



Places, events and sport:
Going for gold

SMAANZ Conference 2017

29 November – 1 December | Gold Coast, Australia



PROGRAM AND ABSTRACTS





23rd ANNUAL SMAANZ CONFERENCE

Places, Events and Sport: 'Going for Gold'

29 November – 1 December 2017

Griffith University, Gold Coast Australia

Conference partners



Conference trade exhibitors



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A Message from the Conference Chair



Dear friends and colleagues, it is my pleasure to welcome you to the 23rd SMAANZ conference! This year we have the privilege of holding our conference on the Gold Coast, a metropolitan region south of Brisbane on Australia's east coast, famed for its long sandy beaches, surfing spots and elaborate system of inland canals and waterways.

Many of you have travelled long distances from within Australia, New Zealand, the USA, Japan, Canada, the UK, Czech Republic, Sweden, Germany, Papua New Guinea, Portugal, South Africa, Gibraltar, India, Fiji, Norway and Iran. We are delighted to have you here to disseminate your research, engage in robust discussions, meet and mingle with academics, HDR candidates, practitioners, and other sport management professionals from around the world.

As we draw closer to the largest sporting event to be staged in Australia this decade, the 2018 Commonwealth Games, we are pleased to announce and thank our special guest

keynote, Mr Mark Peters, the CEO of the Gold Coast 2018 Commonwealth Games Corporation.

We also have the great pleasure of having Associate Professor Danny O'Brien, Head of the Sport Management Program at Bond University, Gold Coast present a keynote during the conference. His keynote is on the role of adopting a 'whole-of-sport' approach and the ways a national sport organisation in a developing country, Papua New Guinea, leveraged sport for community capacity building.

I wish to thank warmly our Head of Department, Professor Graham Cuskelly, for his kind support during our conference preparations. Hosting this conference shows Griffith University's commitment to creating a platform for discussion and research output dissemination on sport management practices as they relate to the needs of the sport industry.

Needless to say, this conference is the result of months of hard work of a great team of colleagues. Special thanks to Brad, Millie, Jason, Jos, and Rubi. I also wish to thank various other colleagues, friends and organisations who have assisted in their own special ways with this conference including Michael Naylor, Caroline Riot, Kevin Filo, Kristine Toohey, Babin Joy, Leah Brokmann, Andrew Thrush, Sarah Gardiner, the Gold Coast Tourism Corporation and our conference partners and exhibitors.

Last, but not least, I wish to extend my special thanks to our Olympian guest speakers Duncan Free OAM and Naomi McCarthy OAM at the welcome function.

Before closing, I have to extend further thanks to the SMAANZ Board who have been tremendous in assisting our team and enabled smooth conference preparations.

I invite you all to enjoy your stay on the Gold Coast. Prepare yourself to be inspired and challenged throughout the next few days.

A handwritten signature in blue ink, appearing to read 'P. Sotiriadou'.

Associate Professor Popi Sotiriadou
SMAANZ 2017 Conference Chair

A message from the SMAANZ President



Welcome to the 23rd SMAANZ Conference. Each year our conference provides valuable experiences to attendees, this year is no exception.

The theme 'Places, events and sport: Going for gold' is a perfect pathway leading to the Commonwealth Games in April at the Gold Coast. During the conference, we will be exposed to a jam-packed program. Five streams will be concurrently conducted over two days and there is a selection of over 100 presentations, workshops, and enlightening talks to attend. We look forward to gaining new knowledge and networks, engaging in scholarly development, disseminating research and potentially gaining new research projects with colleagues.

A BIG thank you to Griffith University for hosting this event.

In particular, to the conference organisers Associate Professor

Popi Sotiriadou, Dr Millie Kennelly, Dr Brad Hill, Dr Jason Doyle, and Dr Jos de Schepper.

The tireless work required to assist with its success is to be commended.

Enjoy your time during the conference, make the most of opportunities as they arise. To achieve this there is a need to support and encourage each other in research, enquiry and engagement.

To maintain this support and encouragement, an additional service will be launched at the conference, the SMAANZ Mentor Program. Three mentor categories will be offered throughout the year to assist in advancing academic career development. During the conference, we seek mentors and mentees. Further information will be presented during the conference and can be obtained from the SMAANZ website smaanzt.org

Thank you for your contribution to making this conference a success.

A handwritten signature in blue ink that reads "Clare Hanlon". The signature is written in a cursive style.

Associate Professor Clare Hanlon
President, SMAANZ

SMAANZ Board

- President – Associate Professor Clare Hanlon
- Vice-President – Dr Adam Karg
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- Rubiana Lopes Cury
- Leah Brokman
- Babin Joy
- Andrew Thrush

KEYNOTE SPEAKERS

Mark Peter

CEO, Gold Coast 2018 Commonwealth Games

Mark serves as Chief Executive Officer of the Gold Coast 2018 Commonwealth Games Corporation, a position he accepted after heading the Gold Coast 2018 Commonwealth Games Bid Company. His senior sporting administration roles include almost ten years as CEO of the Australian Sports Commission; President of the Australian Baseball Federation; and Executive member of International Baseball Federation.



Mark has long advocated for increased sport and physical fitness programs in schools and championed Australia's profile on the international sporting stage, as a competitive nation and host destination for major sporting events.

His extensive portfolio of leadership and management experience covers tourism, events and sports organisational governance and structure. Mark is also a member of the Australian Institute of Company Directors and graduate of Harvard University's Advanced Management Program.

Associate Professor Daniel O'Brien
Bond University, Australia

Danny O'Brien is Associate Professor and Head of Program, Sport Management, in the Bond Business School, Bond University, Gold Coast, Australia. He is a graduate of Australian Catholic University; California State University, Long Beach; and DeMontfort University, England; and is a Visiting Scholar at both the Center for Surf Research, San Diego State University; and the Plymouth Sustainability and Surfing Research Group, Plymouth University, UK.



Danny's research interests are in sustainable surf tourism, event leverage, and organizational change in sport. Each area shares a common sport-for-development thread and the aim to assist stakeholders in realizing community-building outcomes from sport. Danny has completed research for the Australian Federal Government on the surf industry as an economic driver in regional Australia; and for World Rugby on the structure and management of high performance training regimes in national Rugby Sevens programs.

His work has been published in journals such as *Journal of Sport Management*; *Sport Management Review*; *European Sport Management Quarterly*; *Annals of Tourism Research*; *Journal of Sustainable Tourism*; *European Journal of Marketing*; and *Journal of Leisure Research*. Now too old and beat-up to play his beloved rugby codes, Danny remains an enthusiastic surfer.

