Hayashi and Saito (2007) pointed out the need to evaluate each organization and to adopt quantitative evaluation methods. It is necessary to develop an evaluation method for national sport organisation (NSO) because NSOs are the main organisation implementing elite sport policy.

De Bosscher et al. (2006) divided the factors that affect international sporting success into macro-, meso-, and micro-levels. They focused on meso-level factor and presented a conceptual model that included elite sport policy factors. This conceptual model is the sports policy factors leading to international sporting success (SPLISS) model. Furthermore, O'Boyle and Hassan (2014) discuss the applicability of the SPLISS model to NSO, but its conceptual model has not been presented yet. Regarding micro-level factor that is athletes and their environment, several researchers (e.g., Rees et al., 2016) have presented micro-level determinants of athletic performance by literature review. The intervention to meso-level factor may cause an influence on the micro-level factor. Therefore, the concept to explain international sporting success should include both levels.

This article focuses on the sport development presented by Sotiriadou, Shilbury, and Quick (2008) because this concept includes both levels. They defined sport development as a dynamic process involving stakeholders, implementing sport development strategies, and creating athlete development pathway. However, this conceptual model does not include the financial resource that is included in the SPLISS model. Therefore, the purpose of this study is to present a new conceptual model including meso- and micro-level factors by introducing sport development into the SPLISS model.

We will review the literature on the basis of De Bosscher et al. (2006) who adopt literature review about meso- and micro-level factor for presenting the SPLISS model. Our conceptual model consists of three parts (i.e., NSO, sport development strategy, and athlete development pathway) and 8 pillars. At first, the NSO contains 3 pillars that are financial resources (pillar 1), human resources (pillar 2), and inter-organizational relationships (pillar 3). Second, the sport development strategy contains 4 pillars that are athlete development pathway plan (pillar 4), facilities (pillar 5), competitions (pillar 6), and athlete support programs (pillar 7). Finally, pillar 8 is athlete development pathway.

Our conceptual model for elite sport policy evaluation involves many research subjects of NSO management for improving international sporting success. Applicability of our conceptual model in Japanese context will be tested by interviewed for specialists about elite sport policy. Furthermore, we will discuss follow-up study to empirically test related our conceptual model. This study will contribute that the nation allocates resources efficiently to elite sport policy factors and support to the NSO.
This study investigates drivers and constraints of service innovation and innovation diffusion. Our main research question is: How do actors in a cross-sectoral context – voluntary, public and commercial - engage in service innovation and innovation diffusion?

These issues are explored within the Victorian golf industry. Golf is one of Victoria’s most popular organised recreational activities. More than 300,000 Victorians played golf in 2015 at 374 golf courses across the state. The Victorian Government has developed a number of golf industry initiatives in the strategic plan for Melbourne 2017-2050 (Bainbridge, 2017). The Victorian golf industry is facing major challenges. These challenges are also shared by the golf industry, elsewhere in Australia and the world (Sartori, Graham, & Uhrig, 2015). Many golf clubs are in financial difficulty, a feature underpinned by decreasing membership numbers. In addition, the typical golfer profile is changing and diversifying (Breitbarth, Kaiser & Dickson, 2018).

An organisation’s capacity to develop new services is underpinned by their dynamic capabilities (Eisenhardt & Martin, 2000; Teece, Pisano, & Shuen, 1997). Dynamic capabilities are the ability to purposefully create, extend, or modify an organisation’s resources base (Helfat et al., 2007). The dynamic capabilities approach is one of the most frequently used theoretical paradigm in management research and has been applied to small-and medium-sized enterprises. However, little is known about how non-profit organisations can best develop their capabilities to respond to environmental change.

Researchers in the field of innovation management recognised NSD as an important stand-alone discipline more than a quarter of a century ago (Papastathopoulou & Hultink, 2012). However, leading scholars still claim a lack of coherence surrounding service innovation (Biemans, Griffin, & Moenaert, 2016). Industry context is one of the distinctive topics in NSD (Biemans et al., 2016). Services are highly contextual and therefore, Biemans et al. (2016, p. 387) call for more research “into how contextual factors influence development and delivery of new services”. Therefore, our study on new service development in the Victorian golf industry is topical and contributes to much needed development of NSD research.

In this study, data were collected from interviews with golf club managers. Data collection will occur throughout August and September.

Keywords: service innovation, new service development; golf, dynamic capabilities
Team mascots have been adopted by major sports teams to enhance the brand associations and identifications (Cayla, 2013; Wann, 2006). A common way of designing team mascot is to personify objects or animals that are meaningful to the team or local fans (Hosany, Prayag, Martin, & Lee, 2013), which is consistent with the theory of brand personification (Aaker, 1997; Fournier, 1998). Although this practice is widely seen and theoretically supported, extant research has not fully examined the specific designs and effects of team mascots. Therefore, we want to investigate the antecedents and consequences of attitudes towards team mascots via establishing a framework based on the theory of anthropomorphism and cuteness perception (Batra, Seifert, & Brei, 2016; Patterson, Khoger, & Hodgson, 2013).

The key motivation of adopting an anthropomorphised image as the totem of a brand is to create brand identity and personality (Epley, Waytz, & Cacioppo, 2007), so we predict that the level of personification should have a positive impact on the attitude towards team mascot and also the sports team. To accentuate personification, three strategies of mascot design are examined: typical vs. atypical facial expressions, high vs. low cuteness in image, and language style of the mascot. Some atypical designs of facial expressions (namely squint and snicker) would have positive influences on the attitudes towards the team mascot, whereas other expressions (namely pout) would have negative influences on the attitudes. An optimal level of typicality may exist in the designing of facial expressions. Cuteness image of a mascot can be generated through the use of baby schema (Nenkov & Scott, 2014). However, another approach is to generate intimidation to demonstrate the energy and aggressiveness of the team. Because professional sports have fundamentally evolved from pure on-court competition to cover a much wider experiential and social aspects (Richelieu & Boulaire, 2005), we believe that cuteness perception should outperform the intimidating design. To enhance the personality of mascots, having a consistent language pattern would create more positive impact. More specifically, a more first-person-based, humorous, and succinct language style would bring more positive influence than a third-person-based, non-humorous, and tedious style. We also look at whether team mascots raise the perceptions of certain dimensions of brand personalities of a sport team (Aaker, 1997; Freling, Crosno, & Henard, 2011). For sports teams, six personality dimensions are identified in the study: reputation, sincerity, attractiveness, energy, responsibility, and internationalisation. We test the influence of team mascots on these personality dimensions.

Research methodology of the paper was a combination of consumer experiments and surveys. A real mascot was introduced to the soccer team of the business school of a Chinese university in 2017. Three sets of experiments were designed before the launch to test the antecedents of mascot attitudes. There was an optimal level of typicality in the design of facial expression, and cuteness exerted positive rather than negative influence on consumers’ attitudes. First-person short and humorous speech worked better with this cute mascot. We measured the brand personality of the soccer team both before and after the introduction of the team mascot, and all dimensions of brand personality increased in values and consequently led to a more positive overall brand attitude towards the team. Based on the findings from the study, we recommend that sports teams should pay more attention to the design of mascots and use mascots to create specific brand personality.

Keywords: mascots, anthropomorphism, brand personality, consumer attitudes
Social Legacies from Sport Volunteering in Auckland: Interrelationships of Serious Leisure, Social Capital, and Perceived Volunteer’s Happiness

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The acquisition of social, cultural and economic capital has been linked to serious leisure volunteering by numerous sport and event management scholars (Allen & Bartle, 2013; Darcy et al., 2014; Zakus, Skinner & Edwards, 2009). The use of local volunteers at international events has also been presented as both a strategy to achieve community ownership and craft sustainable legacies (Wright & Kobayashi, 2019). The purpose of this study was to investigate the effect of serious leisure volunteering on happiness and social capital accrual within the context of the world’s largest participant-driven multi-sport event; the World Masters Games (WMG).

Recruiting and training the 3000 ‘Pit Crew’ volunteers involved in the delivery of the 2017 edition of the WMG, hosted in New Zealand, was a 14 month process that included interviews and role appointments (Wright & Kobayashi, 2019). A link to an online survey was sent to these volunteers (N=3,500) three months after the event, resulting in a sample of n=311. Confirmatory factor analysis and structural equation modelling were used to test the applicability of serious leisure (as scale; cf. Chang & Tsaur, 2011) within a New Zealand major event volunteering context and its influence on social capital (as scale; cf. Lee et al., 2013) happiness (as scale; cf. UK Office of National Statistics, 2017). Reliability, validity, and model fit were all met.

The results suggest a significant direct effect of serious leisure (measured as second-order model with five dimensions, namely perseverance, career & personal effort, durable benefits, ethos, and identity) on social capital (β=.344; \(p\leq.001\)), but not on happiness (β=.065; \(p=.349\)) and a significant direct effect of social capital on happiness (β=.189; \(\leq.05\)). However, there is a significant indirect effect of serious leisure on happiness (β=.065 \(p\leq.05\)) being mediated through social capital. The constructs durable benefits (β=.920; \(p=.002\)) and identity (β=.864; \(p=.002\)) explain serious leisure best. 11.9% of the variance in social capital and 4.8% of the variance in happiness are explained through the model.

The discussion, conclusions and recommendations strengthen suggestions that sport event volunteering fosters new identity formation and that, over time, those committed to putting in the hours are able to extract meaningful, long-lasting, benefits. In sum, social capital can also be accrued within and beyond the local communities established as a direct result of hosting major international sports events. Volunteering can be connected to increased happiness, if not directly from the serious leisure act of volunteering, then indirectly through social capital accrualment (i.e. the bonding and bridging that occurs as a consequence of being a part of the team).
Sport as an Analogy to Teach Life Skills and Redefine Moral Values: A Case Study of the ‘Seedbeds of Peace’ Sport-for-Development Programme in Medellin, Colombia

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A history of drug trafficking in Medellin, Colombia, resulted in the city receiving the dubious distinction of being the murder capital of the world in 1991 (Brodzinsky, 2017; Davila, 2016). Over a quarter of a century later, drug trafficking has left a complex legacy of illegal and violent culture, which has subsequently eroded values systems that leave disadvantaged children vulnerable to criminal activities (Angarita, 2010; Giraldo, Casa, Mendez & Eslava, 2013). To begin addressing this social problem, the Conconcreto Foundation has leveraged Colombia’s passion for football in its Sport-for-Development (SFD) ‘Seedbeds of Peace’ programme. A case study design was used to illustrate how the ‘Seedbeds of Peace’ programme, which looks after a total 995 children across 25 groups in nine Medellin neighbourhoods, uses football as an analogy to teach life skills and redefine moral values. Over a period of five months, thirty sessions of the programme were observed using a standardised observation instrument and six semi-structured interviews were conducted with the Chief Executive of the Foundation. Notes from the standardised research instrument and semi-structured interview transcriptions were analysed using an inductive coding strategy to extract themes and quotes related to the ‘Seedbeds of Peace’ programme theory. The ‘Seedbeds of Peace’ programme designed football so that comparisons could be made to other contexts so to teach life skill principles and reflect upon moral dilemmas. Specifically, with the life skills curriculum, a football-based game or drill is designed to reflect a principle or idea associated with a life skill. Through the football-based game or drill, it is intended that participants will gain an understanding of the principle or idea as it relates to football before reflecting upon how the principle or idea can be applied in other contexts. This case study adds to the limited theoretical understanding of how sport works in social change and further equips SFD practitioners with a sport mechanism not previously discussed in the literature.
Amateur sport is often discussed in contrast to more high-profile professional sport (Ryan & Watson, 2017). Definitions usually focus on financial considerations and specifically the notion that those involved in amateur sport are not remunerated. However, a sociological connotation to amateurism has also appeared in the literature (Robinson & France, 2011) relating to community and participation. In New Zealand, the priorities of organisations in the sport sector have recently shifted away from highly competitive elite pathways, so it is worthwhile to develop a better sense how the notion of amateurism is understood and what the managerial implications of that are. The sport club remains the “front line” of the sector and is therefore a sensible backdrop for this exploration.

The New Zealand Sport Club Survey has generated insight into the current state of amateur sport clubs in New Zealand as well as the way that amateurism is perceived by those leading them. In 2018, representatives of 169 sport clubs across New Zealand and 15 sports completed the survey. Both numeric and open-ended questions were posed including an open-ended question about amateurism: “What does amateurism mean to you in the context of your club and New Zealand sport?” Thematic analysis of responses to that query followed the process of Braun and Clarke (2006).

Not unexpectedly, sport club representatives indicated that amateurism refers to the pursuit of activity on an unpaid basis. However, club representatives’ further interpretation of unpaid activity in this context ranged from participants being unpaid to all organisational activity associated with participation being voluntary and unpaid. A theme connecting inclusiveness and amateurism also emerged and suggestions made that an amateur organisation should provide opportunities to everyone in the community – not just promising athletes. Further, respondents wondered about the managerial/strategic rigor of so called “amateur” clubs. The collective understanding of amateurism conveyed by survey respondents is broader than just the notion of remuneration and rather captures the essence of grassroots sport in a multi-faceted way. Amateurism seems to have potential to characterise - and perhaps solidify - the ongoing place of clubs in the wider sport sector and how they are managed.

The 2019 survey will further probe important notions of inclusiveness, community and participation alongside amateurism in the context of New Zealand’s sport clubs. The pervasiveness of the perception that amateur sport clubs lack managerial/strategic sophistication is intriguing and will also be explored further. The results of the 2019 survey will be in hand by December and will further inform this conference presentation. It is hoped that a fuller understanding of shared values and beliefs around the notion of amateurism in New Zealand’s sport clubs will be useful for governing bodies to inform their club development activity and ultimate goal of New Zealanders becoming more active sport participants.
Governance Practices in Canadian National Sport Organizations

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Contemporary National Sport Organizations (NSOs) face unprecedented challenges as a result of globalization, commercialization, and professionalization. They must manage increasingly complex governance, economic, marketing, and technological (e.g., the emergence of the internet and social media) realities impacting their operations and performance. Economic constraints have led NSOs to shift towards a more business-oriented approach (cf. Barnes et al., 2015; Slack, 2004; Whiteside et al., 2011).

These challenges require NSOs to demonstrate credible self-governance and good ethical leadership standards, by building trust among various stakeholders while also managing governance expectations from key funders (e.g., Sport Canada) and other stakeholders (e.g., international sport federations, athletes, sponsors, media, etc.), albeit with limited human, financial, and material capacity. While Parent, Naraine, and Hoye (2018) explored the types of governance changes occurring in Canadian NSOs today, this study’s purpose was to examine in greater depth the contemporary nature of governance practices of NSOs.

Data were collected via 45 semi-structured interviews and strategic and policy documentation from 22 Canadian NSOs. Interviews were conducted with at least one senior executive staff member and one member of the Board of Directors in each NSO. Interviews were transcribed verbatim and Leximancer data analysis software was used to undertake a thematic analysis of all data. Deeper content analysis was performed using NVivo.

Results support those of Parent et al. (2018): the existing archetypes (i.e., kitchen table, boardroom, executive office) created by Kikulis et al. (1992, 1995) are no longer appropriate to describe current Canadian NSO governance structures. NSOs have undergone fundamental changes in governance structure, process, and accountability. Our results highlight the distinction between the types of decisions made by the Board of Directors – who are largely focused on creating policies, developing the strategic plan, approving the organization’s budget, and appointing the Chief Executive Officer (CEO) – and the CEO/staff who are ultimately responsible for developing and implementing (operational) plans. While the goals outlined in NSO strategic plans still focus in part on international success vis-à-vis the executive office archetype, they now also encompass broader “business-oriented” goals (cf. Stevens, 2006).

NSOs continue to face significant human and financial resource capacity issues, impacting their ability to engage in new goals/projects and manage stakeholder expectations, which in turn affects their overall performance. Our paper explores how these new governance changes and practices affect NSOs’ ability to deliver their services and programs effectively and efficiently and argues for further research to support the design and implementation of effective governance of Canadian NSOs given most NSOs’ limited capacity.
Muslim Women Esports Consumption

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According to numerous scholars, esports remains a male-dominated phenomenon (Kim, 2017; Ruvalcaba et al., 2018; Todd & Bowers, 2017). Pelletier (2018) argued that online harassment is the primary reason for the lack of female participation in professional esports tournaments (Senier, 2019). However, even with male dominance, twenty-five percent of esports consumers are females (Nielsen, 2018). Similarly, it is reported in several industry reports that in a Muslim country like Pakistan, where traditionally women face a severe level of psychological marginalization and victimization (Afza, 2009; Imran & Munir, 2018), there is a growing trend of women showing interest towards esports (Kokab, 2018; Syed, 2016).

Nevertheless, previous scholars have concentrated mainly on understanding men’s motive of esports consumption (Brown et al., 2017; Hamari & Sjoblom, 2017; Pizzo et al., 2018; Sjoblom & Hamari, 2017; Weiss & Schiele, 2013), with little focus on understanding the women’s esports consumer experiences and motives (Ruvalcaba et al., 2018). In addition, there is a paucity of scholarship about the motives of marginalized communities (e.g., Muslim women) playing esports individually or in a group. Meanwhile, Freeman and Wohn (2017) argued that esports could provide informational and instrumental support to the players, which lead to emotional and self-esteem support. Furthermore, Baym (2000) highlighted that online communities could offer the prospect for developing strong ties between the participants. Despite the conceptualization of the benefits of esports for the psychological well-being of marginalized communities (Cunningham et al., 2018), there remains a lack of theoretical and empirical backing for this notion.