SMAANZ 2017 Program

Registration and information desk opening hours

- Wednesday 29 November – Mantra on View: 8.30 am to 4.00 pm AND Griffith University, Gold Coast campus 4.00 pm to 6.00 pm
- Thursday 30 November – Mantra on View: 7.00 am to 6.00 pm
- Friday 1 December – Mantra on View: 7.30 am to 4.00 pm

Registration day | Wednesday 29 November

11.30 am – 4.30 pm

HDR student workshop

Venue: Griffith Business School (G42), Room 4.23
Griffith University Gold Coast campus

10.00 am

Golf day

Venue: Emerald Lakes Golf Club
Carrara, Gold Coast

5.00 – 7.00 pm

Welcome function (conference registration available at both Mantra on View @8.30am and Gold Coast Campus @4pm)

Guest speakers: Naomi McCarthy OAM and Duncan Free OAM

Venue: Red Zone (Room 3.71), Griffith Health Centre (G40)
Griffith University Gold Coast campus

7.00 – 8.00 am **SMAANZ Sport Management Review Editorial Board Meeting**

Venue: Boulevard 1

7.00 – 8.00 am **Conference registration**

Venue: Level 2

8.00 – 8.15 am **Welcome**

Associate Professor Clare Hanlon—SMAANZ President

Professor Graham Cuskelly—Head of Department of Tourism, Sport and Hotel Management, Griffith University

Associate Professor Popi Sotiriadou—Conference Chair

Venue: Boulevard 2

8.15 – 8.20 am **Launch of SMAANZ Mentor Program**

8.25 – 8.50 am **SMAANZ Best Paper Award Presentation**

PD Dr Pamela Wicker—German Sport University Cologne, Germany

The carbon footprint of active sport participants

8.50 – 9.15 am **SMAANZ Student Research Award Presentation**

Mel Johnston—Auckland University of Technology, Auckland, New Zealand

The impact of civic duty and political cynicism on support for event intention to participate in a major sport event referendum

9.15 – 9.40 am **SMAANZ Industry Engagement 2016 Award Presentation**

Eric C Schwarz—Victoria University, Melbourne, Australia

Moving from local to global: Engaging new customers by connecting international tourists to local through professional sports

9.40 – 10.00 am **Morning tea**

Session one

10.00 am	Industry Keynote				
	Mark Peters —Chief Executive Officer, Gold Coast 2018 Commonwealth Games Corporation (GOLDOC)				
Theme:	High performance	Marketing	Sport for development	Governance	Gender
Venue:	Boulevard 1	Boulevard 2	Boulevard 3	Palm 1	Palm 2
Chair:	Trish Bradbury	Matt Lamont	Olan Scott	Rachel J Batty	Kim Toffoletti
10.45 am	The influence of the games environment on young and pre-elite athlete performance and retention in the sport system Eric MacIntosh and Popi Sotiriadou	Brand awareness and brand image of soccer shoes: Survey among youth players Junya Fujimoto	External factors associated with innovation in sport for development and peace Per Svensson and Marion Hambrick	The enforcement pyramid and the regulation of betting-motivated corruption in Australian sport Reynald Lastra, Christine Bond, Caroline Riot, Jason Saunders and Jeff Greenhill	'Stage 3 of @letour is kicking off today, but where are the women?': An exploration of women's place in #tdftweets Larena Hoeber, Sally Shaw and Katie Rowe
11.15 am	'The winner takes it all': Managing athlete support in stressful environments, a case study of New Zealand open boxing Philippa Thomas, Richard Wright and Tony Oldham	Profiling sport rejecters Heath McDonald and Daniel Funk	Building resilience through sport: Developing student mentors Francesca Gable and Laura Misener	Exploring governance design and dynamics for new and emerging sports: The case of New Zealand stand up paddling Trevor Meiklejohn, Lesley Ferkins and Ian O'Boyle	Exclusion and inclusion in puzzling together the NSO-board: Hierarchies of criteria in board nomination processes Cecilia Stenling, Josef Fahlen, Anna-Maria Strittmatter, Trygve Broch and EivindKille
11.45 am	The development of the athletic identity addiction scale for current and former elite athletes Matt R Huml and Calvin Nite	Examining characteristics of soccer fans in relation to overall support intention Tomo Tokuyama and Junko Deguchi	Organisational capacity and local contexts in sport for development Per Svensson, Lewis Faulk and Fredrik Andersson	Interorganisational networks (ION) and resource dependence theory (RDT): Literature review and sport management research opportunities Subhasree Mukherjee and Deepak Dhayanithy	Interpreting the effects of gendered informal promotion and retention practices on women's and men's sport management careers Michelle O'Shea, Kristine Toohy, Simone Fullagar and Millicent Kennelly
12.15 pm	Lunch				

Session two

Theme:	High performance	Social media	Event management	Governance	Gender in sport
Venue:	Boulevard 1	Boulevard 2	Boulevard 3	Palm 1	Palm 2
Chair:	Lesley Ferkins	Claire Jenkin	Cindy Wiersma	Elisavet Manoli	Sally Shaw
1.00 pm	<p>World café</p> <p>Managing high performance sport: A new era of elite sports</p> <p>Chair:</p>	<p>#EnterToWinNow!: Rules continue to evolve for sales promotions on social media</p> <p>Steve McKelvey</p>	<p>The impact of cause sponsorship on the sponsor in a mass participatory sport event context</p> <p>David Fechner, Kevin Filo and Sacha Reid</p>	<p>Is good governance a universal principle?</p> <p>Suhardi Alias and Leigh Robinson</p>	<p>Exploring empowerment and gender norms in a sport for development program in Papua New Guinea</p> <p>Emma Seal and Emma Sherry</p>
1.30 pm	<ul style="list-style-type: none"> • Popi Sotiriadou <p>Panel:</p> <ul style="list-style-type: none"> • David Shilbury • Pamela Wicker • Aaron Aslop • Eric MacIntosh 	<p>Internet user behaviour change: Professionals' perspective</p> <p>Ricardo Ramos, Paulo Rita and Sérgio Moro</p>	<p>Setting the bar too high? A critique of sporting hyper challenge events</p> <p>Matthew Lamont and Millicent Kennelly</p>	<p>The influence of a 'go between' individual in organisational creativity: A social network analysis of a professional sport organisation</p> <p>Natalie L Smith and B Christine Green</p>	<p>Family and sport fandom: What roles have mothers played in socialisation?</p> <p>Katie Sveinson, Larena Hoeber, Shannon Kerwin and Craig Hyatt</p>
2.00 pm	<p>An action-research approach towards a high-performance sport university</p> <p>Bridie Kean, Jeff Greenhill, Florin Oprescu and Michele Verdonck</p>	<p>A decade later: Social media and sport research review</p> <p>Matthew Blaszkka and Chad Witkemper</p>	<p>Game day alters crime pattern in sport venues' vicinities</p> <p>Brian E Menaker, Devan A. McGranahan and R Dale Sheptak Jr</p>	<p>A conceptual framework of transparency for sport organisations</p> <p>Pavel Král</p>	<p>Differentiated approaches to organisational change: The impact of a new women's league on participant clubs</p> <p>Chelsey Taylor, Adam Karg and Katie Rowe</p>
2.30 pm	<p>Managing high performance sport: Factors influencing the role of New Zealand high performance directors</p> <p>Trish Bradbury and Travis White</p>	<p>Social media games: How do athletes use social media during major sport events?</p> <p>Michelle Hayes, Caroline Riot, Kevin Filo and Andrea Geurin</p>	<p>Relationship of sporting events and visitor perceptions on visitation intention to a coastal community</p> <p>Leon J Mohan, Lionel Thomas Jr and Dene Williamson</p>		<p>The athlete as social media entrepreneur: Branding strategies of female Paralympians</p> <p>Kim Toffoletti</p>
3.00 pm	Afternoon tea				

Session three

Theme:	Urban planning & sport	Marketing	Sport development	Current issues in sport	Gender in sport
Venue:	Boulevard 1	Boulevard 2	Boulevard 3	Palm 1	Palm 2
Chair:	Kevin Filo	Michael Naraine	Katie Rowe	Jos de Schepper	Rubi Cury
3.30 pm	Sport city planning and lessons for new entrants Nick Pye	Examining Facebook live streaming: The case of the Queensland Maroons Sarah Wymer, Andrew Martin and Ashleigh Thompson	The cost of organised sport: Increasing sport participation in NSW Michelle Cull and Keith D Parry	'A champion sport off the diamond': An investigation of the interorganisational structure and relationships of softball New Zealand Rachel Murphy and Koji Kobayashi	Gender differences in occupational turnover from sport George B Cunningham, Marlene A Dixon, Na Young Ahn and Arden Anderson
4.00 pm	EnLightening Talks	Digital definitions of ambush marketing: Examining online media representation of ambush marketing around the Rio 2016 Olympic Games Dana Ellis	Navigating two worlds—Pacific Island perspectives and contributions to leadership in non-playing rugby roles Gaye Bryham, Lesley Ferkins and Katie Dee	Impact of network partner on firm performance: Big-5 European Soccer League player transfers in a resource dependence framework Subhasree Mukherjee and Deepak Dhayanithy	Social capital and the community sports club: An ethnographic study of a metropolitan field hockey club exploring women's experiences over time Kirsty Forsdike, Timothy Marjoribanks and Anne Maree Sawyer
4.30 pm		New team, new brand, new fans: A longitudinal examination of brand associations as drivers of team identity Henry Wear and Bob Heere	Social entrepreneurship over time: Assessing gained skills and sustainability Adam Cohen and Jon Welty Peachey	Unpicking match-fixing: Atwo-country analysis Argyro Elisavet Manoli	Building capacity of local sport clubs to increase female participation Clare Hanlon, Alison Doherty, Patti Millar and Melinda Craike
5.00 pm	SMR Editorial Workshop - 'Constructive feedback in the publishing process: Perspectives from editors and authors' Venue: Boulevard 1 George B Cunningham, Sheranne Fairley, Pamela Wicker, Popi Sotiriadou and Calvin Nite				
6.30 pm	Barbecue dinner and barefoot lawn bowls OR free afternoon Venue: 2 Marine Parade, Southport Moderator: Andrew Thrush				

Session four

Theme:	Event management	Fans and spectators	Sport for development	Marketing	Olympics and mega events
Venue:	Boulevard 1	Boulevard 2	Boulevard 3	Palm 1	Palm 2
Chair:	Katharine Hoskyn	Mike Naylor	Pamela Wicker	Anthony Beaton	Kirstin Hallmann
8.00 am	Leveraging sport events for soft power: The case of Australia and the 2015 AFC Asian Cup Vitor Sobral, Paul Michael Brannagan and Sheranne Fairley	Effects of relative size and homogeneity of sport fan base on potential fans' behavioral intentions Akira Asada and Yong Jae Ko		Athlete branding— Examining the role of self-brand connection Thilo Kunkel, Rui Biscaia, Akiko Arai and Kwame Agyemang	Using Sport Event to Create a Sense of Community: Charity Sport Event Managers' Perspectives Ebbe Daigo and Kevin Filo
8.30 am	Understanding planning and policy to secure social legacies from large-scale sport events: Preliminary findings from the Glasgow 2014 Commonwealth Games Alana Thomson, Graham Cuskelly, Kristine Toohey, Millicent Kennelly, Paul Burton and Liz Fredline	The effect of marquee players on sports demand: A-League of soccer superstars Lachlan Glascott, Ross Booth and Robert Brooks	Building capacity for sport development: Parental perceptions of participation benefits Laura Misener, Marijke Taks, B Christine Green and Laurence Chalip	The 'floating' role of marketing in football clubs Argyro Elisavet Manoli	Mega-events and the creation of liminal spaces for local benefit: Examining entrepreneurial leverage at the Rio 2016 Summer Olympics Mike Duignan and Danny O'Brien
9.00 am	A tale of two: A comparative case study investigating entrepreneurial approaches to participation based sports events in New Zealand Cindy Wiersma	Newspaper as a vehicle for fan participation in the management of the Fiji Rugby Union Jeremy Dorovolomo and AueTe Ava	Sport for social cohesion: Impacts and challenges Katherine Raw, Emma Sherry and Katie Rowe	Sport as a platform: Reimagining sport in the digital age Paul Templeman, Linda Leung, Christos Pitelis and Daryl Adair	Relaying Rio through an Australian gaze: Australian nationalistic broadcast focus in the 2016 Summer Olympic Games Olan Scott, Andrew Billings, Qingru Xu, Stirling Sharpe and Melvin Lewis

Session four (continued)