Hence, the purpose of this study is to understand the motives of consumption of the esports phenomenon by the females who are marginalized due to the intersection of various social forces. Additionally, we attempt to answer the question raised by Cunningham et al. (2018) that ‘can esports play a role in the psychological well-being of the marginalized communities’? To achieve the purpose of this study, we would be collecting data using grounded theory methodology from the esports female consumers from Pakistan. Therefore, the theoretical underpinning of the phenomenon would be derived from the data collected (Holton et al., 2015).

We are collecting the data for this ongoing study in two phases, and participants are being identified using a snowball sampling method. In the first phase, we are playing esports games with the recruited participants, through that, we are observing various behaviors of the participants such as the selection of the characters, teamwork during the game, and communication between the participants. In the second phase, we are carrying out in-depth semi-structured interviews. To analyze the data, we are using axial coding qualitative research method. The study matches with the theme of the conference because it provides an understanding of the impact of a growing sports phenomenon (i.e., esports) beyond Western society.
Do Women Need to Bleed? - Breaking the Silence

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In conservative societies, the presence of hymen without rupture in a virgin girl signifies a sign of female pride and integrity (Hegzay & Al-Rubkan, 2013). For example, Shalhoub-Kevorkian (2003) claimed that in countries like Pakistan, Palestine, and Afghanistan, women not bleeding on the first night of marriage during intercourse is seen as a woman’s major sin. Furthermore, there have been many reports about women who do not bleed on the first night of marriage during intercourse being tortured, divorced, or even killed in the name of honor in Pakistan (Laghari, 2016). Previously, scholars have highlighted that playing vigorous physical sports can be one cause of hymen rupture (Cook & Dicken, 2009; Goodyear-Smith & Laidlaw, 1998). However, there is a dearth of scholarship about how this taboo in conservative societies restricts women’s participation in vigorous sporting activities.

Hence, the purpose of our study is to elucidate the effect social taboo of honorable women needs to bleed on the first night of marriage on Muslim women’s participation in vigorous sporting activities. In addition, we attempt to explore the theoretical underpinning behind this taboo and its impact on Muslim women’s participation in sports through Bourdieus’s (1977, 1986) social reproduction theory. Bourdieu (1977) highlighted that the inherent manifestation of cultural practices by individuals due to decades of performing the same cultural practices affects an individual’s behavior. Furthermore, Cornell (1998) explained that in many societies, there exists inherent legitimization of men’s domination and women’s subordination, which shapes the women’s perspective about the world.

To achieve the purpose of this study, we conducted eight phenomenological semi-structured interviews with Muslim females from Pakistan taking part in the unconventional sports rooted in South Asia (i.e., Kho-Kho) at the university level. The participants involved in the study belonged to one of the most underdeveloped part of Pakistan (i.e., Southern Punjab). The data presented is part of the larger unpublished ongoing study about Pakistani Muslim women’s participation in unconventional localized sports. We selected Pakistan to examine this phenomenon because of extensive scholarship about the marginalization of Pakistani women due to male domination (Afza & Rashid, 2009) despite a female population of over 100 million (“Pakistan to be fourth most populous nation by 2030”, 2018).

The results of the study shows that in Pakistani society, one of the primary reason of young Muslim females not taking part in vigorous sporting activities is due to fear of damaging their hymen, and their mothers mostly reinforce this fear. Hence, the result confirms Asad (1986) and Mahmood (2005) reconceptualization of Bourdieus’s (1977) work that women in the Muslim world are trapped inside the Male dominance dilemma and have to reproduce to remain in the Muslim culture. This research is important to consider because it provides a significant theoretical understanding of marginalized women perspective about vigorous physical activities beyond the Western world.
Athlete XYZ: The World Anti-Doping Code and the Recreational Athlete

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The recent decision of Drug Free Sport New Zealand v Athlete XYZ CAS A1/2019 (‘the Case’) identified limitations in the current World Anti-Doping Code (‘the WADC’) in the context of managing recreational athletes. The Case involved a recreational athlete that was sanctioned under the WADC by Drug Free Sport New Zealand for trafficking a substance on the prohibited list. The Case, which is pending appeal at the Court of Arbitration of Sport, has gained media attention due to its controversial and consequential nature for athletes and sport management at the recreational level (Johannsen, 2019)(Law in Sport, 2019).

The WADC provides discretion to National Anti-Doping Organisations (‘NADOs’) when pursuing doping violations against recreational athletes. However, the extent and application of such remain uncertain (The WADC, app 1). The uncertainty is evidenced by inconsistencies in current practice across the globe, including in legislation, regulation and case law (United States Anti-Doping Agency, 2015) (Anti-Doping Denmark, 2012). This paper analyses the definition of an athlete and the discretion given to NADOs across all versions of the WADC. It also considers the practical implications of including or excluding recreational athletes from the WADC and the current practice of major NADOs and nations to address these uncertainties. Within this context the following research questions are explored:

- How will the 2021 WADC impact recreational athletes?
- How has the definition of ‘athlete’ changed through the 2003, 2009, 2015 and 2021 versions of the WADC?
- What are the current practices implemented by NADOs in the context of including recreational athletes in doping control and with discretion in sanctioning?
- How should Australia amend current practice to capture recreational athletes in accordance with the 2021 WADC, if at all?

This paper will make recommendations for law reform in Australia in order to best encapsulate recreational athletes in accordance with the 2021 WADC and the purpose of the anti-doping movement. The proposed changes will be measured against factors including maintaining the spirit of sport, protecting the health and human rights of athletes and incentivising participation in sport to determine their suitability. The proposed changes will be consequential for sports management as the current practice of many bodies may require amendment, including NADOs, sporting organisations and recreational clubs. In that regard, the findings of this paper have the potential to impact the administration and obligations of athletes and sporting bodies in the context of doping control at all levels in sport.

Whilst the paper will reach conclusions about Australian specific practices, the findings will be applicable to all NADOs as it considers the implications of the proposed amendments to the Code on an industry wide basis. The findings will positively contribute to the better future of sport, and its management, by informing the development of fair and consistent governance practices and facilitating a more even playing field free from synthetic benefits.
Exploring the design thinking alignment of a professional sport club

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Design thinking has gained popularity in the field of management over the last decade as a means of pursuing user-centred innovation in non-design fields. Design thinking is beginning to receive attention from sport scholars, though this has been limited to the field of sport for development thus far (Joachim, Schulenkorf, Schlenker, & Frawley, 2019; Schulenkorf, 2017). Our project extends this work into the broader field of sport management by exploring the design thinking alignment – and the nature of any such alignment – of the Sydney Sixers, one of eight clubs in the [Women’s] Big Bash League.

We adopted a qualitative case study approach in conducting this exploration. Data was collected using semi-structured interviews, direct observation of work-in-progress meetings, shadowing of staff during match day operations, and document analysis. Data collection began in November 2018 and concluded in April 2019, allowing us to capture the planning, execution, and reflection upon the 2018/19 [W]BBL seasons. Analysis of the data was conducted using a hybrid deductive/inductive approach (Fereday & Muir-Cochrane, 2006). The thematic design thinking framework (Carlgren, Rauth, & Elmquist, 2016) and indicators of alignment with that framework (adopted from Joachim et al., 2019) served as our theoretical framework, while our inductive analysis allowed us to openly draw on the broader design thinking literature to identify potential barriers the Sixers might encounter should they adopt design thinking into their practice.

Our findings reveal that the innovation practice of the Sydney Sixers is aligned with all five themes of the thematic design thinking framework, as at least one indicator of alignment is present within each theme. Further, we identified the principles/mindsets, practices, and techniques that characterise the Sixers’ alignment with each theme. All of this suggests that design thinking would be a good ‘fit’ for the Sixers, as the performative component of design thinking (“the enactment”) is already present within their practice. As such, the Sixers only need to adopt the ostensive component (“the idea”) – that is: to intentionally engage with a design thinking model and/or process – in order to enjoy the human-centred innovation outcomes that design thinking purports to offer. However, the Sixers face challenges that could potentially hinder their adoption of design thinking.

Our study extends a growing canon of case studies in the nascent but evolving field of design thinking and introduces the concept to the broader field of sport management. In addition to a discussion of our findings, we will offer recommendations for the Sixers to overcome identified roadblocks in order to successfully adopt design thinking into their practice. Limitations, implications, and suggestions for future research will also be discussed before a brief comment on the value of shadowing as a qualitative data collection method in sport management research.
The role of socialising agents for Kiwi sport fans

Melody Johnston¹, Galen Trail² & Michael Naylor³
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Socialisation is a process through which people learn appropriate attitudes, values, and actions as members of a particular society (Kenyon & McPherson, 1973). For sport fans, socialisation involves learning and internalising the attitudes, values, knowledge and behaviours that are associated with fans of a team (Kenyon & McPherson, 1973). The socialisation of sport fans is often facilitated through agents, but it is important to learn more about how this works. Trail (2018) put forth an important model of socialisation agents that influence the development of fandom. The six agents include family, friends/peers, the media, geographical location (community), participation in a sport and association with an organisation. These six foundational agents capture (or are representative of) up to 18 agents that have been identified in other research (Parry, Jones & Wann; 2014, Theodorakis, Wann, Al-Emadi, Lianopolous, & Foudouki, 2017) and form a good basis from which we can better understand this phenomenon. In addition, although people are socialised into being fans of the team in many ways, it is also possible for people to be socialised into fandom through alternate points of attachment (e.g., through the coach, the players, the organization itself, the sport, the level of sport, or even the community; Trail, 2018). Points of attachment is a term coined by Trail and colleagues (Robinson & Trail, 2005; Trail, Robinson, Dick, & Gillentine, 2003) that represent the role identities (Stryker & Burke, 2000) that people have regarding fandom.

In order to explore socialising agents in New Zealand, questionnaire items were included in a wider study of the New Zealand (Vodafone) Warriors’ fanbase (n = 2358). The Warriors are a professional sport franchise that competes in the National Rugby League (NRL). Respondents were asked rate how influential each of the six socialisation agents were in their interest towards the team. In addition, respondents were asked how old they were at the point of first socialisation with each agent. Interestingly, the mean scores ranged from 1.84 (association with the organization) to 3.97 (the media) on a scale from 1 (Not at all Influential) to 7 (Extremely Influential). In addition, the mean ages for socialisation into being a Warriors fan was between 18-22 years old which is, considerably older than baseball fans (10-12 years old) found in another study (Shreffler & Trail, 2010). The impact of socialisation agents on various points of attachment for the Warriors, was minimal, compared to the prior research as well. Socialisation agents only explained 3.2% of attachment to the Warriors, only 2.4% of the variance in attachment to the coach, only 2.3% of the attachment to the players, 2.2% of attachment to the organization as a whole, 8.1% of attachment to the sport (NRL), 4.9% of attachment to the level of sport, 13.5% of attachment to the community, and only 3.4% of general fandom. Socialisation agents only explained 3.0% of the variance in attendance intentions. Across the board, these results are dramatically different from previous research. These results and the comparison to prior research will be discussed in detail during the presentation.
Smart Stadium Development - An empirical evaluation of the visitor’s perspective

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Visiting sports events is one of the most popular leisure activities of the today’s society (Tezak, Safti, Šergo, & Zdravko, 2011). The destinations are constantly evolved to increase the visitors experience as well as their security. Especially in the last decade the digitization of the arenas plays an important role, that’s why the speech is of a new generation of arenas and stadium, which are supported by different digital technologies (Watanabe, Koyama, & Terui, 2018). The literature review shows that the term “smart stadium” is often used in the context of the digitalization of stadiums and arenas. The term essentially means the holistic use of intelligent, digital technologies in arenas and stadiums, which should contribute to increasing fan experience, stadium security, efficiency and sustainability as well as profitability.

The use of innovative technologies (such as Augmented Reality) enables the expansion of the "product portfolio" in terms of stadium visits (Bhattacharya & Friedman, 2001). Intelligent integration of various technologies can also improve stadium security in many ways (MarketsandMarkets, 2017) which is also seen as one of the biggest advantages.

On the other hand, one of the special challenges in the context of digitized arenas is that viewers’ expectations regarding the stadium experience are steadily rising (Market Research Future, 2019). Since this expectation is usually not directly correlated with an increased willingness to pay, the problem of refinancing arises due to the high implementation costs of digital technologies (Wakefield & Wann, 2006). The expansion of the stadium experience appeals to additional target groups, creates new challenges for the infrastructure (e.g., parking system) and energy resources for the stadium operation (TechNavio, 2018).

Since the refinancing of the implementation and running costs of digital applications depends on the use of the stadium visitors, it is of great importance to know the probability of usage of the specific applications on the part of the visitors as well as their attitude towards Smart Stadium technologies. The study presented here should contribute to this knowledge gap. Its key research questions are:

- What is the general attitude of the football fans towards the digitalization of stadiums and arenas?
- What is the probability of using specific Smart Stadium technologies?
- Can specific factors be identified that influence the probability of use?

In the context of this article, the visitor's perspective is empirically explored by examining whether the new generation of "smart stadiums" and "smart arenas" really adds value for the visitor to them so they can enjoy their leisure by visiting events in digital stadiums even more.

In order to obtain a representative overview of the attitude and the probability of use on the part of the visitors, a quantitative survey using a standardized questionnaire as a study design was selected as research method. This method was chosen because a quantitative survey can capture the perspective of a broad group of football fans. The mix of online and offline surveys makes it possible to interview both fans who are on-site in the stadium and those who (currently) only watch the games digitally. Professional football matches could be seen as the most common occasion for major events in Europe. Consequently, football stadiums also account for the largest share of arenas and stadiums. Because of the financial strength of the football market, the highest investments are possible in this sport sector. Against this background, the first sub-study specifically asks the target group of football fans. This is done in the first step as part of an online survey. The experimentee recruitment takes place via online fan forums. The second step involves a visitor survey in front of and in the football stadiums on the
occasion of the football matches. The period for the online survey was 06.01.2019 - 20.01.2019, the offline survey will follow from 10.08.2019 to 15.09.2019.

As the online survey has already been completed, first results can already be presented. In total, 312 football fans were surveyed via the online survey. The gender distribution of the subjects (11.9% female, 88.1% male) corresponds approximately to the typical gender distribution of football fans (Robinson & Trail, 2005). The average age is 33.95 years (SD: 13.09 years). The results show a balanced mood in terms of attitudes toward digitized stadiums. On a scale of 1 (strongly in favor) to 5 (completely disapproved), the statement that the viewing experience is higher in a digitized stadium was rated at an average of 2.97 (SD: 1.25). The statement that digitalization increases stadium security for visitors (M = 2.97, SD = 1.19) was classified similar. The statements that digitization is increasingly putting the sport into the background, or that additional digital offers divert attention from sport, received above-average approval. The results also show that digital offers are particularly attractive as long as they are free from additional costs (M = 2.26, SD = 1.28). The statement, that people would go to the stadium more often (M = 3.98, SD = 1.12) was more strongly rejected. The probability of use of individual applications was also queried on a five-point scale (1 = I would use very often, 5 = I would never use). Here were online tickets (M = 2.17, SD = 1.55), app-based/cashless payment systems (M = 2.57, SD = 1.74) and free ordering systems for food and drinks to the seat (M = 2.68; SD = 1.78) rated above average. The least probability to be used are chargeable data glasses (M = 4.11, SD = 1.79), smart jerseys (M = 4.10, SD = 1.69) and paid augmented reality offers (M = 4.06, SD = 1.69).

Inferential statistical studies also show a significant correlation (p = 0.000) between the age and the probability of use of various smart stadium applications, e.g. Smart seats (Spearman correlation coefficient r = 0.37) or online ticketing systems (Spearman correlation coefficient r = 0.39), with the probability of their use decreasing with age. Likewise, a significant correlation (p = 0.000) between the fantasy typology and the probability of usage of different Smart Stadium applications could be proven by the correlation to Spearman (eg: digital parking reservation r = 0.27, data glasses r = 0.27 repetition of game scenes r = 2.87), whereby the probability of use decreases with increasing intensity of the fan relationship.

The results show that the highest usage probabilities could be measured for Smart Seat and Smart Infrastructure applications as well as for offers directly related to the core events (repetition of game scenes, live information). Visitors expect the Smart Stadium applications to make their stadium trip faster, safer, more personalized, more informative and more exciting. As the probability of use increases significantly as soon as the offers are free of charge, it is not recommended to carry out the refinancing with additional ticket fees. As a form of refinancing, therefore, primarily personnel saving measures (for example through cashless payment) or the development of additional marketing space should be sought. On the one hand, the development of new marketing space means the multiple use of digital perimeters, so that different advertising offers are transmitted depending on the target group of the transmitting broadcaster. Likewise, the sponsors can be integrated into the new digital applications - with which the stadium visitors are in direct contact - which means new customizable marketing areas. The sub-results also show the need to differentiate the individual customer journey in the Smart Stadium. Since the correlation analysis shows that the target analogue and digital touchpoint portfolio of each stadium visitor differs greatly depending on various factors (eg, fantasy, age, gender), an exact knowledge of the individual customer journey is necessary to optimally exploit all aspects.
Innovative Approach to Media Training: Athlete media training using the manga case method

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The purpose of athlete media training is to educate athletes in the proper handling of media (mass media, social media, etc.). Through this training, athletes can improve their personal image and the social image of their sport, and obtain more support from stakeholders. In training, it is common practice to learn interview and risk management skills through lectures and roleplaying. However, these existing training methods are known to have some issues (Katakami, 2012). For athletes who have little experience using media, classroom learning has only a tenuous connection with their sense of reality and is unlikely to result in active understanding. Roleplay costs time and money, so athletes cannot experience multiple patterns of roleplay. This study aims to solve this problem by developing athlete media training using the manga case method (Takahashi, 2017).