9.30 am	The Multi-faceted relationship value of motorsports events: The Isle of Man Motorcycle Road Races Harald Dolles and Mark Dibben	The visual consumption of mediated sport Aaron Smith, Constantino Stavro and Hibai Lopez-Gonzalez	Entrepreneurial development of China's professional sport clubs: The case of Hunan Yongsheng, NBL Ning (Chris) Chen, Herb de Vries and Xueli Wang	Member's retention in fitness: Contribution of the quality of services, expectations, satisfaction in life and in the club Celina Gonçalves, Marisa Sousa, Gustavo Paibe and Maria José Carvalho	Loading up the bases: A case study of Baseball New Zealand in the lead up to the 2020 Olympics Rachel J Batty
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10.00 am **Morning tea**

Session five

	Theme: Venue: Chair:	Governance Boulevard 1 Ebbe Daigo and Jos de Schepper	Marketing Boulevard 2 Eric MacIntosh	Sport policy and development Boulevard 3 David Shilbury	Mixed topics Palm 1 Alana Thomson	Sport events Palm 2 Jana Nová
11.00 am	Workshop Educational Programs for GC2018 and Tokyo2020	The effectiveness of CSR initiatives of the master-brand versus the sub-brand Joris Drayer, Thilo Kunkel, Greg Greenhalgh and Joseph E Mahan	Regulatory theory and sport policy research Russell Hoye	The modernisation of Bobby Dodd Stadium at historic Grant Field Chad Seifried	An analysis of motivation and psychological contracts in sport event volunteerism Eunjung Kim, Graham Cuskelly and Liz Fredline	
11.30 am	Panel: <ul style="list-style-type: none">Stephanie HendyKazuhiko Kimura	A multidimensional profile of direct sport spectator enduring and situational involvement and neo-tribal response: A case study of the Australian Football League in Tasmania Anthony James	Adaptable design thinking (aDT) for sport management Greg Joachim, Nico Schlenker, Stephen Frawley and Katie Schlenker	Connecting the dots: A social network analysis of Canadian national sport organisations and their stakeholders Michael Naraine and Milena Parent	Ignoring engrained logics: The failed institutionalisation of the inaugural professional rugby competition in the USA Calvin Nite and John Nauright	

12.00 pm **Lunch**

Session six

1.00 pm **Academic Keynote**
Associate Professor Daniel O'Brien — Bond University, Australia

Theme:	EnLightening Talks	Entrepreneurship and social responsibility	Volunteering	Gender in sport
Venue:	Boulevard 1	Boulevard 2	Boulevard 3	Palm 1
Chair:	Kevin Filo	Ross Booth	Eric Schwarz	Daryl Adair

2.00 pm	EnLightening Talks	From a charitable trust to a social enterprise: Balancing social missions and economic imperatives for community sport development in New Zealand Koji Kobayashi, Peter Burley and Roslyn Kerr	Determinants of a sport volunteer's happiness Kirstin Hallmann, Geoff Dickson and Lea Rossi	We're on each other's Team: comparing the social media tribes of AFL and AFLW teams Michael Naraine, Ann Pegoraro and Henry Wear
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2.30 pm			Using multi-dimensional frameworks as a new way of studying Olympic volunteering Olesya Nedvetskaya	Sport management for women in Iran: 'Barriers and solutions' Nahid Atghiaand Mohammad Yamani douzisorkhabi
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3.00 pm **Afternoon tea**

3.30 pm **SMAANZ AGM**
Venue: Boulevard 2

5.45 **Pre-dinner conference drinks**
Venue: Level 77, Skypoint Deck Q1, 9 Hamilton Ave, Surfers Paradise

7.00 pm **SMAANZ Conference Gala Dinner and Awards Ceremony**
Venue: Q1, 9 Hamilton Ave, Surfers Paradise, Level 2, Function room
Dress code: Semi formal

Day one EnLightening talks 4.00–5.00 pm

'Going for gold' by encouraging an environment of knowledge and innovation for Queensland sport

Jeff Greenhill, Christine Voge and Allan Hahn

Evaluation of parental behaviour education interventions within youth sport

Javeed Ali, Sarah-Kate Millar and Patricia Lucas

Best practice methods in the development of a coaching resource for water polo in Queensland

Annika Lohneiss, Christine Voge and Jeff Greenhill

The importance of adopting an interdisciplinary approach to sport management research

Damon PS Andrew

LGBT inclusion as a business advantage

George B Cunningham

Are non-profit sport organisations collaborating or competing? Introducing 'coopetition' to the theoretical conversation

Natalie Smith and Amy Rundio

Day two EnLightening talks 2.00–3.00 pm

Psychological contract and Pasifika expectations in the National Rugby League

David Lakisa, Tracy Taylor, Daryl Adair

Maximising opportunities from the event portfolio: Event leveraging or ambush marketing?

Sheranne Fairley, Laura Misener and Donna Kelly

Ladies talk sport, but who listens? Fan engagement with independent sports media products produced by women

Merryn Sherwood

The role of sport in the integration of refugee women in Australia

Stephen O'Grady, Danny O'Brien, Lisa Gowthorp, Jeff Greenhill and Christine Voge

The position of EAFUN members to support dual student-athlete pathways: A content analysis snapshot

David Fleischman, Bride Kean and Peter English

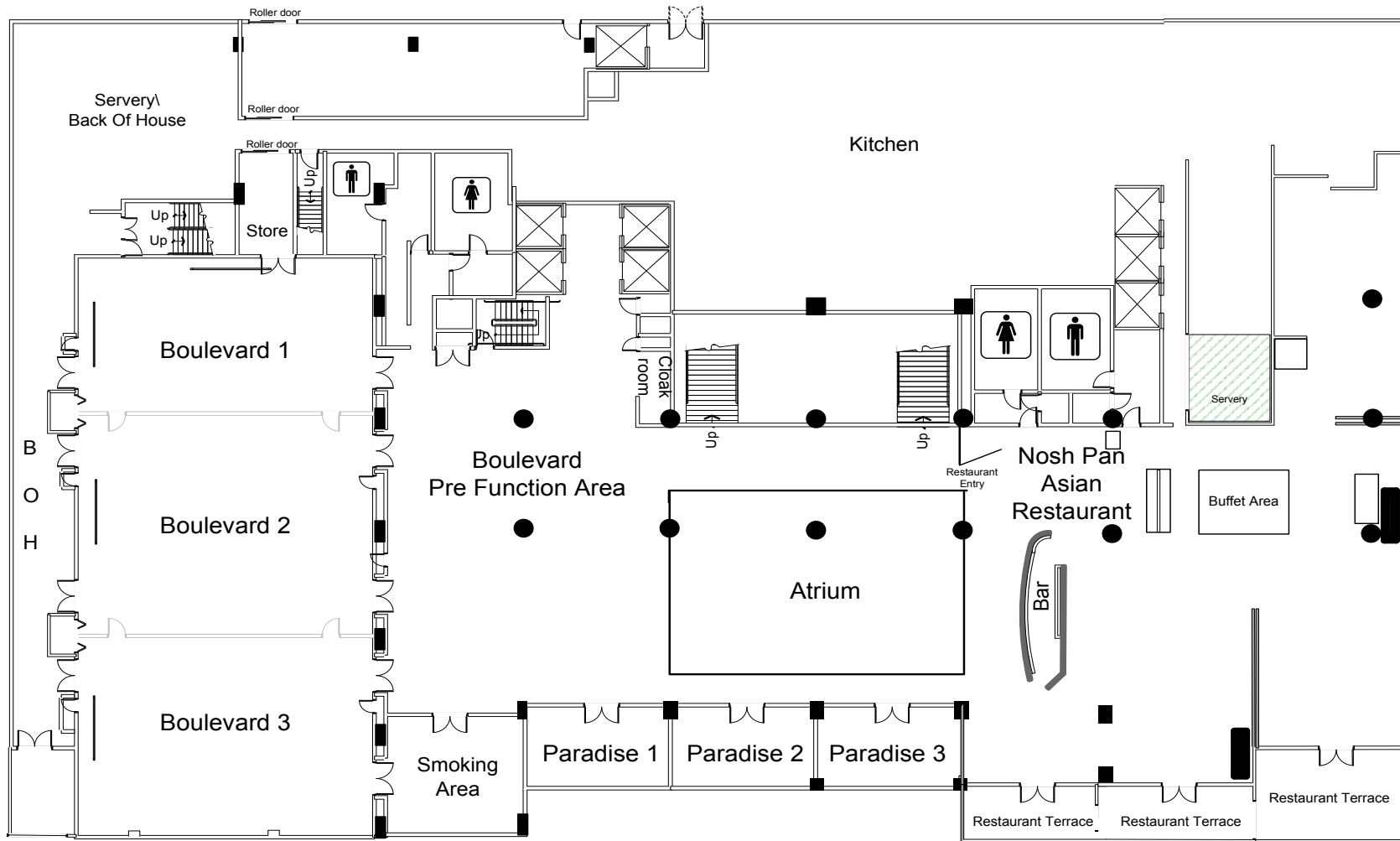
Quantifying the sport consumer's shopping basket