The manga case method uses cases depicted in manga comics. This improves the learner’s sense of immersion and enables various information to be embedded in the teaching materials naturally. This allows them to learn about the interaction between athletes and stakeholders (media, fans, sponsors, etc.) with a sense of reality. The manga cases we developed depict how a young professional soccer player gets embroiled in various risks involving media. The risks of media trouble that are common to athletes are embedded in various scenes, such as making unnecessarily close relationships with reporters.

We conducted verification testing using these materials. The test subjects were 14 fencing U-22 representatives from Japan who are preparing to participate in the Universiade competition. First, we gave a brief explanation about athletes’ media literacy. Then we distributed the manga case materials and worksheets. In the worksheet, there are fields for spotting media risk and how to handle it. The subjects read the manga and alternated between filling in the worksheets individually, and group discussion and presentations. Finally, there was a summing-up, and the subjects completed a questionnaire.

From the answers on the worksheet, the number of media risks noticed by the subjects was 4.2 per person. In the answers, risks considering several factors were noted, such as leaks of personal and team information, underage drinking, opposite-sex scandal, and conflict with the coach. The results suggested that the subjects understood the risks intentionally embedded in the teaching materials and gained awareness about various media risks. Also, in the questionnaire, 11 out of 14 answered “very satisfied” and 3 answered “somewhat satisfied” in response to a question about their satisfaction with the media training using manga. Free-format responses suggest that manga case teaching material gives subjects an awareness of various patterns of risk and contributes to subjectively grasping risks.
Building knowledge on the intangible legacies of large-scale sport events

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Intangible legacies, such as enhanced civic pride, social inclusion, sport participation, and improved quality of life are increasingly central to the political justification of investment in large-scale sport events (Van Wynsberghe & Pentifallo, 2014). However, there is a lack of consensus regarding how intangible legacies (also referred to as ‘soft’ or ‘social’ legacies) should be labelled, defined, planned, monitored, and measured (Bob & Swart, 2010; Minnaert, 2012). In addition, homogeneity has been noted in the rhetoric around large-scale sport event legacies, with developing nation states adopting narratives that echo claims made in advanced capitalist states (Grix, Brannagan, Wood, & Wynne, 2017). We argue there is a need to demystify intangible legacies and to equip practitioners and policymakers with knowledge that will assist in developing and delivering customised intangible legacy plans that reflect the needs and circumstances of host communities.

To this end, we have conducted a series of research projects aimed at improving understanding of intangible legacies of large-scale sport events. This presentation will summarise the key objectives, approaches and findings of three projects and will explain how they build on one another, as well as developing knowledge on the topic of intangible legacies.

The first project involved a systematic review of empirical research on intangible legacies, which enabled the research team to identify patterns and gaps in the literature. This review, which covered the period from 2000 to 2016, engendered a list of 35 intangible legacies that had been empirically examined. The next project was a Delphi study which invited academics researching large-scale sport event legacies, as well as practitioners involved in legacy planning and delivery to consider the list of 35 intangible legacies. Delphi participants were asked to decide which intangible legacies were essential, useful, unimportant, or unrealistic. They were also invited to suggest additional intangible legacies, as well as to provide qualitative commentary on key considerations in intangible legacy planning and evaluation. The Delphi panel reached consensus on the relevance of 29 intangible legacies for consideration in planning large-scale sport events.

In the third project (currently ongoing) we are using the above foundation of research to develop the list of intangible legacies into a Social Legacy Inventory with theoretical and applied value. This project focuses specifically on the social legacies of the Olympic Games. The first phase of this project involves examining if, and how, the 29 social legacies have applied to past iterations of the Games, as well as identifying if additional intangible legacies are relevant in practice. The presentation will discuss the results of this phase of the research, as well as discussing how findings will be used to form the basis of an evidence-based survey tool for future Games pre-event social legacy planning and monitoring of resident perceptions and engagement.
The establishment of the World Anti-Doping Code (WADC) in 2003 was a turning point in managing and policing drugs in sport. World Anti-Doping Agency (WADA) aimed at applying a worldwide harmonised policy that promotes equality, fairness and health for athletes (WADA, 2015) while taking a gender neutral language in the WADC. Accordingly, all athletes irrespective of gender are subjected to the same rules, regulations and implementations, which raises question around the gender implication of the WADC. This study explores the meaning and connotation of this gender neutral language, based on a series of in-depth interviews with an international sample of high profile Subject Matter Experts (SMEs), including national and international authorities, consultants and experts in the area of drug control policy. To analyse the SMEs perception, an Interpretative Phenomenological Approach was adopted to allow a constant reflection on common themes from the implied meaning latent in the opinions of the interviewees. The emerged themes signalled three interpretation of the Code’s gender neutral language: ‘level playing field’, ‘harmonisation’ and ‘ignorance’. In the first and second themes, the Code’s gender neutral language and the same treatment of genders have been positively interpreted as equality, implying that the principle of equality is oversimplified to the sameness of all athletes. The third theme, in contrast, provides a different interpretation of the Code’s gender stance; ‘gender ignorance’. Drawing upon the various themes emerged from this interpretation, even though there is nothing written in the Code to discriminate against women athletes; rather, basically nothing is mentioned in the Code with regards to women’s issues. In other words, the raised concern is that not recognising gender differences within the WADC, the policy neglected taking women’s physical and psychological health and condition into account, due to the lack of women’s voice in the male-dominated structure of World Anti-Doping system. In the context of sport that everyday gender experiences occurred and recurred within socio-cultural interactions and practices, WADA has chosen to keep WADC neutral and not to reflect on gender related circumstances in the interest of promoting a world-wide harmonised and standardised policy.
Representing the Rugby World Cup in Japan: A Cross-National Analysis of Media Coverage

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The Rugby World Cup (RWC) is one of the world’s most watched sports mega-events, which is held in Japan between September and November this year. Sports mega-events, such as the RWC, offer a strategic site to understand their capacity to project images of the host nation, increase a number of tourists, revitalise the host cities as ‘legacies’ and generate political, economic and social benefits (Chalip, 2006; O’Brien, 2006). At the same time, the media often play a crucial role in informing the public of the associated costs from the hosting of the events as well as associated protests and social movements in demonstrating their discontent with the existing inequality and discrimination (Giulianotti and Brownell, 2012; Gruneau & Horne, 2016). In particular, this study focuses on the 2019 Rugby World Cup in Japan and provides a timely analysis of media coverage on the event across multiple nations.

The political and social contexts of Japan are of particular importance to this research. For the national government and Japan Sports Agency in particular, the RWC provides a testing ground for the even larger upcoming sports mega-event – 2020 Tokyo Olympics and Paralympics. For the Japan Rugby Football Union, the event provides an opportunity to reignite the short-lived popularity of the sport which was sparked by the historical upset against South Africa in the 2015 RWC. With the recent announcement of the Sunwolves’ withdrawal from Super Rugby next year, the future of the sport may hinge heavily on how the RWC is received by the public. For rugby-loving cities like Kamaishi, the event has been used to symbolise a renewed sense of local culture and pride through a recovery from the devastating damages of the Great East Japan Earthquake in 2011.

Methodologically, this study aims to analyse the commonalities and differences in the central themes used by newspapers across multiple nations. While it is subject to further modification and refinement, the initial sample of newspapers include the New Zealand Herald (New Zealand), Asahi Shimbun (Japan), Chosun Ilbo (South Korea), The Guardian (UK), The Scotsman (Scotland, UK) and The New York Times International edition (USA). It is anticipated that cross-national, multi-lingual, analysis of media coverage will reveal diverse perspectives on the strategic, politico-economic and socio-cultural issues surrounding the Rugby World Cup. We aim to present preliminary findings from the research at the conference.
Sport organizations and media interaction: A football case

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Media attention and their demand for access to athletes pose unpredictable environmental demands (Kristiansen, Hanstad, & Roberts, 2011) and impose effortful behavioural requirements, which have potential compromising implications for athletes and sport organisations. With the development of social media as a new way of presenting athletes to the world, a diverse range of sport stakeholders (e.g., Clarkson; 1995; Fassin, 2012; Mitchell et al., 1997 & Parent, 2008) who have noted the importance of managing interaction with and the behaviour of the media as a whole in order to avoid media stress (see Kristiansen & Hanstad, 2012). This study’s aim was to get a better understanding, from the athlete’s perspective, the interaction between athletes and media as stakeholders within a sports organization.

The Norwegian men’s national football team has not participated in a championship since 2000. The external pressure from both the public and media for this to end, has thus increased. With one of Europe’s youngest teams, there is a sense of inexperience surrounding the team. With younger players growing up with new social media and interaction at their fingertip, there is a need to better understand this interaction. The potential implications of not successfully managing the media behaviour of athletes and sport organisations can be damaging and result in negative public commentary, financial loss, sponsorship withdrawal, and athletes strain and performance decrement (Kristiansen et al., 2017).

As such, sport organisations typically offer their internal stakeholders (e.g., athletes, staff members, coaches) education and training (e.g., practice sessions) in dealing with the media. Such opportunities can help athletes cope both with the media coverage they receive and with their interactions (i.e., interviews) with journalists.

For two years, we have been able to follow, observes and interact with internal stakeholders related to the Norwegian national team. Over this period we interviewed players, communication leaders, coaches and the head of marketing (n=10). Interviews lasted between 45 and 60 minutes, and topics discussed included their experiences and perceptions of interaction with media reporting and journalists. Data were compared through manual content analysis and answers were categorized.

One key finding was the extent to which media stress permeated the whole organisations although experience of media stress varied between internal stakeholders. Therefore, the longitudinal on-going project has implications for the different stakeholders involved with the team. Athletes reported an initial hostility towards media and there was a general understanding that media consisted of “so-called experts” (player A). The sports organisation, represented by coaches, communication leaders and head of marketing, noted that they had a lack of understanding of medias impact on their athletes in general. Although the sports organisation conducted training for their athletes, this was somewhat sporadic and not systematic.

The knowledge developed from this project has the potential to influences the way sport media professionals do their job (see Pedersen, 2014) and the way athletes interact with the media. With further study of coping mechanisms and use of impression management theory (Tedeschi, 1981), there is a potential for standardizing media education and training of athletes, coaches and referees.
Young elite athletes competing in their home countries: Home advantage or media generated performance pressure?

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Within the growing literature on the significance of sports events to the tourism industry considerable attention has been paid to the importance of the media in promoting the event and attracting tourists (Ulvnes & Solberg, 2016). Media attention on the participating athletes is often intense particularly on athletes of the host city/country where home advantage raises higher expectations of success. High media attention is not only crucial for the city/region hosting the event, but also for athletes and their sponsors. In order to succeed today athletes need effective organisation behind them – especially during major events where key sponsors want profiling, ‘demand’ results, and encourage extensive media coverage. When the major event take place in athletes’ home country, the so-called ‘home advantage’ (Pollard & Pollard, 2005) may be a cause of greater stress as fans expect the athletes ‘go the extra mile’.

This study is an exploration of media stress (Kristiansen & Hanstad, 2012) as perceived by five Norwegian and 12 Austrian cyclists while participating at the UCI Road World Championship in their home countries in 2017 and 2018 respectively. The sample included both professional and junior athletes of both genders although the primary focus in this investigation is on the relationship between the younger athletes and the media. Junior cyclists were interviewed about their experiences with journalists and media coverage during this event. Additionally, data from observations and interviews with coaches and journalists were used.

Results revealed that athletes perceived the media to be a stressor when adding the ‘home location’ to the event; this was particularly true for the Norwegian men due to the sport’s popularity in Norway. The massive attention and extra-curricular activities required by sponsors and the expectation of excelling ‘at home’, placed pressure on them. In contrast to Norway where the focus of the event was on showcasing Norwegian achievement in cycling, Austrian athletes were less stressed as the event organisers were more focused on promoting cycling tourism than on competition success. The investigation revealed a weakness in the management of junior athletes, and this is a weakness in particular for the smaller federations with fewer specialist employees. While the youngest athletes admitted that they lacked the strategies to cope with event home advantage, it is more critical that the increased media interest was not anticipated and planned for by the coaches/team leaders in the respective federations. In retrospect the pressure on junior athletes could have been reduced by protecting them from media appearances and postings on social websites. For the event host, successful results are great for tourism, however, how to manage the athletes in the midst of this must be part of the event planning. Therefore, implications for policymakers in tourism are discussed, especially regarding event hosting policies.
Sport funding is an ongoing international challenge (Rogic, Radonjic & Djurisic, 2018; Sam, 2009). Many non-revenue generating sports rely on a combination of government, lotteries, community trust and fundraising events to secure funding. One key source of funding for many professionalised sports with limited revenue in New Zealand (NZ) and Australia is betting. The New Zealand Racing Board (NZRB) operates NZ’s sole official racing and sports betting agency, the Totalisator Agency Board (TAB), and a portion of betting revenue is distributed to sport.

In 2017, Netball NZ (NNZ), a largely single sex sport popular in Commonwealth countries, partnered with the NZRB and receives funding from that organisation: 1% of all turnover on netball and 5% of gross betting revenue from netball. The financial rationale for this move was to increase funding to women’s sports, which are underfunded internationally, despite associated social concerns regarding gambling.

The purpose of this research was to better understand the sport betting behaviour of two groups of women in NZ: current female bettors; and netball supporters who might become interested in betting. The research was influenced by a desire to explore betting as an avenue for increased funding for netball, including social as well as economic considerations. A survey was distributed to mailing lists provided by the NZRB and NNZ, securing 486 responses (NZRB n=345; NNZ n=141). The majority of respondents were NZ European women. 210 of the NZRB respondents bet on netball. 27 of the NNZ respondents bet on sports. Of these, only 8 bet on netball.

The majority of respondents preferred to bet for fun, on sports that they had an interest in. Online betting was most common. 53% of respondents knew that partial TAB profits are returned to the relevant code. Once respondents knew about the TAB’s contribution to netball, 67% of respondents in both groups were more likely to bet on netball. Respondents suggested that the TAB gives back financially to the community because of legislative requirements and goodwill. They also indicated that the TAB should actively promote responsible gambling and be aware of the harm that gambling can cause in communities. NNZ respondents stated that there were still risks with gambling and that the TAB was ultimately a gambling organisation.

Most NNZ non-bettor respondents were not aware that TAB profits go back to the sporting code that bets are placed on. Respondents thought that education about TAB funding returning to netball might encourage females to bet on netball online, followed by easy to use websites and apps. These recommendations, in addition to increased promotion of special netball games, and redressing any negative association between betting and sport through education and/or enhanced community responsibility, have been implemented by the NZRB and NNZ for 2019.

The findings suggest that, financially, betting may not be the best way for women’s sports to secure funding. More understanding is needed on how to fund women’s sport more equitably and associated ethical and social concerns regarding betting to fund sports.
Construction of Governance Model of China Sports Derivatives Market Based on Stakeholders

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Sports derivatives refer to sports trademarks/special sports symbols with certain popularity, which are authorized by their owners to a new category of products or services. Based on their elements and characteristics, sports trademarks/special sports symbols can be redesigned and processed into a general term of commodities or services for public consumption. In the field of sports, the ownership of all kinds of names, symbols, patterns and symbols can be used for authorization. Sports derivatives can not only bring economic benefits, but also be a powerful communication tool, which can effectively improve the popularity of sports trademarks or special sports signs, and cultivate the loyalty of sports fans.

With the rapid development of China's sports industry in recent years, sports derivatives market has gained a lot of development opportunities and space. However, compared with developed sports industries in others countries, China's sports derivatives market is in a relatively early stage, showing a lag with the development of sports Intellectual Property.

This article made a study about the present situation of China sports derivatives market through the methods of documents, interview method and field investigation. Besides collecting and collating the literature, the author interviewed 7 leaders, including five owners and two authorized parties. The writer also visited the sports derivatives stores of China open and CBA tournament. The study found that: (1) The scale of Chinese sports derivatives market is small. (2) Most licensors don't pay much attention to the development of sports derivatives market and ignore the function of sports derivatives. (3) Related institutional and legal construction in China is not thorough, especially in the absence of related intellectual property rights system and supervisory system. Therefore, it is particularly important to study the governance of sports derivatives market Based on promoting the development of sports derivatives.

From the perspective of stakeholders, governance bodies include the government, single sport associations, licensors, agencies, licensee(enterprises) and consumers. This study deeply analyzes the governance difficulties of Chinese sports derivatives: (1) The governance bodies are diversified and their interests are different. (2) Both licensors and licensees lack of internal coordination and act independently. (3) The legal platform for governance needs to be improved. (4) Consumers lack of consumption awareness to buy the authorized sports derivatives.

Based on the perspective of stakeholders, the author put forward the governance goals of Chinese sports derivatives. The article also tried to build a governance pattern and discussed the rights and responsibilities of each party. This governance model can define respective responsibilities and rights of stakeholders, establish a good mechanism to realize the optimal allocation of resources. The ultimate goal is to give the value of sports derivatives full play and improve its economic benefits.

Keywords: sports derivatives market; governance difficulties; governance model; stakeholders
The Impact of Environmental Damage on Recreational Benefits in Bicycle Tourism

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Bike tourism is one of the popular physical activities all the world. The demographic, environment and geographic variables affect the decision of cyclists to choose a bike way (Maldonado-Hinarejos, Sivakumar, & Polak, 2014). Previous studies have identified that the environment and bicycle facilities attributes will affect cyclists’ preference (Sener, Eluru, & Bhat, 2009; Stinson & Bhat, 2003). Tong-Fon Bikeway is one of the most popular bikeways in Taiwan. The built environment of bikeway attracts many cyclists. However, the construction of soil conservation project has damaged the natural environment of the bikeway. The purpose of the study was to estimate the monetary value of the environment effect under environmental quality degradation. Exploratory factor analysis was used to extract five main environmental factors, including lighting facility, natural environment, lane facility, lane design, and dedicated lane. The five factors were introduced into the demand function to estimate the environmental effect and recreational benefits for cyclists. Travel cost method (TCM) was adopted to value the consumer surplus of cyclists. The results found that lighting facility, natural environment, and lane design variables were positive and significantly related to the demand of cyclists. The number of observed trips for current cyclist visits to Tong-Fon Bikeway is 3.67 and the average recreational benefit for a cyclist is NT$ 882. While under the scenario of environment damage, since the construction of soil conservation project destroyed the trees of the bikeway, the demand of the cyclists decreased 1.01 times and recreational benefit decreased to NT$750 for each cyclist. The demand curve moves inward with environment damage, and the amount of recreational benefit reduced is NT$132, which is also the cost of environment damage effect. Based on the number of tourists in 2018 is 10 million, the total recreational benefits decreased NT$1,320 million. The finding suggests that despite the importance of environmental protection such as soil conservation project, any management decisions that could alter the natural environment of bike paths should take into accounts the changes of sports demand.

Keywords: bicycle tourism, environmental quality, recreational benefits, travel cost method
Governance Convergence in Indian Sport

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This research examines governance convergence in three Indian national sport organisations (NSO). In this study, governance convergence refers to the adoption of UK sport governance principles in Indian NSOs. This research draws on UK Sport’s (2017) ‘Code for Sport Governance’ to define those principles. The Code identifies five principles of good governance that UK NSOs must promote: Structure, People, Communication, Standards and Conduct and Policies and Processes.

This study has valuable implications for theory and practice. First, and from a practical perspective, governance convergence is analysed in the pertinent and previously under-researched setting of Indian sport. This is significant because the governance and integrity of Indian sport has long been of key concern to many of its stakeholders (Chappelet, 2016; Dorsey, 2015; Lakshman & Akhter, 2013). Second, this study introduces a new theoretical approach – that of convergence theory – to the sport governance literature. Convergence theory provides a lens through which the increasing isomorphism of sport organisations can be viewed and understood, and offers a useful alternative to the more established institutional theory (Krenn, 2016).

The governance principles promoted in the UK Sport Code are reflective of a style of governance that is common in the corporate sector. Typical characteristics of corporate governance include an emphasis on independent oversight, high levels of transparency and skill-based board appointments (Aguilera & Cuervo-Cazurra, 2004; Dulewicz & Herbert, 2004). Such governance structures are also increasingly common in sport, particularly in the UK, Australia and New Zealand (Walters & Tacon, 2018; Ferkins & Shilbury, 2015). Research suggests that the commercialisation and professionalisation of sport has contributed to the uptake in corporate-styled governance structures, wherein sport administrators are under pressure to modernise their practices (Tacon & Walters, 2016; Shilbury & Ferkins, 2011). Thus, this research will ultimately chart the progress of Indian NSOs towards more professionalised and business-like governance systems.

To achieve the aim, a content analysis (Harris, 2001) is conducted on the Indian NSOs’ constitutions. Two versions of each NSOs constitution, from two different points in time (between 2013 and 2018), are analysed. This longitudinal approach allows for changes in governance policies to be identified and the extent of convergence to be determined.

The results show that there has been a significant degree of convergence, and very little divergence, in all three cases. There are, however, important nuances between the organisations concerning the extent of convergence in relation to each principle. For example, while two of the NSOs converged strongly with the Structure principle, the other did not. Future research is encouraged to explore the factors that facilitate and impede governance convergence in Indian sport, and subsequently develop a sport-specific theory of governance convergence. Such a theory will help to explain how sport organisations are evolving around the world.
“A knight is sworn to valor”: A rhetorical analysis of the Newcastle Knights “Be the Player” marketing campaign

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Individuals generally identify with organisations that are perceived to be attractive and prestigious because to do so can lead to self-enhancement and self-esteem (Bergami & Bagozzi, 2000; Dukerich, Gordon & Shortell., 2002; Mael, 1988). But what happens when an organisation has not had much success in their chosen field, but rely on memberships in order to survive?

The Newcastle Knights rugby league team held the “wooden spoon” for three consecutive years (2015-2017). That is, they finished last in the competition and only managed to place eleventh of sixteen clubs in the National Rugby League competition last year. The club has had a number of off field troubles, including being sued by a former player because of concussion handling (Holmes, 2017), drug scandals (Phillips, 2019; Toohey & Farrow, 2011), and corporate takeovers (Crawley, 2011; Dillon 2014) that have all impacted on the club’s public reputation.

Accordingly, this paper explores the Newcastle Knights’ orchestrated communications for how they project the “central,” “enduring” and “distinctive characteristics” (Albert & Whetten, 2002) of the organisation to audiences. It is contended that such communications can alter the “construed external image” (Dutton, Dukerich & Harquail, 1994: 240), or that which insiders perceive outsiders think of the organisation, intentionally and unintentionally facilitating identification and commitment responses amongst supporters, and current and potential members (both players and fans). How, then, does the club encourage identification with members and non-members in their external communications?

The communications disseminated by organisations are often designed to manage audience impressions and to promote positive reputations (Dutton et al., 1994). One such media campaign being used to positively promote the beleaguered Newcastle Knights National Rugby league club is the “Be the Player” series. Consisting of 16 short videos, the campaign offers a documentary-type, inside view of the Knights 2019 pre-season. To determine how the campaign might encourage identification, Cheney’s (1983) rhetorical identification typology was applied to the videos. The typology is made up of four strategies: the common ground technique, identification through antithesis, the transcendent ‘we’ and unifying symbols.

Amongst the findings it was determined that the videos attempted to create common ground with audiences by presenting the players as hard-workers doing their best, to perhaps reduce some of the negativity associated with past performances. Furthermore, the videos sought to distance the club from its unsuccessful past by emphasising that the new season meant a new start and that members should feel a sense of optimism and excitement. The suggestion is that offering an ‘authentic,’ inside look at the club can reenergise supporters and justify continued commitment to the club.
Gender Equality Achieved Through Love: promoting an Ethics of Care [EoC] Approach in Football (FFA)

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The Ethics of Care [EoC] approach focuses on creating greater empathy, mutual respect, justice, equality, fairness, trust, solidarity and responsibility for those marginalised and more vulnerable in the community. As sport has traditionally been developed by and for men (Hargreaves 2002), and women have been excluded or restricted in their freedom to participate, then women can be considered to be ‘marginalised’ and ‘vulnerable’ in this context. Where people in positions of influence and power are the beneficiaries of a system established and perpetuating historical and/or current inequities (racism, sexism, colonialism, slavery etc), as is the case for sports organisations, then an EoC approach imposes a higher duty on those beneficiaries to be inclusive and care for members of the community who have been excluded from decision-making positions in their sports. In football, the legacy of exclusion, and implicit and/or conscious bias, remains, with women largely absent from decision-making and leadership roles. This professional practice research examines the process by which gender equality can be achieved through governance reform.

As recognised by the International Olympic Committee (IOC 2018) and the international federation for football (FIFA 2016), women, and women’s sport, therefore requires, not just equal treatment, but greater investment in resources to counter historical inequalities (FIFA Governance 2018). FIFA requires that all member federations, including the Football Federation of Australia (FFA), adopt policies reflecting: “representative democracy taking into account the importance of gender equality in football” (Article 15(j), FIFA 2016). With no women on the FFA Congress, only one on the FFA Board and very few women in any of the State/Territory bodies meant the FFA was in breach of both the FIFA requirement and the Sport Australia Mandatory Sports Governance Principles.

After “months of exhaustive and exasperating deliberations” (Reid 2018), instead of replacing the FFA Board with a ‘normalisation committee’ as threatened, FIFA gave the FFA a final opportunity to comply through establishing a Congress Review Working Group (CRWG). The all-male CRWG appointed a female Chair, and consulted with a range of stakeholders, including Women Onside [WO]. The author is a member of WO, and their mandate is to promote the women’s game, and to increase the number of women holding decision-making positions throughout the football eco-system (Women Onside 2017). WO promoted an EoC approach in highlighting best practice examples from around the world and in different industries. In an unprecedented success, several of the WO recommendations were accepted by the CRWG, and ultimately by the FFA Congress: the 40:40:20 principle was adopted throughout, the ‘pie’, or Congress, was expanded to include a Women’s Council, and “the custodian of Australia’s women’s football journey” (Edgley 2018), Heather Reid, was voted in as Deputy Chair in a landslide victory. Ultimately, love overcame inequality. It is hoped that love can help the FFA to stay the course.
Sport coaches, mindfulness, and recovery from work demands

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Mindfulness is an inherent human capacity: a state of consciousness which everyone has the ability to experience, and which is consistently related to positive psychological and physical outcomes. Sport coaching is a challenging occupation, known to be demanding and, at times, stressful, and burnout is prevalent amongst coaches at all levels. Stress and burnout negatively affect the wellbeing not just of coaches themselves, but also the athletes and sportspeople they work with. This presentation will focus on the findings of two separate but sequential studies, completed as part of a doctoral thesis. The studies explore mechanisms by which mindfulness assists sport coaches to maintain wellbeing in the face of the demands and challenges of their coaching work. The Job Demands Resources Model provides a theoretical framework for the research. The first study, analysing cross-sectional data collected from 143 New Zealand-based coaches working at a range of coaching levels, reveals an indirect positive relationship between mindfulness and recovery from work demands, through greater psychological detachment from work, and lower levels of work-related rumination. The second study builds on the first, but utilises an intensive longitudinal design. A sample of 46 New Zealand based coaches provided daily survey data over a period of 28 consecutive days. Multi-level modelling was used to test for relationships between fluctuations in individual coaches’ daily mindfulness levels, and subsequent changes in work related rumination and in work-recovery related outcomes. Results indicate that on days where participating coaches recorded higher levels of mindfulness, they experienced lower work related rumination that evening, and reported better mood and energy the following day. Taken together, these studies suggest that mindfulness is influential in terms of coaches’ ability to recover from the daily demands of their work. This relationship holds at both the between and within person level: individual coaches’ general mindfulness levels relate to recovery, as do day to day variations in mindfulness. Findings from the research have important practical implications. Mindfulness can be developed and enhanced through training and practice. For coaches who are challenged by the demands and pressures of their job, or for the organisations who employ or support those coaches, focusing on building coach mindfulness could be a powerful strategy for improving and maintaining coach wellbeing.
Stakeholder Salience in the eSports Network and Governance Model in the UK and Australia: A Comparative Analysis

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ESports are defined as “organised video game competitions, most often in the context of organised tournaments” (Pizzo, et al., 2018, p. 110). They represent the top level of interactive video games in terms of skills and professionalisation (British Esports Association, 2019). Along with the ongoing debate of the inclusion of eSports to the traditional sport domain, eSports, as an entertainment industry, has grown rapidly in popularity (Funk, Pizzo and Baker, 2018). This is evident by the number of participants and spectators, the range of media coverage, as well as the investment involved in eSports in the recent decade (Cunningham et al., 2018). Statistics show that, in 2018, the number of eSports enthusiasts has grown to 173 million, and the number is projected to reach 201.2 million in 2019 (Newzoo, 2019). Despite its growing importance, eSports remains overlooked in the academic literature. In particular, a mapping of the stakeholders and an evaluation of their salience in the eSports network and governance model is missing.

Consistent with the gap identified, the study asks the question – ‘who are the stakeholders and what are their respective salience in the eSports network and governance model?’ The paper aims to understand the dynamics and governance model of the eSports stakeholder network through the theoretical lens of ‘stakeholder salience’ by Mitchell et al. (1997). In particular, this is done through the examination of the three relationship attributes of stakeholders: 1) power (i.e., whether a stakeholder can use or restrict resources to impose their will in a relationship); 2) legitimacy (i.e., whether an action of an entity is desirable, proper or appropriate in the system); and 3) urgency (i.e., the time sensitivity and criticality of the relationship to the stakeholder) (Mitchell, et al., 1997).

This study adopts a comparative research approach, selecting the UK and Australia as case studies. Case studies provide an opportunity to conduct an in-depth investigation of a phenomenon (i.e., eSports governance) (Yin, 2018). The comparative nature of this project enables a comprehensive understanding of the status quo of eSports governance. In addition, qualitative data will be collected through methods of documentary research (e.g., eSports-related policies and regulations, media reports, journal papers, etc.) and semi-structured interviews (e.g., with staff in eSports governing bodies, companies and involved in university eSports programmes). Thematic analysis will be employed to analyse the data.

The anticipated results include: 1) the governance model of eSports demonstrate particularities when compared with traditional sports governance, particularly with the game publishers being more powerful in the relationship; and 2) the dynamic stakeholder network has an impact on the board structure and composition of national eSports organisations.

Given the eSports industry is in its infancy, issues pertaining to the rules, structure, and governance are fundamental to its legitimisation and continued growth (Funk et al., 2018). This study is therefore motivated by the belief that the application of the stakeholder salience concept to eSports setting will assist scholars and practitioners within this domain to further explore the processes of prioritisation in this unique and important context. This will provide us with a means of discussing how to integrate eSports and traditional sports management practices in both fields.
Empirical evidence of elite sport events’ ability to influence sport participation in host communities has been mixed (Weed et al., 2015). Simply viewing an elite athletic performance may not always change participation behavior. Instead, events must be leveraged to have desired participation impacts (Misener et al., 2015). Event leveraging is based on the premise that increased participation levels are more likely to result from the combined influence of staging an event and implementing interventions that remove barriers to participation (Misener et al., 2015). Leveraging efforts should be strategic and help the organization achieve its overall goals (Taks et al., 2017). As it relates to the current study, the goal of the Town of Milton, Ontario, Canada was to increase youth membership at a Velodrome facility from 2% to 20%. This goal was expected to be achieved, in part, by offering vouchers for free trial sessions after youth watched an international track cycling competition at the facility. Recently, researchers have called for qualitative insights into the experiences of people who respond to event leveraging initiatives such as free trials/introductory programs (Barrick et al. 2017). Thus, our purpose was to explore the question: what are the experiences of youth who respond to a leveraging initiative tied to a sport event?

Students in grades seven, eight, and nine, living Milton were invited to attend the 2016 Milton International Challenge at the Mattamy National Cycling Centre. After watching the event, youth received a voucher to attend a free “Try-the-track” session post-event. Sessions were offered on weekends and during school holidays. Semi-structured interviews were conducted with youth who attended one of the “Try-the-track” sessions, as well as their guardians (n=10). Interviews explored the youths’ experiences with redeeming the voucher and participating in the trial sessions.

Results from our thematic analysis (c.f., Braun & Clarke, 2006) revealed three interrelated themes and subthemes. Fostering relationships involves the process by which the voucher initiated relationships between youth and the sport of track cycling. Cost elimination and convenient sign-up emerged as subthemes. Strengthening relationships referred to the vouchers’ role in facilitating positive initial experiences with the sport. This theme included subthemes related to emotions, cognitions, and challenging experiences. Finally, maintaining relationships, reflected the extent to which youth continued to participate in track cycling after their initial experiences in the trial sessions. The subthemes associated with this theme included missed opportunities and competing commitments. We conclude that while the voucher was effective at fostering and strengthening relationships, it fell short in terms of its capacity to help youth develop longer-term relationships with the sport. Our findings highlight the importance of removing barriers to participation, nurturing newly formed relationships, and educating new participants about ways to continue participating in the sport.
Kicking Goals for Western Sydney: Fan Engagement and Experience at Bankwest Stadium

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When a sports fan reflects on their football team’s home ground, emotions relating to belonging, ritual, and local territory are often evoked. In exploring a sports fan’s match-day routine it is important to consider the form and function of spaces visited on route, as well as the distinguished sections or stands inside of the stadium that fans choose to locate themselves. Football stadiums are unique spaces, as they exhibit a socio-geographic character that is emblematic of the fans community and the particular suburbs they reside within (Giuliannotti, 1999b: 70). However, the evolution of the match-day experience means that sporting organisations are tasked with creating a more connected, engaging, and interactive environment. Fans are not just simple spectators, and sports facilities need to become highly adaptive entertainment destinations before, during and after the event to accommodate this.