Hunter Fujak, Stephen Frawley and Daryl Adair

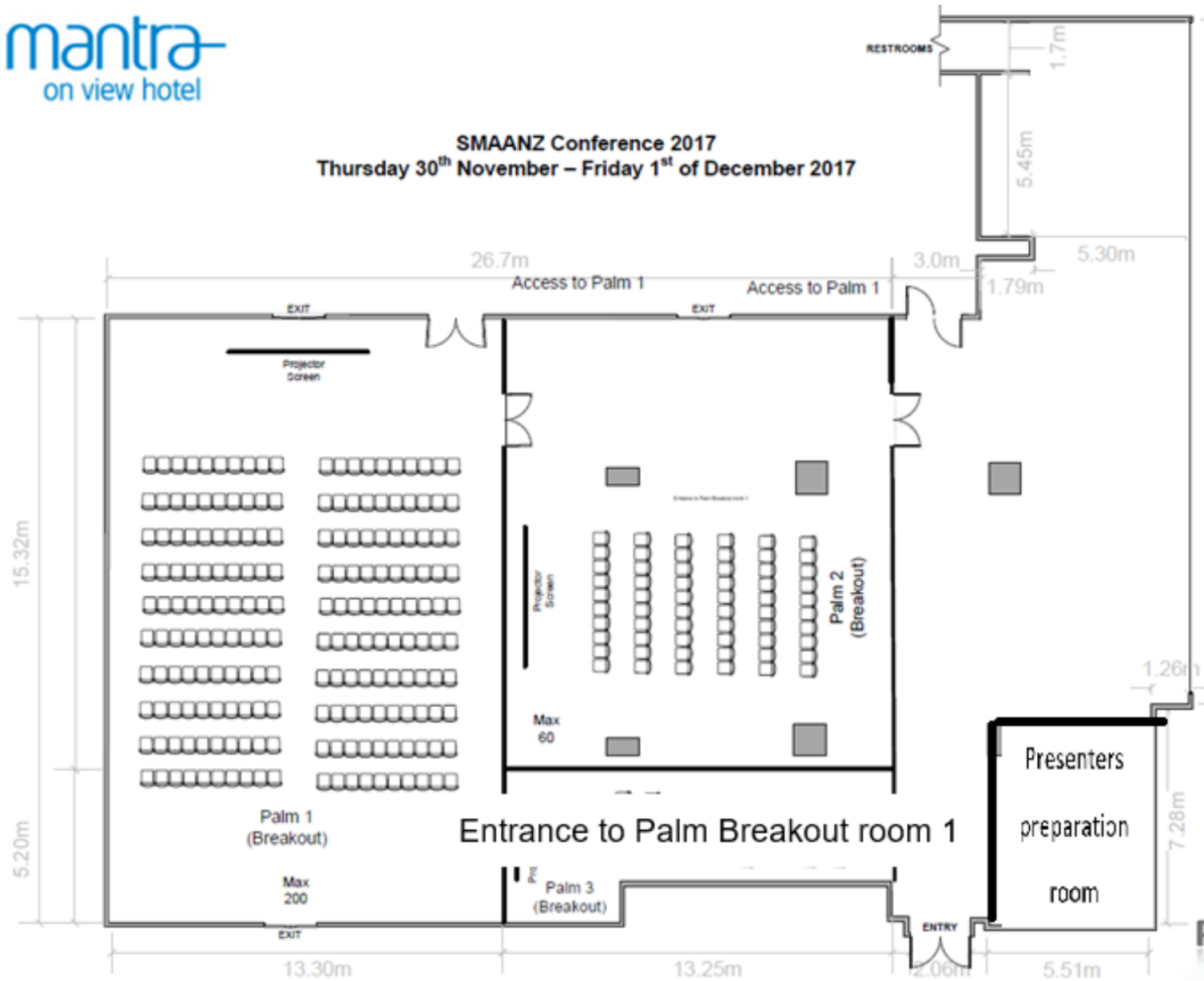
Conference venue floor plans



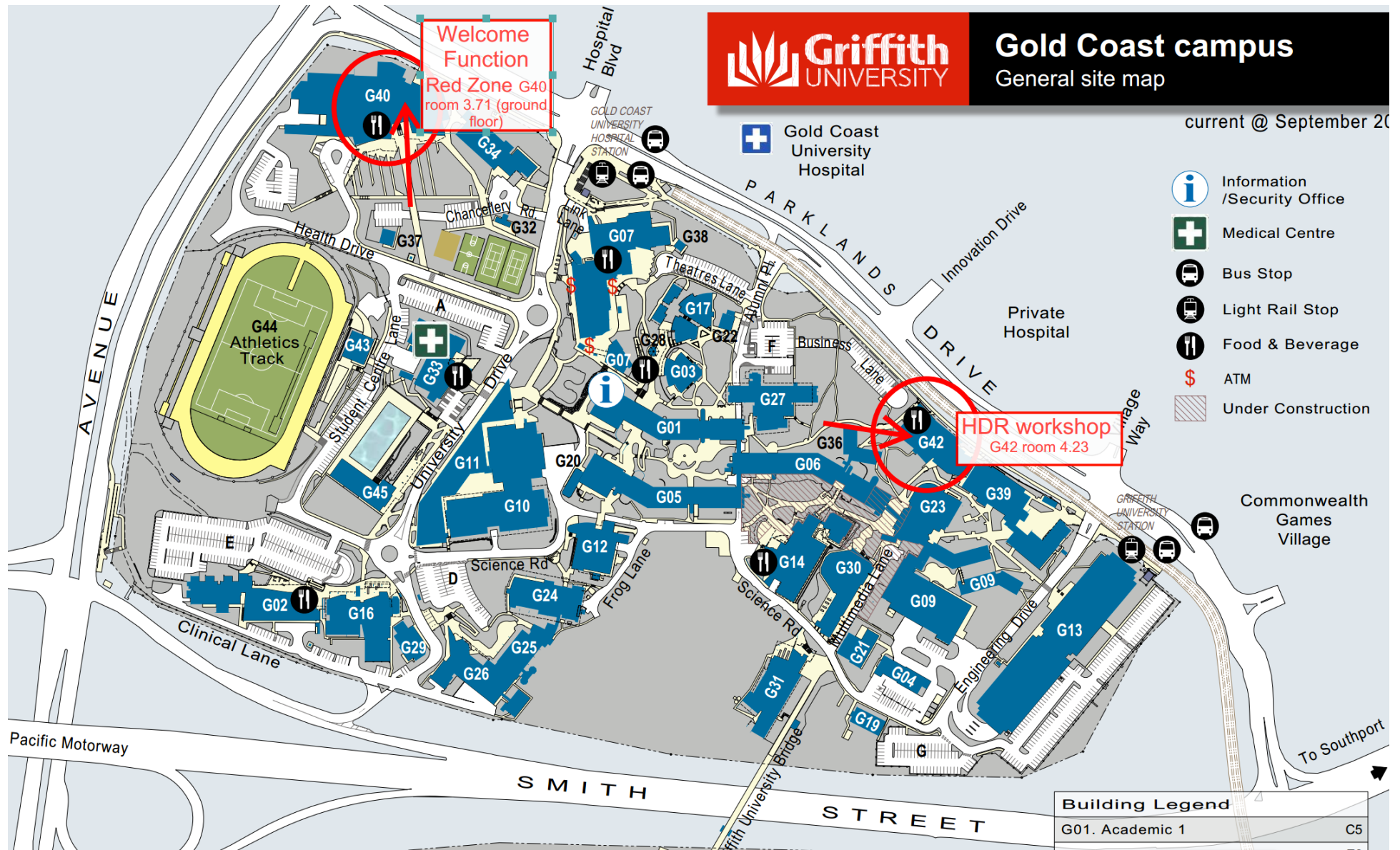
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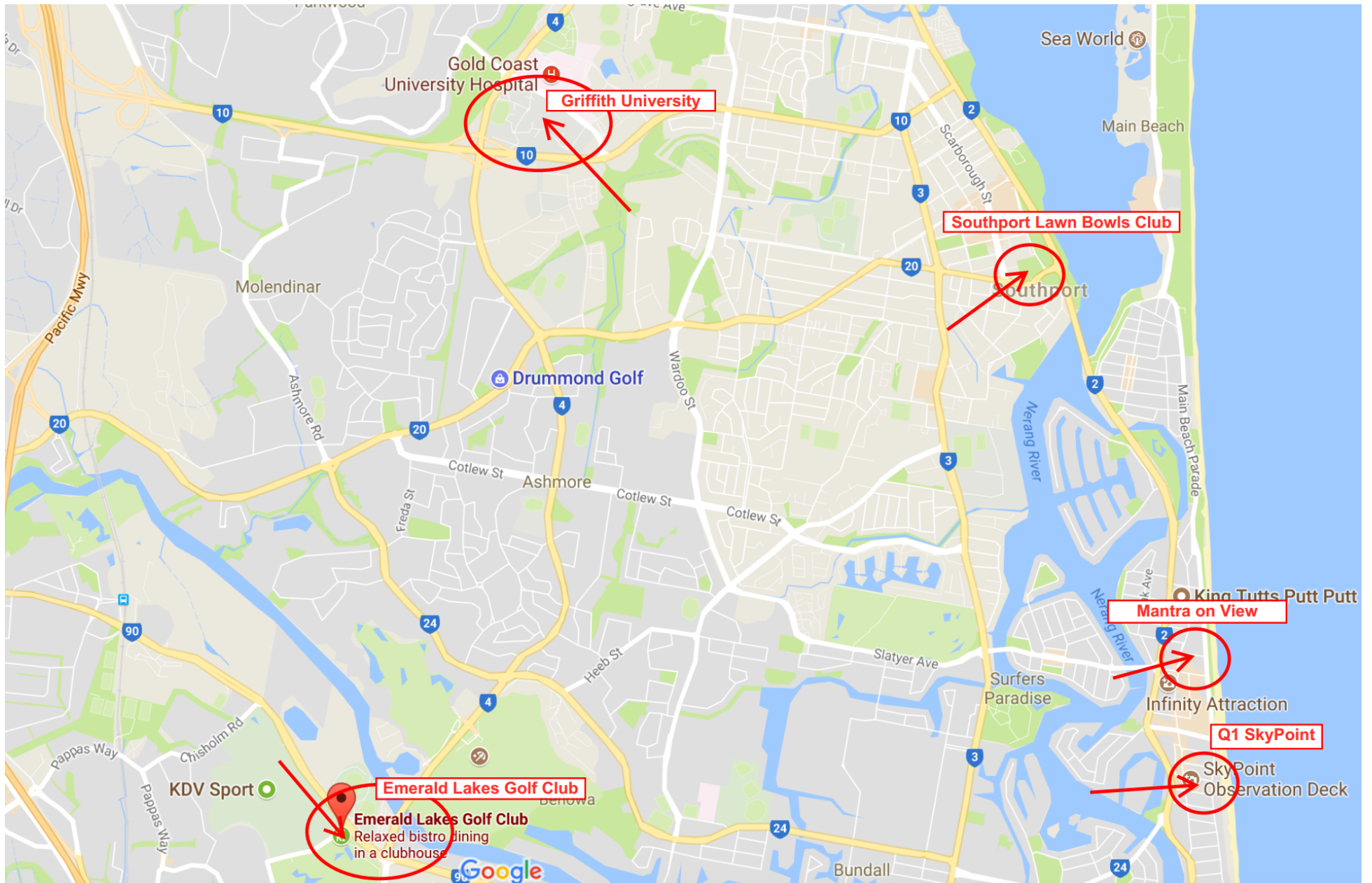