The aim of this research was to better understand the various elements which shape the match-day experiences for fans at Bankwest Stadium, a new 30,000 seat stadium in Western Sydney that open in April 2019. The research applied a quantitative approach via an intercept survey to uncover the general fan experience at Bankwest Stadium. The quantitative survey results were complimented by observations of fan behaviour within the precinct and in the stadium, prior to the game and at half time.

Based on the research findings three emerging themes have been identified. First, the importance of knowing your fans. To engage effectively with different segments of the fan population it is imperative that sports clubs better understand their fan base. Second, involves building the carnival. A good or bad match-day experience can be the difference between cultivating highly engaged or lacklustre fans. Creating a stronger sense of a carnival on match-day not only enhances the atmosphere, but also, creates an environment with increased social solidarity amongst fans. Finally, sensing the stadium. Once the stadium has enticed a fan to a game, it is important to go beyond the basics and deliver a fan experience that will bring them back to the stadium. This research explores how fans have rated the stadium, noting particularly areas considered to be successful and areas that could be improved.

Overall, through investigating stadium design and use from a fan perspective, as well as factors that can inhibit or enhance the fan experience, this research provides critical insights to improve fan engagement, satisfaction and retention at Bankwest stadium on match-day.
In a time where words like diversity and inclusivity have become the norm in strategic plans for sport organizations and governing bodies around the world, it should prompt such questions as: how are the strategies planned to address diversity and inclusion initiatives being resourced and supported around the world? Are they being designed to be truly inclusive, particularly when we consider sport for those with what could be called hidden disabilities? With much of the existing literature about the provision of sporting activities for disabled athletes (Hums et al, 2016; Thomas & Guett, 2013; Brittain, 2004) and disabled access to sporting arenas and events focusing on physical disabilities (Pate & Waller, 2012; McArdle, 2009; Carlson, 1997), there is a paucity of academic research about those diagnosed with Autism Spectrum Disorders (ASD) and other sensory processing disorders and participation in the many facets of sport. It is currently estimated that 1 in 59 children in the United States are diagnosed with ASD (cdc.gov, 2014), 1 in 70 in Australia (autismspectrum.org.au, 2018), and 1 in 60 in New Zealand (autismnz.org.nz, 2018).

Falling on the autistic spectrum, which includes such disorders as PDD-NOS, dyslexia, Asberger’s Syndrome and PTSD, or having “a physical, mental or neurological condition that limits a person’s movements, senses, or activities that is invisible to the onlooker” (ida.com, 2018), presents a number of challenges in the sporting realm. For example, for most on the spectrum, large crowds and noise, and the resulting overstimulation, make attending sporting events very difficult and the textures or weight of equipment to participate in sport can be distracting or overwhelming. Perhaps the most important consideration here is whether enough is being done to train coaches, administrators, game-day staff, etc. about the ways in which individuals who are on the spectrum have the support and encouragement they need to be able to participate at every level of sport.

The purpose of this study, as part of a much larger research project, is designed to discuss the challenges of being on the spectrum and participating in sport, whether that be as an athlete or a fan, and begin to consider some of the strategies utilized by sport organizations around the world to be more inclusive to those with hidden disabilities. Sensory rooms, like the one opened at the home of Arsenal Football Club in 2017, a space specifically designed to give “fans with profound special needs the opportunity to enjoy matches with their families and carers at Emirates Stadium - in some cases for the first time” (Arsenal.com, 2017), autism awareness events, like the Autism Speaks 400 NASCAR race and the work of organizations like the Shippey Foundation in the UK and KultureCity in the USA will be highlighted as examples of steps in the more inclusive direction. The implications of not providing such support for individuals with ASD will also be discussed – in many cases, the families of those affected by ASD also end up not being able to attend events or play, representing a huge market for sport marketers, event hosts and sports teams.
Effective leadership is vital for all organisations. Good leaders provide a competitive advantage for their organisation (Day, 2001) and also enhance the wellbeing of those within the team or organisation (Hogan and Kaiser, 2005). High quality leaders are therefore in demand, with poor leadership often cited as the cause of corporate failures (Hollenbeck et al., 2006). That being the case, when a leader leaves an organisation, there is great pressure to appoint a successor who will positively impact overall performance. A key consideration in achieving a successful transition is having a succession management plan in place, with succession planning linked to improved organisational performance (Giambatista et al., 2005). Thus, the process of succession management also has the potential to significantly impact an organisation, particularly when it involves leadership positions.

This paper aims to quantify and analyse theoretical and empirical studies which have examined leader succession events within sporting organisations. In conducting a comprehensive systematic review, key themes can be ascertained, and gaps in the literature can be identified.

Results indicate that the vast majority of empirical studies in this area have been conducted in the context of quantitatively measuring the impact head coach or managerial changes have on the performance of professional or collegiate competitive sports teams, most commonly in North America, but also in Europe. Furthermore, many of these studies are concerned only with short term impacts, focussing on the period immediately following succession. Theoretical concepts such as common sense theory, vicious cycle theory, and ritual scapegoat theory have regularly been used to explain succession events in this context. Results have been mixed as to whether a change will increase or decrease performance. There are comparatively few studies delving into succession planning at a more broader organisational level, with the most recent consensus being that such practices, where they exist at all, are relatively unsophisticated.

While illustrating the current picture of leader succession in sport, these findings also have applications for future research. While noting the important leadership role played by head coaches in competitive sport, there is an obvious dearth of research examining the succession of sports administrators in key positions, such as CEO’s. Similarly, there is little known regarding succession within Australian sport organisations. There is also an opportunity to examine leader succession in sport using the “insider / outsider” paradigm (in reference to the notion that certain actors hold a privileged position in the labour market compared to others), as a theoretical framework which has been widely utilised in the broader succession literature but not in sport management studies.
Connecting with Place and Others through Extraordinary Experiences: An Autoethnographic Approach

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Extraordinary sport experiences provide unique opportunities for individuals to experience place and connect with the world through sport. Extraordinary experiences are unlike other sport experiences because they are triggered by unusual events, and because of the intense emotions experienced, the interpersonal interactions, and the perception of newness (Abrahams, 1986; Arnould & Price, 1993; Duerden et al., 2019). Participants in these experiences have reported personal growth and transformation, including with their relationships with other individuals, the sport/leisure organization, and specific places (Arnould & Price, 1993; Celsi, Rose & Leigh, 1993; Dodson, 1996; Rundio, 2014). This is significant because the transformation results in changed attitudes and behaviors that organizations could potentially leverage. Both sport organizations and researchers could benefit from understanding the relationship between the elements of extraordinary experiences and personal transformations in considering the design of sport experiences (e.g., Chalip, 2006; Duerden et al., 2019). To that end, the purpose of this research was to use an autoethnographic approach to examine an extraordinary experience and subsequent personal transformation in relation to place and connecting with others (elements of the experience).

To accomplish this purpose, the researcher participated in a cross-country charity bicycle ride. Participants in the ride must raise a minimum of $1 per mile for the cause (Multiple Sclerosis), and then for two months ride an average of 60-70 miles per day across the United States (Bike the US for MS, 2017). Participants are expected to participate in service projects for those living with Multiple Sclerosis throughout the ride. Extensive field notes, personal reflections, social media posts, and digital photos were used to collect data and document and reflect on the experience. Data was analyzed using both deductive and inductive strategies.

In particular, the vulnerability of constantly being in new places and power differentials of being a cyclist compared to a car driver on a road contributed to the extraordinary experience and impacted the researcher’s advocacy and travel. Additionally, the impact of meeting people with Multiple Sclerosis in different places throughout the United States was amplified by the physical nature of the experience. Findings will be presented using specific instances that are representative of the extraordinary experience and personal transformation.

These findings contribute to the understanding of extraordinary experiences and their role in sport management by examining the role of two components of the experience (place and people) and the related impact these components can have on an individual (e.g., Arnould & Price, 1993; Chalip, 2006; Cohen & Welty Peachey, 2015; Duerden et al., 2019; Welty Peachey, et al., 2015). Practical implications for designing programs and experiences will also be discussed.
Sport Sponsorship Decisions – The Influence of Managers’ Personal Objectives on Sponsorship Decision-Making

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There is little research about why and how sponsors decide to invest high amounts of money in sponsorships (Walliser 2003). Although the corporate sponsorship objectives are largely investigated in the literature, the fact that decisions are made by individual managers who follow a personal agenda is neglected. The managers’ personal agenda could be one reason why sponsorship decisions are not always in line with the corporate objectives of the sponsoring company (Chadwick & Thwaites, 2005). Yet, there are no empirical investigations about managers’ personal objectives and their potential influence on sport sponsorship decisions. Addressing this gap, we posited the following research questions: What are the managers’ personal objectives in sponsorship decision-making? How do the managers’ personal objectives influence sponsorship decisions?

It is essential for sponsors to set precise objectives before entering a sponsorship. The main corporate objectives stated in literature are increase awareness, enhance image, increase sales and improve customer, business and employee relations (e.g. Chadwick & Thwaites, 2005). However, Chadwick and Thwaites (2005) also acknowledged that sometimes, the personal objectives of a manager might be a sponsorship objective. Cornwell (2008) refers to the enthusiasm towards a particular sport of a manager as a potential sponsorship objective.

Due to the exploratory nature of our study, we applied a qualitative Delphi study, which can be used for “distinguishing and clarifying real and perceived human motivations” (Linstone & Turoff, 1975, p.4). The Delphi method is a structured group communication process where selected experts are questioned in several rounds interspersed with the feedback of the previous round to solve a complex problem (Day & Bobeva, 2005). We recruited 18 sponsorship experts to a three-round Delphi study. For data analysis, we conducted a five-step structured content analysis (Mayring, 2015).

We identified 12 different personal objectives. The personal objectives ranked by our sponsorship experts according to their relevance were identification with a sport/team, regional loyalty, personal benefits/fun, prestige in peer-group, power, social relationships, personal success, status within the organisation, influence on sponsee, personal rejection, competitiveness, and job security. Moreover, the results showed an influence of managers’ personal objectives on sponsorship decision-making.

If managers decide about sponsorships according to their personal objectives instead of corporate objectives, they could harm the company. According to agency theory, agency costs for the company occur as soon as the objectives of the company and the managers differ (Jensen & Meckling, 1976). In conclusion, our empirical study contributes to the sponsorship literature by revealing the managers’ personal objectives and emphasizing their influence on sport sponsorship decisions.

Keywords: sport sponsorship, sponsorship decisions, sponsorship objectives, personal objectives
How can digital reaches be capitalized in professional sports? An empirical analysis to identify monetary value bases for sponsor integration in social media communications in professional sports

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Social media has become a common communication and interaction tool in today's society. It can be used for private, public and corporate communication processes (Mangold & Faulds, 2009). Social media communication in professional sports primarily fulfills fan communication tasks (Clark & Maher, 2016). The actors generate high public reaches as well as high digital fan engagement with their social media appearances. An example is Cristiano Ronaldo, whose social media channels are followed by more than 322.8 million social media users and generated 570.4 million user interactions between January and May 2018 (Nielsen Sports, 2018). One primary goal of the social media communication in professional sports is to increase the awareness of the respective actor, which can be used for example by the integration of sponsors for the capitalization of following markets (Geurin, 2016). The high reach and the intense fan engagement, which the professional sport can generate in the social media - regardless of time, place, sporting seasonal phases and the reporting of traditional media - are suitable for basic sponsorship goals such as awareness increase or image transfer. Currently, there are no scientific findings how to measure the financial value of this new monetization source. Using professional football teams in the German “Bundesliga”, empirical analyzes will be used to identify how to measure the financial value of social media posts with sponsors integration.

In context of the literature research, a research gap in the area of monetary evaluation of sponsor integration via social media channels in professional sports could be identified. Against this background, the overarching research question is: On what basis can the "financial value" of social media posts with sponsor integration be measured? Due to the described lack of comparable studies on a comparable topic, no already proven research design could be identified for the present research questions, why a research design has been developed. The primary goal in the development of the research design is an overall capture and mapping of the problem, why both the sponsor and sponsored perspective is to record. For that reason the research field contains both the clubs in the Bundesliga and their sponsors. Due to the fact that both the club and sponsor perspectives are covered in the context of the research project described here, the mixed methods approach is regarded as an adequate research methodology. An essential strength of mixed methods approaches is that results of one sub-study can be verified by the results of another sub-study of the project (see Bortz & Döring, 2006, pp. 184 f.). In the context of qualitative expert interviews with the clubs, it will first be ascertained whether, how and based on which parameters sponsor integrations (in social media) are currently being monetarily evaluated. The second sub-study investigates the sponsors perspective via a quantitative survey. It contains questions on the rating of the different parameters which could be identified in the first sub-study as well as the request to name prices for exemplary posts. In addition the conjoint method is used to identify the effect of a modification of the individual KPIs on the “purchase decision” of the sponsors.

Both the results of the quantitative sponsorship survey and the qualitative survey of the clubs show that a reach-based procedure such as the cost-per-mile (CPM) can be used as the basis for the monetary evaluation of social media posts with sponsor integration. The CPM of 18.38 € could be identified in the context of the sponsor survey and can be regarded as the starting point, which must be adjusted depending on the brand value of the sponsored object. The modified TKP is to multiply by the contribution range. For that, either an average from past posts of the specific page can be used or the value measurement can be accomplished after publication of the post, so that also the real achieved reach can be used. In the same way, the amount of interaction in the form of a percentage up and down should be taken into account in the total price. Optionally, special formats can be provided with additional "fees". This includes, on the one hand, the naming (including linking) of the sponsor's label or the rationing of the companies, which are integrated via a social media channel.
How far have we really come? Questions arising from Sport New Zealand’s Women and Girls Strategy.

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The New Zealand government introduced its first Strategy on Women and Girls in Sport and Active Recreation (the Strategy), in October 2018. The purpose of the Strategy is to facilitate greater gender equity focusing on leadership, participation, value and visibility. This includes the stipulation that, by December 2021, all partner sports receiving over $50,000 a year from Sport New Zealand (SNZ) or High Performance Sport New Zealand (HPSNZ), will need to achieve a minimum of 40 percent gender balance on their boards, the achievement of which will be linked to funding. Such targets are not new as in 1994 the Hillary Commission unsuccessfully introduced gender diversity targets for NSOs. Moreover, anti-discrimination legislation such as the New Zealand Human Rights Act 1993 and Equal Pay Act 1972, has not prevented ongoing gender inequalities in sport.

Using content analysis, the Strategy is reviewed in light of existing research (e.g. Cox, 2010; Holland, 2012; Macdonald, 1993; McKinsey, 2015) and the impact on gender equity. While the move to introduce a strategy on gender equity is to be commended, we argue that the strategy raises a number of critical questions:

- Although the Strategy specifically notes the importance of encouraging diversity, its focus is largely silent on intersectionality (race, ethnicity, sexual orientation, religion, age, background or ability).
  - Why is the focus restricted to gender diversity given the bicultural foundation of Aotearoa, the commitment to the principles of the Te Tiriti o Waitangi and the increasingly multicultural nature of NZ society?
  - If the Strategy is aimed at increasing opportunities for all women and girls in sport, how does the Strategy address the homophobic challenges, the inherent racism and unconscious bias in sport?
- What impact does linking gender targets to funding have on the role and purpose of SNZ and HPSNZ? What impact will this have on the expectations for funding, on ROI, and how will it be measured? What happens if the 40 percent gender target is not met? Will it be enough that the NSOs can demonstrate action is being taken to change gender diversity at the governance level?
- Why is introducing a governance gender target only for those NSOs which receive more than $50,000 in funding? Will this have an impact on influencing diversity more widely in sport?
- Will this strategy affect improving diversity at a regional and club level?
- Given that the existing organisational structures of NSOs are not being challenged, is this a case of ‘symbolic equality’ (Edelman, 2017)?
- And, significantly, what is the most effective way to influence change to improve diversity?

By reviewing the existing literature and the influence of historical events on the involvement of women and marginalised groups in sport, we will establish the context for the current space of New Zealand sport. The impact of these events on the purpose of NSOs and the impact of a ‘winning at all costs’ mentality together with the power dynamics that have formed as a consequence, will be discussed.
The 12-Year-Old Umpire: Systemic Influences Requiring Earlier Recruitment of Sport Officials.

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Research in the officiating space has been increasing in recent years with growing academic attention directed towards sport management topics such as abuse and other negative experiences (Kellett & Shilbury, 2007; Webb et al, 2019; Jacobs et al, 2019), social communities (Kellett & Warner, 2011), decision making (Cunningham et al, 2012), officiating as serious leisure (Phillips & Fairley, 2014), attrition (Webb, Rayner, & Thelwell, 2019; Warner, Tingle, Kellett, 2013) organisational support (Hong, Jeong, & Downward, 2019), development (Mack et al, 2018), and retention (Ridinger et al, 2017). Limited research has investigated the recruitment of match officials and in particular, the systemic influences that dictate when officials need to be recruited if they are to progress to the elite level.