SMAANZ Conference 2017
Thursday 30th November – Friday 1st of December 2017



Conference location maps







23rd ANNUAL SMAANZ CONFERENCE

Keynotes, Workshops, EnLightening Talks and Academic Abstracts

Please note that the abstracts and/or biographies that were too long were abbreviated and that a number of diacritics might have gone wrong in the process of multiple conversions of files. We also took the liberty of removing all references to keep the size of the book within limits. References can easily be obtained from the authors, whose details can be found in the program book. The abstracts that have been cancelled after the printer's proof was ready have been crossed out.

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ACADEMIC KEYNOTE

The “Parallel Path”: Considering Community Capacity in Sport Management Research

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The utility of sport as a lever for community development is now well-established in the literature. While some excellent empirical sport-for-development work has focused on internationally led aid projects in developing countries, comparatively less work has focused on initiatives conceived and implemented domestically. Even less work has adopted a whole-of-sport approach to community development; that is, how a particular sport contributes to development in the communities in which it operates. Edwards (2015) contends that a prerequisite for a truly sustainable community development initiative is, “the capability for collective action, the internal resources to support the process, and the necessary skills and knowledge to successfully identify local problems and their solutions” (p. 7). Collectively, these capabilities, resources, skills and knowledge refer to the concept of community capacity, and Edwards helpfully proposes a seven-part community capacity framework. Recent work by Jones, Edwards, Bocarro, Bunds and Smith (2017) explores this framework in a North American community sport organisation context, and the authors challenge sport-for-development researchers and practitioners to adopt a community capacity perspective alongside that of community development; what they refer to as a “parallel path.” In this presentation, I take up the challenge by Jones and his colleagues and explore what this parallel path might look like in practice. Building on Jones et al.’s focus on a single community sport organisation, I adopt a whole-of-sport approach to examine how a national sport organisation in a developing country, Papua New Guinea, has sought to lever sport for capacity building in the communities in which it operates. I explain how adopting a community capacity perspective could be used to design an entire research agenda, and how the concept has relevance for sport management beyond sport-for-development research. I propose that the outcomes from adopting such an approach have the potential to drive new knowledge, stimulate the wider embrace of more diverse methodological approaches, serve to narrow the widely acknowledged scholar-practitioner gap, advance the status of individual sports and sport more broadly as an institution, and potentially, improve the life balance of sport management scholars.

Edwards, M. B. (2015). The role of sport in community capacity building: An examination of sport for development research and practice. *Sport Management Review*, 18, 6-19.

Jones, G. J., Edwards, M. B., Bocarro, J. N., Bunds, K. S., & Smith, J. W. (2017). Leveraging community sport organizations to promote community capacity: Strategic outcomes, challenges, and theoretical considerations. *Sport Management Review*, <http://dx.doi.org/10.1016/j.smr.2017.07.006>

WORKSHOPS

Managing High Performance Sport: A New Era of Elite Sports

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Pamela Wicker⁴ & Aaron Alsop⁵ (Panel of Experts),

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Recent developments in the evolution of elite sports have led to a degree of confusion or lack of clarity on the boundaries, uses and meaning of the term *managing high performance sport* as opposed to the more traditional term of *elite athlete development* (Shilbury & Sotiriadou, 2017). Regardless of choice of term, one thing remains certain: Providing high performance environments to produce athletes and coaches who win medals at Olympic and Commonwealth Games, as well as other national and world championships, reflects the key *mission* of sports organisations (Sotiriadou, & De Bosscher, 2017). These *mega events* represent the space where athletes have the opportunity to create their dreams, break records, and make their countries proud. In that sense athletes represent the key stakeholders who experience events first hand. Therefore, high performance event management and delivery can influence *athlete experiences and performance* (MacIntosh & Parent, 2017). High performance sports operate in fast paced environments where *globalised* technologies, and know-how shape policy and practice. In this fast changing environment, athletes and coaches are global citizens able to *migrate* and represent or coach the country or team of their choice (e.g., Orłowski, Wicker, & Breuer, 2016). These *global* challenges, as well as *localised* challenges, such as those present in the case of Papua New Guinea in preparation for the Commonwealth Games will be discussed in the form of a World Café Panel of Experts.

This World Café is organised into two parts. During the first part, the panellists will present a topic in the area of their expertise within high performance sport and will pose a key question to the audience. Once every panellist presents their topic and question, the participants will split into four groups and take a discussion table. This activity forms the second part of the session. Each group will discuss and take notes on the topic that is allocated to their table and when prompted, the participants will move to the next table. Once all groups have completed brainstorming their topic on each of the four tables, discussion will open to consolidate the key points and results for each of the four questions posed by the panellist. The results of the world café brainstorming session (part 2) will be disseminated to all the workshop participants (subject to their agreement to offer their email address to the facilitator for distribution).