In many sports, the role of a match official (‘umpire’ or ‘referee’) presents a legitimate career prospective. This is evident in the National Rugby League whose top officials now earn more than $300,000 annually (Walsh, 2019). Such recent shift in the elite and professional sport ecosystem has been bought about through professionalisation processes stretching across all aspects of the sport product to include officiating (Sam, Andrew, & Gee, 2017).

As elite sport has become more accessible and professional in nature, there has been a shift in standards that dictate a younger and more athletic official: International federations and professional leagues have implemented stringent mandates on official’s aerobic fitness and speed standards (e.g., FIH, 2018) alongside the rules-based competencies they must possess. In addition, age restrictions are placed on appointments and accreditations in some sports (e.g., FIH, 2018; FIFA 2015). As the elite level changes the grass roots must respond to the systemic consequences: a bottom up change to recruitment and development practices is required to operationalise the next generation of elite match officials. This is reinforced by recommendations from MacMahon et al. (2014) who identify the need to understand different stages and motives of officials’ development.

This presentation will discuss the shifting elite level environment and make recommendations for systemic adjustments to accommodate the changing development stages. Such adjustments may include the requirement to recruit officials at a younger age in order to have sufficient time to train them to an elite standard, and/or require faster development of skills. This could have an impact on who is recruited into officiating roles and when this occurs.

As a practical impact oriented project, this presentation will utilise a single sport case study approach (Yin, 1997) to demonstrate this suggested changing elite environment and the systemic impacts at grass roots level.
Barriers to leveraging regular season events for tourism

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Sport events can be used to benefit a destination’s tourism through visitation and image enhancement (Chalip, 2004; Chalip & Leyns, 2002; O'Brien, 2007). Benefits do not automatically occur without event leveraging, the strategic planning to maximise benefits (Chalip, 2004; 2016). While the majority of research on event leveraging has focused on one-off events, such as the Olympic Games, authors have suggested that there may be more benefit from regular season events such as teams participating in a league (Higham, 1999). These events are played in existing infrastructure and are relatively less costly and disruptive to the host city (Higham, 1999; Higham & Hinch, 2003; Mason & Duquette, 2008; Sparvero & Chalip, 2007). Based on the tenets of contingency theory (e.g., Otley, 1980), Kelly and Fairley (2018) suggest that strategies designed to leverage large-scale events are not automatically scalable to small-scale events. Research on leveraging regular season events is in its infancy. We know little about how regular season events can be utilised for tourism gain, and the barriers that restrict the leveraging of such events. This research seeks to understand the barriers to leveraging regular season events for tourism gain. Understanding barriers to leveraging will allow those responsible for sport, event, and tourism marketing to maximise outcomes from hosting sport teams.

Twenty-five semi-structured interviews were conducted with tourism and sport stakeholders in a regional Australian city. The interviews sought to understand the sport, tourism, and event strategies in the region, the current relationships among sport, tourism, and event stakeholders, as well as barriers to leveraging sport teams. Interviews ranged from 45 to 60 minutes. The interviews form part or a larger action research project on how sport teams can be leveraged for tourism benefits.

Barriers for leveraging sport teams included three overarching themes; lack of tourism direction in the region, limited knowledge and consideration of regular season events, and a lack of leadership to leverage events. Lack of tourism direction in the region was evidenced by the region having a disjointed tourism structure and no unifying tourism brand. Limited knowledge and consideration of regular season events was evident as regular season events were not considered to produce tourism benefits, there was a perceived target market incongruence between the sport and tourism markets, and a perception of being comparatively less attractive than one-off events for tourism. Further, respondents in the region believed that the benefits of the sport team should, and would, be limited to the host city and not the wider region. Lack of leadership to leverage events was also present as no relevant stakeholders took responsibility for driving initiatives – noting time and resources were a barrier.
Organizational Capacity and Performance in Sport for Development

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A growing body of scholarship now exists on the management of sport organizations aligning their work with the United Nations Sustainable Development Goals (cf. Schulenkorf, 2017). Recent scholarship focused on how sport for development and peace (SDP) organizations respond to institutional complexity (McSweeney, Kikulis, Thibault, Hayhurst, & van Ingen, 2019; Raw, Sherry, & Rowe, 2019) and the managerial processes underpinning their work (Schulenkorf & Siefken, 2019; Joachim, Schulenkorf, Schlenker, & Frawley, 2019). In positioning sport management within the broader SDP community, however, Welty Peachey (2018) identified organizational capacity as one of the most important areas where sport management researchers can contribute to the field.

Empirical studies of capacity in SDP remain limited. Researchers have previously explored critical capacity elements in SDP (Clutterbuck & Doherty, 2019; Svensson, Hancock, & Hums, 2017) and the relationship between capacity and the life stage of an SDP organization (Svensson, Andersson, & Faulk, 2018). An underlying assumption in prior studies is that nonprofits need a set of capacities in order to achieve their intended goals and mission. Interestingly, no prior studies have empirically examined the relationship between organizational capacity and performance in SDP. Therefore, the purpose of this study was to conduct a quantitative assessment of organizational capacity and performance in an international sample of SDP organizations across all six continents.

A sample of nonprofit organizations involved in SDP were identified through a systematic review of existing databases and organizational lists. Based on available contact information, over 900 organizations were invited to participate in this study. Data collection is currently in progress with a total of 148 completed surveys recorded so far. A questionnaire was developed based on prior capacity literature within both sport and nonprofit management (e.g., Andersson, Faulk, & Stewart, 2016; Doherty, Misener, & Cuskelly, 2016; Svensson, Andersson, & Faulk, 2018; Wicker & Breuer, 2011, 2013). This included 43 capacity elements across Hall et al.’s (2003) five dimensions of nonprofit capacity. Performance was measured using Brown’s (2005) five-item nonprofit performance scale. We also used Shin and McClomb’s (1998) four-item scale to measure environmental turbulence. Reliability coefficients ranged from $\alpha = .74 -.87$. We controlled for a number of variables including organizational size, age, and geographical location. Preliminary results from a multiple regression analysis indicated that capacity explained approximately 20.0% of the variance in performance beyond what was explained by the control variables.

Our findings contribute to the literature by providing baseline data from a global sample of SDP organizations to stimulate theoretical and empirical advancements about the relationship between capacity and performance. The complex relationship between these constructs will be further discussed along with suggestions for future research. Additionally, our work also provides insight on the current capacity strengths and challenges within Hall et al.’s five capacity dimensions in the SDP field. Moreover, the results of our analysis will also be situated within broader sport and nonprofit management literature to highlight the practical and theoretical implications of this study.
Indigenous Methodology in Sport Management

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Indigenous communities is a focus of many areas of research, however, a fundamental limitation stems from a lack of use with Indigenous methodologies and paradigms throughout researchers approach to studies (Martin & Mirraboopa, 2003; Hart 2010; Wilson 2001), the lack of understanding and approach from non-Indigenous researchers (Rossi et al, 2013; Stronach & Adair, 2014; Kingsley et al, 2010) or failure to align research with Indigenous perspectives (Denny-Smith & Loosemore, 2017). Given the ongoing development and understanding of the application of Indigenous methodologies, there is a need to understand how non-Indigenous researchers working in the Indigenous space can incorporate Indigenous methods into future research. Therefore, this paper aims to provide an account of using Indigenous or decolonizing methodology in a sport context through the lived experiences of a non-Indigenous researcher. The methodology is informed by elements of Indigenous research methodologies, applying a decolonising lens to the overall research (Tuhiwai Smith, 1999) by utilising aspects of reflexivity and reciprocity (Peters, 2017) when researching the impact of Australian Rules Football to Aboriginal and Torres Strait Islander communities.

Commonly held assumptions and thought process of non-Indigenous researchers working in the Indigenous space can impact the validity and reflexivity of the work at hand (Rossi et al, 2013; Blodgett, 2011). Much academic research focussing on Indigenous sport in Australia has used historical narratives to discuss colonisation impacts on Indigenous sport (Bamblett, 2012; Gorman 2010, Gorman 2012, Hallinan & Judd, 2012; Judd 2012) however little research exists to tell the lived experiences of Indigenous participants using their narrative (Blodgett, 2011) to explore the effectiveness of sport social programs. Sport provides an outlet and opportunity to engage marginalised and minority community groups, whereby research can be utilised to gather Indigenous peoples stories within sport programs. Using an Indigenous methodology to collaboratively tell individuals stories (Gorman, 2015) ultimately measuring the impact sport can have with participants.

Consideration of the above will help inform a collaborative project with the AFL exploring the impact of State, Clubs and National programs with Aboriginal and Torres Strait Islander participants. The project plan involves multiple visits to each site, spending time at appropriate events, locations, programs, all to get involved and sit within the community. This paper will reflect the processes and ideas embedded in the application of Indigenist research methodologies, by establishing relationships and meaningful engagement with Indigenous participants throughout the research process and an ongoing cycle of reflection on the process. The reflections and data collection process utilised by the non-Indigenous researcher (her story) help to provide an understanding of the nuances and concepts surrounding Indigenous research, which overall assists in strengthening and improving the validity and reflexivity of future research conducted with Indigenous or marginalised community groups by non-indigenous researchers.
Driving Sport Industry Digital Transformation - An Insider’s Journey

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In August 2018, the Australian Government released Sport 2030, a national sport plan for Australia (Commonwealth of Australia 2018). Sport 2030 is a whole of government plan, crossing Ministry and Department boundaries. As part of the plan, the Government called for “a modern and viable digital sports sector” noting a “widening digital divide between the expectation of sport consumers and the capabilities of sporting organisations to meet these expectations” (Commonwealth of Australia 2018, p. 61). The government tasked Sport Australia to lead this industry transformation.

How is such an industry transformation achieved, why is it important for sport, and what is the government’s role in leading such a transformation? This paper tracks the beginnings of this industry transformation from the perspective of an insider acting as both a practitioner and researcher. The study adopts a methodology from Information Systems literature - Insider Action Design Research (IADR). IADR is a multi-methodological approach that incorporates both Insider Action Research (IAR) (Coghlan 2007; Coghlan & Brannick 2014) originating from the social sciences and professional practice literature and Action Design Research (ADR) (Sein et al. 2011) originating from the information systems and engineering literature. The benefits of taking an IADR approach for the study is discussed; specifically the delivery of artifacts for the research, practitioner, and user communities and the management of internal organizational politics surround the study.

The origins of the industry transformation are explored from an insider’s perspective from early concept in 2013, to the announcement by the Government in 2018, and subsequent initial interventions by Sport Australia. The paper highlights how theory can influence practice, with the researcher applying theory from the literature on platform & ecosystems (Jacobides, Cennamo & Gawer 2015), service dominant logic (Vargo, Akaka & Vaughan 2017), pubic value (Benington & Moore 2010), and dynamics capabilities (Teece, Pisano & Shuen 1997) to the transformation. The importance of multiple theoretical perspectives or ‘lenses’ in industry transformation research in order to get a ‘fine-grained’ account of what is occurring is examined (Crowston & Myers 2004; McGee & Thomas 1989; Porter 1981) with a theoretical framework presented to support the industry transformation research.

To conclude, the paper explains the importance of industry platforms and public entrepreneurship in undertaking such an industry transformation. It outlines some preliminary findings from Sport Australia’s early interventions, and it proposes a number of hypothesises based on the preliminary findings to outline the future direction of the research.

Keywords: digital transformation, industry transformation, industry platforms, action research
Socio-cultural Impacts of Professional Football Clubs to Local Residents: Differences among perceptions via regions in the Republic Socialist of Vietnam

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Football is the most popular sport in Vietnam, and this is not just a game or sports, it makes a role as nationalism, and football also is viral motivation to push up the development of socio-economic in Vietnam. The relationship between professional sports - especially football - and cities is an important public policy issue that has received growing attention in the academic literature. To date, the majority of existing studies have focused upon the wider economic impacts; however, none any research has examined socio-cultural impacts of professional football club to local communities in South East Asian, especially Vietnam, had never been studied. Therefore, the current study on socio-cultural impacts of professional football clubs to local residents in the Socialist Republic of Vietnam has done to fulfil the lack of understanding of resident’s perceptions towards socio-cultural impacts of professional football club on local communities at the developing and communist-based country. The purpose of this study was to explore, develop and validate the scale of socio-cultural impacts to examine socio-cultural impacts of professional football clubs to local residents at the big cities in Vietnam.

Before using questionnaire for conducting the scale of socio-cultural impacts to reach local citizens, structure and content validity of preliminary questionnaire is assessed by a panel of experts including five university’s professors and one expert at Vietnam Professional League company in order to enhance structure and content validity with using the index of Item-Objective Congruence (IOC). Then, reliability test for the questionnaire via the thirty university’s students at Ton Duc Thang University also conducted to increase the quality of the instrument. Participants (N = 1,314) were based on a convenience sample in a local community of the three regions in Vietnam such as Hanoi FC and Song Lam Nghe An FC at the Northern Vietnam, Danang FC and Quang Nam FC at the Middle Vietnam and Hochiminh City FC and Hoang Anh Gia Lai FC at the Southern Vietnam. After collecting the data, the entire data set was randomly split into two parts for exploratory factor analysis by IBM SPSS version 22.0 and confirmatory factor analysis by LISREL 9.30 in order to confirm the factor structure of the scale of socio-cultural impacts. Then, the research applied one-way ANOVA to test the different opinions of subjects from three regions of Vietnam.

Results of the exploratory factor analysis identified the four impact factors including three positive socio-cultural impacts as (1) Community Enhancement and Consolidation, (2) Health and Socio-cultural Opportunities, (3) Economics Benefits; and one negative socio-cultural impacts as (4) Socio-cultural & Environment Concerns with a total variance of 62.76%. Then, confirmatory factor analysis showed that after adjusting model, the 4-factor with 37-item model provided a good fit to the data with the index of χ2/df = .343 with p-value > .05; RMSEA = .000; SRMR = .003; GFI = 1.000; and AGFI = .998. Secondly, via the perceptions of local residents at the big cities in Vietnam, the factors as Community Enhancement and Consolidation had the highest mean score (M = 4.38; SD = .62), followed by Health and Socio-cultural Opportunities (M = 4.07; SD = .74); and Economics Benefits (M = 4.05; SD = .85). However, Socio-cultural & Environment Concerns (M = 2.38; SD = 1.00) was the lowest mean score of the Scale of Socio-Cultural Impacts. After analyzing, the ANOVA tests determined that only two factors exhibited significantly differences among the three regions on Socio-cultural & Environment Concerns with p-value = .000 < .01 and Health and Socio-cultural Opportunities with p-value = .001 < .01. It is concluded that the Scale of Socio-Cultural Impacts (SSCI) is a valid measuring instrument for assessing viewers’ perception of having professional football club at their community in the Socialist Republic of Vietnam. And, it can be indicated that, the residents of Northern Vietnam might get higher impacts on both positive and negative issues than other regions in Vietnam.
Follow the Leader? Toxic Leadership and its Impact on International Sport

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The concept of toxic, or destructive, leadership behavior has been discussed extensively in the fields of business, politics, and the military, but not to the same extent in the sport industry. This is of particular relevance given that sport is replete with examples of leaders who consistently challenge widely-recognized ethical standards and could be described as being ‘toxic’. Padilla, Hogan & Kaiser (2007) developed the ‘Toxic Triangle’ model, the components of which – Destructive Leaders (where they analyzed the characteristics of those who might be considered this type of leader); Conducive Environments (that facilitate toxic leadership); and Susceptible Followers (why colluders and conformers might ‘allow’ this type of behavior to manifest and why this type of leader might remain in a position of power) – begin to describe the facilitation of toxic leadership and toxic environments more broadly. It is the role of the follower, the nature and dynamics of follower relationships and who actually follows who in the sport industry that provide the focus of this paper.

While few studies have been conducted evaluating the role of the follower in what may be deemed toxic environments (e.g. Offerman, 2004; Weierter, 1997), it may be argued that, in all levels of sport, followers may certainly enable and actively support a toxic leader. A key component of building a reliable network of followers (e.g. colluders) is the notion that those followers will have committed themselves to supporting that leader and sharing the same set of values and beliefs. Moreover, “individuals who endorse unsocialized values such as greed and selfishness are more likely to follow destructive leaders and engage in destructive behavior” (Padilla et al., 2007, p. 185). This then poses a number of questions: does a toxic leader or a toxic environment come first? If followers are willing to collude with a leader, does the leader end up following their cues?

A new model, the Toxic Triangle of Sport Management (TToSМ; Roberts, Tietjen-Smith, and Russell, 2018; adapted from Padilla et al., 2007) will be discussed. The TToSМ model consists of three areas: Destructive Leaders; Reluctant or Deliberate Followers; and Susceptible Environments. Our contention is that without followers, there is no leader, and those that would be classified as followers end up strengthening or embedding the culture of toxicity in an organization. Thus, we will discuss the qualities and roles of these followers, reluctant and deliberate colluders and conformers (e.g. fans, athletes, staff, coaches, media), and how they support toxic leaders. The first step to reducing the effect of toxic leaders is identification of their qualities as well as the qualities of their followers. This research is part of the first stage of the creation of the TToSМ (or “Toss ‘Em”) screening tool.
Relationship Marketing in Australian and New Zealand’s Professional Sport Teams: Exploring Current Activities in Super Rugby

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As current sport market has saturated and become highly competitive, not only recruiting new fan base, but also retention of existing fans has become crucial for sport organizations (Rein et al., 2006). It has been revealed that by establishing greater relationship between the organizations and customers, the organizations are able to enhance customer loyalty, and retain existing customers (Berry, 1995; Grönroos, 1996). Consequently, the importance of relationship marketing (i.e., RM) has become widely recognized among sport marketers, and recommended as an effective strategy (Kim & Trail, 2011). However, actual strategies, tactics, or outcomes of RM in professional sport business are not fully understood (Stavros & Westberg, 2009), and limited research has done to convince the effectiveness of RM.

The purpose of this research is exploring relationship marketing activities of Super Rugby clubs in Australia and New Zealand, and reveal how RM activities are being conducted, managed, and assessed in current professional sport business. Using qualitative data, this study examined how marketers would perceive the RM, actual strategies and tactics, management of RM, outcome and assessment, issues for implementation, and marketer’s view of RM in the future. In total, 8 semi-structured interviews were conducted, and data was collected from GM, Head, or Managers in charge of marketing.

The result showed that while most of respondents were not familiar with what relationship marketing referred to, they were very clear about the concept of RM when instruction was given. Various RM tactics were identified, and respondents recognized the benefits of RM in certain ways. On the other hand, the result also indicated that the difficulty of implementation and measurement of the effectiveness. Findings only explained RM activities in current professional sport business from marketer’s view, thus how RM affects the consumption behavior of sports fans should be examined as a future research.
Examining Community Sport Board Role and Social Identities

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The purpose of this paper is to examine the ways in which sport board member multiple role identities and social identities may compliment or conflict with one another during community sport board functioning (e.g., decision making and conflict).

Although it is known that parents and family members volunteer their time for various roles in community sport (Taylor & Morgan, 2017); relatively little is understood regarding the influence of that involvement on sport functioning. As noted by Kerwin (2013), board members identify with individuals or groups within their sport club that directly (or indirectly) influences conflict and disagreement. Kerwin examined this process of influence using social identity theory where the focus is on a person's knowledge that he or she belongs to a social category or group (Hogg & Abrams, 1988). Further, Locke and Heere (2017) discussed the importance of recognizing the unique influences of social and role identity in sport organizations. Complimenting social identity theory, identity theory refers to the parts of one’s self that consist of the meanings that are attached to the “multiple roles [individuals] typically play in highly differentiated contemporary societies” (Stryker, 1980, p. 284). Moreover, each identity will impact expectations, behaviours and interactions within the group/board (Stryker & Statham, 1985). Both social and role identity may be particularly relevant for community sport organizations in that board members may identify with multiple roles and social groups such as parent, grandparent, board member, athlete, or former athlete. And theoretically, it is reasonable to assume that identity and identity conflicts (e.g., parent versus sport club representative) may play a role in the development (and management) of community sport board decision making. Further, given that “characteristics such as gender, sex, and sexuality do not only take the form of identities, but also social positions that possess societal status and power (Burman, 2002)” (Satore & Cunningham, 2010, p. 495-496) it is important to understand how board members’ diverse social identities, as well as that of their families’, influence sport decision making and conflict. As key studies in community youth sport research have made clear, the potential for family members with diverse social identities to advocate, educate, and enhance policies and programming is clearly evident (Dyke, 2012; Trussell, Kovac, & Apgar, 2017).

With the exploratory nature of the study a qualitative approach was appropriate. Five soccer districts, across Ontario, Canada representing diverse geographical areas (urban, suburban, rural) and player densities participated in the study. Observations during monthly board meetings and planning sessions took place over a year alongside conversational interviews. District policies and documents were also analyzed concurrently. Data analysis was guided by an active and inductive approach that aimed to be an “open-ended investigation with minimal assumptions, leaving the researcher open to emergent leads and new ideas” (Saldaña, 2015, p. 23). Moreover, an interpretative approach to thematic analysis was used to search for patterns of meaning across the qualitative dataset and is commonly employed by sport scholars (Braun et al., 2016; Sparkes & Smith, 2014).

The findings, of this in-progress research, brings to the forefront a critical discussion of the decision making within community sport boards regarding sport policies and programming. Specifically, by anchoring the discussion in the multiple roles and social identities of community sport board members and how familial identities influence club policies and programming decision making, it will uncover the effects, both intended and unintended.
Profitability and Customer Retention Rate: Comparative Study Between Financial Services and Professional Sports in Japan

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Many marketers believe that improving the customer retention rate leads to increased profits for professional sport teams. Previous research has also presented how to improve the customer retention rate of such teams (Mahony et al., 2000; Trail et al., 2003). Conversely, Baker et al. (2016) revealed “double jeopardy” in the professional sport market. This finding suggests the possibility that the profitability of professional sport teams may not simply be more influenced by the customer retention rate but by the deviation of the rate from the NBD-Dirichlet model. In fact, previous research revealed that the profitability of financial service companies, such as credit card and life insurance companies, was influenced by the deviation of the customer retention rate (Wakuta, 2018). There is a lack of research on whether the profitability of professional sport teams is influenced.

However, we should be very careful to apply these concepts to sport marketing because recent research found that consumers of professional sports tend to feel more positive when they do not have excessive information about the match prior to purchase (Abuhamdeh et al., 2015). Normally, consumers tend to feel risk when they do not have enough information prior to purchase. Therefore, some promotions may lead to a decrease in the purchase intention of consumers of professional sports because such promotions provide consumers sufficient information.

This study aims to reveal the relationship between profitability and the customer retention rate in Japanese professional soccer teams by comparing the relationship with Japanese financial services. This study uses PLS-SEM (Partial Least Squares Structural Equation Modeling) because of the small sample size. First, this study examined whether the profitability of professional sport teams was influenced by the deviation of the customer retention rate as well as that of the financial service companies. PLS-SEM revealed the customer retention rate did not significantly explain the profitability of professional sport teams. Second, this study examined whether the profitability was negatively influenced by the promotions. Analysis indicated that the profitability of professional sport teams was positively influenced by the deviation of the customer retention rate but was negatively influenced by promotions. PLS-SEM also showed that the profitability of financial services was not negatively influenced by the promotions.
The Ethical Orientation of Intercollegiate Athletic Departments

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Organizations routinely face ethical dilemmas, thereby bringing to light the importance of ethical behavior within these entities. Employees whom are unaware of various ethical issues (related to organizational, industry, or governing policies), or employees under pressure to succeed in competitive environments, may make poor decisions resulting in unethical behavior and abuses of policies, which in turn may then have potentially negative consequences for the organization (e.g. negative publicity, fines, sanctions). When organizations face these penalties, it can prompt a response to either prove compliance or re-evaluate their program and get back into compliance (Weaver, Trevino, & Cochran, 1999).

Indeed, college athletics is no different. Ethical issues have plagued intercollegiate athletics for decades (e.g. balancing academics and athletics, recruiting, revenue generation, winning), and due to this pressure, college coaches regularly face ethical dilemmas regarding how to approach these issues (DeSensi & Rosenberg, 2010). While all National Collegiate Athletic Association (NCAA) institutions incorporate a compliance program, little is known about the ethical orientation of these institutions and its influence on coach attitudes, behaviors, and work outcomes. Though various scholars have noted the importance of ethics in considering the overall effectiveness of the athletic department (Cunningham, 2002; Putler & Wolfe, 1999; Wolfe, Hober, & Babiak, 2002), research related to the specific ethical orientations of these individuals, and organizations, is lacking.

As such, sport Management scholars have called for a deeper examination of ethical leadership in college athletics (Burton & Welty Peachy, 2013; Burton & Welty Peachy, 2014; Burton, Welty Peachy, & Wells, 2017; Sagas & Wigley, 2014). Thus, building upon previous leadership and ethical orientation research (Weaver & Trevino, 1999; Weaver & Trevino, 2001), the purpose of this study was to (1) explore the ethical orientations of intercollegiate athletic departments, and (2) examine the influence of those ethical orientations on various individual and organizational-related outcomes.

Coaches from NCAA institutions (N=43) completed a questionnaire. A cluster analysis was performed to group athletic department coaching staffs according to the two ethical dimensions (compliance-based and values-based). Results demonstrated the presence of three ethical orientations within those two dimensions – strong, moderate, and weak. Findings indicated differences between athletic departments in all ethical behavior and affective work outcomes examined, except employees’ willingness to seek advice about ethical issues. Further results, implications, and limitations will be discussed.

Keywords: ethical orientation, leadership, college athletics
Marketing Strategies of the Female-only Gym Industry: A case-based industry perspective

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As there is a general rise of female power in the new generation (Nuviala & Nuviala, 2018). The expanding female consumer base is gradually becoming a potential market that cannot be ignored in the sports industry (Shaw, 2012; Teik, 2015). This study examines the female marketing mixed model of female-only gym businesses. A qualitative research methodology was deemed most appropriate for addressing the exploratory purpose of the study as it allows researchers to study things in their natural settings and to interpret phenomena through the meaning people bring to them (Denzin & Lincoln, 2011). In this study, the female gym strategy were sorted out from the Curves manager who have successful experience by using a qualitative research methodology. The Curves Female-only Gym in Taiwan 1) Products: created a sense of belonging for female customers by focusing on female members’ experiences and customising its product concept, exercise programs, proactive care, and services; 2) Prices: set consistent and transparent pricing guidelines to obtain customers’ trust and create a sense of autonomy; 3) Place: established an SOP and emphasised brand consistency for its chain stores; and, 4) Promotions: employed seasonal promotions and peripheral products that aimed to attract female attention. Our study highlights that in multi-cultural settings, service providers should closely study female customers’ expectations for workouts. Furthermore, Curves is aware of the issues that appeal to women and has developed comprehensive promotion plans by organizing various seasonal events. This is the key to dominating the female fitness market. Thus, Curves has set a benchmark for the female fitness market. Specifically, the current findings supported a new contextual perspective for an Asian female sport marketing.

Keywords: female marketing, marketing mix, sports marketing, fitness industry
Relational leadership in elite sport: a qualitative case study

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Over the past two decades leadership scholars have increasingly turned their attention to attempting to understand the social construction of leadership. One such leadership concept is relational leadership, which argues that leadership is socially constructed through the relationships between people (Uhl-Bien, 2006). According to Billsberry et al., (2018) the sport management field has not reflected mainstream leadership in exploring socially constructed leadership. This research project answers the call of Ferkins, Skinner, and Swanson (2018) by investigating the concept of relational leadership in the context of sport management. Relational leadership as proposed by Cunliffe and Eriksen (2011) is employed to investigate the everyday and mundane actions of leaders. The concept of relational leadership is explored through the lens of social practices theory to highlight the complex, dynamic and processual nature of leadership in practice (Reckwitz, 2002; Schatzki, 2012). Sport has been identified as an appropriate context to study relational leadership in the mainstream leadership literature (Ryömä & Satoma, 2019) however studies up until now have rarely examined an entire professional club.

It has been proposed that the future of leadership research is understanding leadership processes, rather than behaviours, characteristics and traits of leaders (Lord et al., 2019). Therefore, our research takes into account the leadership influences of the whole professional club including, management, coaches, support staff and players. The research design was derived from Schatzki (2012), where observations, interviews, and secondary data have been collected to examine processes of leading at a professional sports club over the time-span of a full season. This time period enabled the observation of many contexts and changes that occurred over time. Observations are augmented by interviewing club personnel to understand their perceptions of observed scenarios.

The most significant finding to emerge from the research to date was that leading was not seen solely as the responsibility of those with a leadership position. All club members were observed to lead in at least one context throughout the season. The interview participants highlighted their experiences with other players and personnel. Each player and nearly all personnel were identified as having a significant influence on the experience of at least one interview participant, reinforcing that leadership exists in seemingly mundane interactions (Cunliffe & Eriksen, 2011). The second finding is that leading is not an isolated practice. Collaborating and following are complementary team practices in which each person engages. Finally, the context plays a significant role in the process of leading, the relationships built between people enable leading based on knowing the context, themselves, and others.

This project contributes to sport management literature by answering the call of Ferkins, Shilbury, and Swanson (2018), and Billsberry et al. (2018) to complete empirical research on the social construction of leadership in sport management. In doing so the complexity of leadership practice is highlighted, identifying leadership in the everyday and mundane interactions between people. This informs development as leading is the responsibility of all, not few, and may provide guidance for future social constructivist research on leadership in the sport management context.
A thematic analysis of the underlying psychological and behavioral processes affecting participation in Touch Football

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Participation in sport is a significant contributor to positive health (Bloom, Grant, & Watt, 2005; Fraser-Thomas, Côté, & Deakin, 2008; Funk, 2008) and has been the focus of many health-related interventions (Vail, 2007) and public health programs (Berg, Warner, & Das, 2015). Since the emergence of research investigating sport involvement, there have been many approaches used in an attempt understand how to increase participation, and to identify ways to ensure that people continue to engage over time. However, studies attempting to understand sustained engagement in sport (Lonsdale, Hodge, & Jackson, 2007; Lonsdale, Hodge, & Raedeke, 2007), have relied heavily on cross-sectional designs and quantitative measures with little emphasis on longitudinal approaches and qualitative methods of data collection. Moreover, many studies examining the factors affecting engagement, have focussed on the broader determinants of participation (e.g., the cost to participate or a lack of time). By comparison, there have been very few studies identifying the psychological and behaviour processes causing a transition between levels of engagement from ‘below the surface’.

This presentation will focus on the interviews conducted in stage four of a longitudinal study. The first three stages of the study included the distribution of three repeat surveys (2015, 2016, and 2018) investigating participation in the context of Touch Football. 50 participants completed the survey three times. Key focus areas in the survey included; participant behaviours and intentions, psychological connection, service importance and performance evaluations, and demographics. The theory of participation staging algorithm and segmentation framework (Beaton, 2010) was applied in the surveys to examine participant psychological connection and was used as a key indicator in determining changes.

The interviews, as the remaining stage of the study, which are scheduled to be conducted and analysed prior to November 2019; seek to identify the behavioural and psychological processes causing changes in engagement-disengagement, and psychological connection. Further analysis into whether the processes vary within, or between the stages of participation will also be conducted.

The findings from this study will be beneficial towards the development and implementation of strategies and the allocation of resources to decrease retention and increase long-term participation in Touch Football.

Keywords: participation, engagement, psychological connection, longitudinal, interviews
Women representation in Canadian sport boards and the relation with organizational characteristics

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Women are under-represented in sport boards across the globe, with their share being typically below the gender balance zone of between 40\% and 60\% (Burton, 2015; European Commission, 2014). For example, in Canada, women only make up 26.3\% of all board members of national sport organizations (Canada’s Dairy Farmers & Canadian Association for the Advancement of Women and Sport and Physical Activity, 2016). Existing research has identified several reasons for this under-representation, such as the lack of opportunities and/or women role models (e.g. Burton, 2015; Cunningham, 2008). In the Canadian context, Kerr (2009) reported that the social culture of sport leadership defines sport as a male dominated environment where the perception still exists that women may not fit the role of leader. Also, prior studies have suggested ways women representation can be improved (e.g. Adriaanse, & Schofield, 2013; 2014). This study takes a different angle and examines characteristics of organizations with high or low levels of women representation on the board. Such an analysis will enhance our understanding of the extent to which women representation might benefit these organizations and what types of organizations are more likely to appoint women to the board.

Secondary data were collected for Canadian national, provincial, and territorial sport organizations using information provided on websites and via contact e-mails. Information about women representation on the board and organizational characteristics was made available for 270 of a total of 719 organizations (37.5\%). A cluster analysis was performed with the number and share of women on the board. The resulting cluster solution was entered into analysis of variances to identify significant differences between clusters with regard to organizational characteristics.

On average, Canadian sport boards are composed of 9.47 members and 3.24 women, reflecting a share of 35.0\% (SD: 22.0). The number and share of women on these boards ranges from 0 to 14 and 0 to 100\%, respectively. The cluster analysis yields a three cluster solution: Low (45.6\% of cases; number of women: 1.54; share: 15.9\%); medium (44.4\%; number: 3.92; share: 44.9\%), and high women representation organizations (10.0\%; number 7.93; share: 77.8\%). The analyses of variances reveal that these clusters do not differ significantly in terms of board size, type of organization, year of foundation, number of sponsors, number of paid staff, government funding, and likelihood of breaking even. However, we find significant differences for logged per-capita revenues: Organizations with medium women representation are able to generate significantly higher per-capita revenues than those with high and low women representation, suggesting that gender equality rather than over-representation of one gender is associated with higher financial resources. This finding might be explained by the resource-based view in that balanced board composition contributes valuable and rare combinations of individual input that limits the potential for strategic equivalents and greater avenues for revenue (Barney, 1991). This is particularly relevant for non-profit sport organizations looking to operationalize gender equity plans (Canadian Sport Policy, 2012) and simultaneously maintain/increase revenue streams.
Sport development pathways: Investigating ‘whole of sport’ planning by national sport organisations in New Zealand

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Sport organisations worldwide are constantly seeking processes to benchmark and improve their performance management capacity, which in turn benefits their organisation and members at all levels. Performance management, defined as “actively monitoring the organisation’s performance levels to continuously improve”, is widely used within public and private business entities, but is a relatively new concept for sport entities and there is currently little evidence to date about the performance tools used in sport settings. One such tool now being applied in sport is the ‘whole of sport’ (WoS) approach, which is a best practice system designed to offer a unified pathway of development with the aim of delivering a consistent experience for all participants. This approach may feature some of the following patterns: shared outcomes at all levels of the sport, clarification on the measurement of success, priority and consistency in (integrated) national programmes and projects, and/or alignment of strategic and operating plans. WoS type ‘road maps’ are seen as innovative ‘mould cracking’ advances to galvanise organisational change within sport at all levels. Sport New Zealand (SNZ), the crown agency responsible for investment decisions in the NZ sport sector, has expectations for national sport organisations (NSOs) to be able to deliver their sport from top to bottom – high performance to grassroots community sport – and has been encouraging sports to produce ‘whole of sport’ plans. This paper explores the WoS planning approach to sport development taken over recent years by a number of New Zealand NSOs. The aim is to explore the catalysts for this approach considering the role of Sport NZ, stakeholder involvement, the commonalities/differences between sports’ WoS plans, their benefits/challenges and successes/failures, and the learning that other NSOs can acquire regarding the WoS approach to sport development planning. SNZ assisted and invested in a number of targeted NSOs to develop these plans, with NZ Football as the inaugural project. Data in this in-progress research is being collected using a qualitative methodology including document analysis (WoS plans, reports, webpages, technical documents, partner agreements), semi-structured interviews (stakeholders) and comparative case studies, (WoS plans including the Whole of Football, Whole of Swimming, Whole of Netball, Whole of Hockey, All of Basketball and the Ultimate Plan (for the sport of Ultimate)). While the planning and delivery, and the relationship between NSO’s, RSOs, and CSO’s (clubs) has been said to be fractured in many sports, the encouragement now by Sport NZ towards vertical alignment between the various levels of the sport structure is constructive. Cooperation and coordination amongst these various stakeholders has led to the alignment of strategic and operational planning and programmes through and across the sport with the intent of improving their overall performance and development outcomes. This study provides insights into this WoS approach involving top-down intervention by NSOs in the performance and development outcomes for their sport. The research extends the sport management literature through qualitative analysis of this performance management tool used in the sport organisation sector. The results have implications for all sport organisations who may wish to adopt such an approach or a variation of it, depending on where they sit on the sport service and development ladder.

Keywords: development of sport, sport development planning, sport development pathways, whole of sport planning
“Vintage Sport & Leisure”: capturing the lived experiences of the active ageing Golden Oldies Festival fraternity

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This exploratory research study offers a valuable insight into the lived experiences of a growing cohort of well-educated active ageing serious leisure consumers, many of whom have considerable time and money at their disposal. The Christchurch Casino’s Golden Oldies Festival 2018 (CGOF 2018) was initially promoted as being one of the biggest sport events ever hosted in New Zealand’s second largest city. It promised ten different sporting festivals overlapping over a four week period, and predicted the arrival of around 10,000 participants. In reality, 4296 people officially registered to attend the CGOF 2018, which was reduced to six sports due to a lack of uptake/interest. The week-long men’s and women’s rugby festival attracted 2852 entrants, 1490 of whom were international visitors.

Following the event, an online survey link was sent to the email addresses of the 1290 attendees, all of whom agreed to participate in this study. The survey had a completion rate of 34% (n.434). 71% of the respondents were classified as active sport tourists, with 41% of the international attendees being first time visitors to Christchurch. Only 24% were attending their first GOF event. The customer profiling confirmed that many of the domestic and international attendees possessed the character traits commonly attached to serious leisure hobbyists. Their answers revealed a strong attachment toward their sport and even stronger allegiance to the “Golden Oldies fraternity”. The survey contained a number of open ended questions and comment sections, allowing the respondent the opportunity to explain or expand upon the answers provided in the post-event evaluation. The uptake of this option was surprisingly high, with the length of comments ranging from a single word to several thought-provoking paragraphs of constructive “feedback”.

This study reveals the findings of the six-step thematic analysis undertaken on this valuable qualitative dataset. From a sport management perspective, the importance of providing suitable changing, playing and viewing facilities was stressed by many and, despite the “social” nature of the games being played, the need for experienced umpire/referees was also noted. In terms of major event legacy and leveraging, the choice of opening ceremony location and the lack of local interest in the opening parade of nations was noted, with many feeling that the event was too isolated and too far removed from the City Centre. The findings reveal that most of the international entrants were first made aware of the 2017 event through a sales promotions provided at the closing ceremonies of previous GOF events. Furthermore, it reveals that many of these serious leisure consumers are already fully committed to attending the next GOF, despite the next destination being unknown. Although the CGOF 2018 wasn’t considered as being amongst the best experienced, or the best attended, the international and domestic entrants were still confident that it would have been good for the host city’s local economy, and have helped promote Christchurch, New Zealand to a global audience. Many said that they would one day return “as tourists” and that they would “recommend” the South Island of New Zealand as a place for their friends and relatives to visit. The recommendations of this study focus on the need to ensure that these loyal customers are offered ways to remain connected to their social community in the months and years that separate these large serious leisure festivals.
A Study of the Relationship between the Motive and the Mechanism of Needs Satisfaction of Mega-event Sport Tourists – the Case of Chinese Tourists of the 2018 FIFA Russia World Cup

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Sport tourism, mega-event sport tourism in particular, has developed rapidly in recent years. Mega-events, such as, the FIFA World Cup, are often able to attract a great number of tourists to the host city/country. In 2018, more than 10 hundreds of thousands of Chinese tourists visited Russia for the FIFA World Cup (Bo, 2018), contributing more than $65 million to the Russian economy during their stay (Liao & Liu, 2018).

The study is sought to investigate the motive (including the motive of tourism and that of event attendance) of the Chinese tourists attending the 2018 FIFA World Cup. It also aims to scrutinise the mechanism through which their needs were satisfied. Grounded Theory is employed in the study for analysing qualitative data collected through 20 semi-structured interviews with Chinese tourists to the 2018 World Cup.

It is argued that the systematic theory is consistent with, and is potentially beneficial to, the aim of the research, which is to unveil the motive and needs of tourists from China, a country in which football attracts great political and public attention and financial interests, and to reveal the way in which their needs are satisfied without their own team to support. In addition, through interrogating qualitative data, the study is also sought to contribute in knowledge not only in relation to the socio-temporal characteristics of Chinese tourist in the 21st century, but also that is related to tactics and skills for satisfying the needs of sport event tourists.

Keywords: event sport tourism; need satisfaction mechanism; tourism motive; event attendance motive; the World Cup
Digital is changing the game for sports organisations. Established social media strategies are being disrupted and organisations in the sports industry must adapt to the current trends to remain competitive (Thompson, Martin, Gee, & Eagleman, 2014; Naraine & Parent, 2017). While applications for real-time video transmission over the internet are not new, live streaming through social media is a more recent phenomenon that has become a normative content delivery tool in the social space. However, there is a distinct lack of knowledge and understanding related to the use of live streaming through social media amongst sport organisations, particularly as they can impact the sport fan engagement process (Karg & Lock, 2014; Naraine & Karg, 2019).

As such, this research explores the case of one elite sport organization, the Queensland Maroons, and how live streaming was incorporated into their Facebook page (i.e., Facebook Live) throughout the 2017 and 2018 State of Origin seasons. Using a multi-method approach involving semi-structured interviews with the organization’s social media managers, as well as a content analysis of related Facebook posts, this study sought to uncover the positioning of the live streaming component within the organization’s overall social media strategy, and the extent to which it can enhance the fan experience.

The findings revealed that Facebook Live posts may be disruptive to a conventional social media strategy, as not all live posts are “engaging” by design. However, live streaming can be an engaging proposition when it provides exclusive content that allows the fan to experience authentic insights into the rituals and traditions of their favourite sport team and athletes in ‘real-time’. Furthermore, three unique management challenges were identified: (1) access to athletes; (2) live-streaming resources and (3) understanding and determining ‘engaging’ live streams.

While there is value to live streaming, sport organisations, at present, may be unsure of how to best seamlessly integrate live streaming into their digital strategy. This research emphasizes the need for a strategic, structured approach to social media, of which live streaming can be a critical, useful component. As live streaming pervades the social space, sport organizations need to plan and account for those ‘real-time’ moments that can enhance the (digital) fan experience.
Leveraging Fitness Facility Experience: The Impact of Leisure Outcomes on Subjective Wellbeing

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Past work in the leisure context has developed an understanding of the service elements that lead to satisfied customers, as well as highlighted outcomes individuals experience from usage of fitness facilities (Howat & Assaker, 2016). However, such frameworks largely exclude the effect of user satisfaction on broader dimensions of subjective wellbeing, with limited guidelines as to how outcomes of physical activity and engagement with fitness facilities may contribute to broader wellbeing benefits. This study uniquely explores the effect of satisfaction in leisure life on subjective wellbeing, leveraging the understanding of past works by Sirgy et al. (2017) and Howat and Assaker (2016). Specifically, the research explores if there is a positive, direct relationship between satisfaction in leisure life and subjective wellbeing in a fitness facility specific context.

Subjective wellbeing (SWB) is described as a person’s appraisal of their overall life satisfaction, comprising affective and cognitive evaluations (Diener 2000; Wicker & Frick, 2015), and is a concept that has grown significantly in importance (Diener, 2000). The separate components that derive SWB are explained as encompassing life satisfaction, satisfaction with important domains, and positive affect and negative affect (Diener, 2000; Sirgy, 2012). Sirgy et al. (2017) emphasised satisfaction with leisure life as associated with the assessment of the leisure wellbeing concept, where engagement in recreational activities (passively or actively) is associated with SWB through key aspects of cognition, affect, and behaviour (Sirgy, et al., 2017).

To explore relationships between fitness facility experience satisfaction and SWB, an online quantitative survey of members was undertaken at a multi-purpose aquatic and recreation centre located in a major Australian city. The instrument assessed existing service quality constructs (Howat & Assaker, 2016), as well as SWB, utilising the Personal Wellbeing Index (International Wellbeing Group, 2013) and the Positive and Negative Affect Schedule (Watson, et al., 1988).

While analysis is ongoing, this study seeks to develop an initial understanding of the relationship between fitness facility experience and subjective wellbeing. The exploration of this causal path has been highlighted as a gap within literature (Wicker & Frick, 2015), with current research seeking to contribute to the broader understanding of individual usage outcomes (Howard & Assaker, 2016). More generally, outcomes of the study may provide additional evidence toward the role of sport and leisure in leveraging social outcomes and broader wellbeing and assist in advancing the position of sport and leisure in legitimising sport in the policy sector (Mutz, 2017).
How does para-elite sports policy implementation shape Paralympic sports international success? A model of analysis and international comparisons

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Griffith University

In the last decades, elite sports have been receiving more and more attention from governments (Houlihan & Zheng, 2013). In the same time, high-performance sports have been experiencing an ever-increasing complexity (Digel, 2005), in which a growing trend towards homogeneous models of elite sport development is clear (Oakley and Green, 2001), as countries seek to learn from others and implement policies to improve the Olympic and Paralympic elite sports systems. Although there is a growing literature about elite sports policies, there is a need to better understand the Paralympic movement, its influence on domestic public policies, the critical factors for international success and the differences between countries in terms of national policy approaches (Houlihan, 2009; Pankowiak, 2016; Doll-Tepper, 2016; Legg et al., 2015; Forber-Pratt, 2015; De Bosscher et al., 2008; De Bosscher et al., 2015).

This research proposal aims to investigate how para-elite sports policies are implemented, also exploring the impact of implementation strategies on international success and, finally, it will propose a methodology to analyse international para-elite sports initiatives. This proposal seeks to use case studies and a comparative research designs to analyse implementation processes. The necessary conceptual frameworks to observe and analyse policy implementation and international comparisons will draw upon the factors proposed by De Bosscher et al. (2008, 2015). Certainly, the factors will be adjusted for the para-elite sports context using the findings of authors such as Patatas (2017) and Pankowiak (2016). The main focus of the study will be Brazil, with Australia and the UK incorporated into the research to examine a comparative model of policy implementation. The indicator of sporting success will be a medals market share in the Tokyo 2020 Paralympic Games. More robust evidence about how to achieve success in Paralympic sports can support sports managers and policymakers to improve their routines, practices, and systems (policies).
The role of passion in governing non-profit sport organisations

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This study examines the role of passion in governing non-profit sport organisations. In the non-profit sector, volunteers are essential human resources. Sport passion and culture are major distinctive features of sport governance compared to the non-profit and corporate sector (Stewart & Smith, 1999). Vallerand et al. (2003) defined passion as a strong inclination and desire toward an activity that one likes, finds important, and in which one invests time and energy. Understanding what passion means for board Chairs of non-profit sport organisations and its impact on governance is timely as passion encapsulates important issues and paradoxes identified in this study.

The purpose of this study was to explore the nature of passion of board Chairs and the organisational implications. To learn more about the governance challenges, this study explores what passion means for organisational members, their experiences and reflections, and investigates what strategies are used to manage passion. Stewart and Smith (1999) regarded the passion that sport engenders as a distinguishing characteristic of the industry. Passion is effective for individuals in various roles such as participants, coach, fans, consumers, referees, volunteers and paid staff (e.g. Vallerand et al., 2003; 2009). Thus far, the sport management literature has mostly addressed the study of passion, primarily through the lens of consumer and fan-related behaviour. In the context of organisational life, passion of employees within their work place has also been examined (e.g., Anagnostopoulos, Winand, & Papadimitriou, 2016; Swanson & Kent, 2017).

This study employed a case study research design. Four in-depth cases were chosen because they provide a unique opportunity to study passion with differing governance systems and organisational structures. Interviews were conducted with four current or former sport board Chairs from four national sport federations in Belgium and in Australia. Data collection took place in November and December 2018 and the interviews were conducted in French and in English. Traditional coding techniques were used by the first author and examined in detail with the second author to reach agreement on the key themes and their alignment with the literature.

Results from this study show that the Chair has a difficult task to keep highly passionate board members strategically on track, encourage objective independent and evidence-based decision-making and to not be consumed by operational matters. Each of the Chairs raised two negative aspects of sport organisations managed by sport enthusiasts with a passion for the sport. For one Chair, his lack of background and culture in a specific sport (i.e., a sub-culture specific to the sport) impeded effective conduct as a Chair, despite excellent experience as a Chair. For another Chair, the negative counterbalance of passion resides in an unfocused volunteer workforce.

The role of sport Chairs is therefore challenging as they endeavour to manage and harness passion and associated culture in a positive way. This area is new and scarcely explored in the sport governance literature. Future research is needed to understand the implications of passion and culture on the governing processes of the board and the implications for sport board Chairs. This presentation will discuss the implications of these findings for the role of sport board chairs.
Research on the Development of Sport Themed Urban Areas in China

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With the continuous improvement of the national economy and people's living standard, the development of China's sports industry has received more and more attention from the state. Due to the resource control and management system, the administration of China's sports industry is mainly led by the government and is carried out in a “top-down” manner. The public, enterprises and other organizations play their respective roles in this “top-down” structure.

How to select high-quality sports industry projects, and achieve the development by developing the Sport Themed Area that is compatible with local development goals has become a concern of the government. Taking the Chaoyang District of Beijing as an example, as the most economically developed area and an important international window in Beijing, the government wishes to develop the tennis industry, improve the public’s physical fitness, improve the level of youth tennis technology, promote the district’s economic development, and show the world a good image of Beijing by developing the Tennis Themed Area. The results of the research on the development of the Chaoyang Tennis Themed Area will provide some inspirations.

In sports industry literature, lots of researches have been done on Sports Towns which were based on the sports industry (Facai Feng, 2019; Yuanchao Tang, 2019; Yani Wang, 2019; Gong Chen & Chengke Wang, 2019; Zhiqing Lu & Xianglin Chen, 2019; Ni Tian, 2019; Bai Li & Wanying Xia, 2019; Haoming Zhu, 2019; Lijun Guo, 2019). Li Zhang (2019) explored the relation between international sports events and urban international communication functions with deductive reasoning methods. In other literature, developments and experiences of other Themed Area have been discussed. Such as Culture Themed Area (Yue Ma, 2019), Manufacturing Themed Area (Xiaohan Wu & Xiaolu Wu, 2019), Tourism Themed Area (Sukun Li, 2017), Forestry Themed Area (Gaungfu Liu, 2017), etc.

At present, the planning and construction of tennis courts have been started, and the work of young people’s tennis training and industrial integration are also being promoted. Via this research, it can be found that under the current conditions, taking the government as the head and adopting a “top-down” approach to the development of Sports Themed Areas and industrial cultivation imply advantages of high efficiency and smooth execution. At the same time, in the planning and implementation process, full attention must be paid to field research, policy communication, and departmental cooperation. It is further important to maximize the productivity due to institutional advantages and coordinate various resources.

The implications of this research are in two-folds. On the one hand, it is very important to choose sports project that are compatible with local development plans, consistent with local social development and popular hobbies, and promote mutual economic development with local cultural traditions. On the other hand, comprehensive and systematic planning in infrastructure construction, cultural cultivation, and personnel training is also essential.