Each expert will need 2 slides (one slide of a summary on a key topic and a follow-up slide to pose a question for discussion). Each expert will present their slides for 2-3 min, and at the end of the brief presentations participants will do group-work activities using a World Café approach. Below is a proposed structure and topics:

- *Prof Shilbury: Defining managing HP sport*
- *A/Prof MacIntosh: The role of mega events on managing HP sport/athlete experiences*
- *PD Dr Pamela Wicker: High performance coach migration issues and implications*
- *Aaron Alsop: High performance sport challenges: The case of Papua New Guinea*
- *A/Prof Sotiriadou: Introductions, facilitator, and closing*

Educational Programs for Spectators of Mega Sporting Events: Commonwealth Games 2018 and Tokyo 2020 Olympic and Paralympic Games

Ebbe Daigo^{1,2} & Jos de Schepper¹ (Facilitators), Kazuhiko Kimura³ & Stephanie Hendy⁴ (Panel of Experts)

¹Griffith University, ²Waseda Institute for Sport Science, ³Waseda University, ⁴Education Queensland (Embracing GC2018)

This workshop focuses on a comparison of educational programs for the public of the Commonwealth Games in 2018 (Gold Coast, Australia) and the Olympic and Paralympic Games in 2020 (Tokyo, Japan). The Gold Coast City Council is increasingly promoting the Gold Coast as a globally recognised sporting destination. The goal is to attract other major sporting events, host national and international sports training camps, and invest AUD200 million in new sporting and community infrastructure following the 2018 Commonwealth Games. Japan will host a number of mega sport events in the near future such as the World Cup of rugby (2019) in Fukuoka, the Tokyo Olympic and Paralympic Games (2020), the Osaka Master Games (2021), and the World cup of swimming (2021).

Most studies on mega events investigate the number of spectators to determine or evaluate the success of mega sporting events. However, the goal of the organizing committees, and associated city councils, of mega events such as the 2018 Commonwealth Games and the 2020 Olympic and Paralympic Games, is not only to increase the number of spectators but also to develop the engagement of spectators' (e.g., increasing attitude, knowledge, and attachment to the event) attending these events. As such, spectators are viewed as members, who create a sports culture rather than merely being a consumer of this culture. Both host cities (Gold Coast and Tokyo) have developed concrete initiatives as well as management efforts for each sporting event (e.g., Gold Coast is developing opportunities to connect local schools with a Commonwealth Games Association and a school in a Commonwealth nation or territory; Tokyo is developing ways to involve people who live in a rural areas). These initiatives are essential for the collaboration of a broad spectrum of partners such as the state government, federal government and Games organizing committees.

The purpose of the workshop is twofold: First, to compare the educational programs of GC2018 (Commonwealth Games) and Tokyo 2020 (Olympic Games and Paralympic Games). Second, to evaluate both the positive and negative impacts of educational programs prior to these two mega sport events. As a result, integrating innovative approaches for spectators (e.g. support systems and educational programs before the event) could result in a more successful event delivery. The workshop is organised into two main activities. During the first part the facilitators will share general information about each event followed by a more in-depth presentation from the experts. Each expert will present information about various examples of the educational programs for respectively the 2018 Commonwealth Games and the Tokyo 2020 Olympic and Paralympic Games. During the second part workshop participants will split into four groups. Each group will discuss topics such as the potential positive and negative impacts of educating spectators for mega sport events, which are provided by the presenting experts. Each group will discuss and take notes on the topic that is allocated to their table and when prompted, the participants will move to the next table. Once all groups have completed brainstorming their topic on each of the four tables, discussion will open to consolidate the key points and results for each of the expected positive and negative impacts posed by the experts. The results of the brainstorming session (part 2) will be disseminated to all the workshop participants (subject to their agreement to offer their email address to the facilitators for distribution).

ENLIGHTENING TALKS

In alphabetical order, based on lead author's surname

Evaluation of Parental Behaviour Education Interventions within Youth Sport

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With the increasing professionalism of elite sport, negative parental behaviours within youth sport have become an issue for sport managers. Parents within the literature believe winning is significant within youth sport (Elliott & Drummond, 2013) and this mind set can consequently lead to behaviours such as coaching from the sidelines which parents concede is difficult not to do (Wiersma & Fifer, 2008). Coaching from the sidelines is a common negative behaviour. Parents give technical and tactical advice from the sideline to try and help their child succeed however, his behaviour leads children to become confused, as it generally conflicts with the messages of the coach (Elliott & Drummond, 2013; Gould, Lauer, Rolo, Jannes, & Pennisi, 2006; Omli & LaVoi, 2009; Ross, Mallett, & Parkes, 2015; Strean, 1995). Children would rather receive feedback for good effort and performances in contrast to winning (Atkins, Johnson, Force, & Petrie, 2013; Keegan, Harwood, Spray, & Lavalley, 2009; Knight, Boden, & Holt, 2010; Knight, Neely, & Holt, 2011; Knight & Holt, 2014; Omli & Wiese-Bjornstal, 2011). Children do not mention winning as being important (Walters, Payne, Schluter, & Thomson, 2015). This highlights one of many discrepancies between parents and children perceptions within youth sport (Gould, Pierce, Wright, Lauer, & Nalepa, 2016; Jeffery-Tosoni, Fraser-Thomas, & Baker, 2015; Omli & LaVoi, 2009; Omli, LaVoi, & Wiese-Bjornstal, 2008). Ultimately, negative parental behaviours can hinder children's opportunities to develop autonomy, skill competence and psychosocial skills (Ross et al., 2015).

Sporting organisations worldwide have implemented educational programmes, social marketing campaigns and code of conducts to combat negative parental behaviour (Elliott & Drummond, 2014; Ross et al., 2015; Skille, 2008). Literature suggests that research-based interventions can help improve parental involvement within youth sport (Gershgoren, Tenenbaum, Gershgoren, & Eklund, 2011; Harwood & Knight, 2015; LaVoi & Stellino, 2008; O'Rourke, Smith, Smoll, & Cumming, 2011). However, amid the recommendations of researchers that support research-based interventions, the effectiveness of educational interventions within youth sport have not been empirically analysed despite their popularity (Omli & LaVoi, 2009; Omli et al., 2008; Ross et al., 2015). The literature presents a rationale for empirical evaluation of parental educational interventions. RQ: How effective are educational interventions at changing behaviour of parents within youth sport?

Evaluation research can use various methods and methodologies. Interventions can be evaluated by comparing baseline and the post-intervention results reported by the participants (Bogestad, Kettler, & Hagan, 2010; Corder et al., 2012; Hassan & Morgan, 2015; Jones, Owens, & Pham, 2013; Kingsland et al., 2015; Snyder, 2008; Wilhelmson, Aberg, Backstrom, & Olsson, 2015; Wilson et al., 2015). This can include dissemination of questionnaires (Bogestad et al., 2010; Corder et al., 2012; Hassan & Morgan, 2015; Jones et al., 2013; Wilhelmson et al., 2015; Wilson et al., 2015) or retrospective interviews (Kingsland et al., 2015). It is recommended that a control group be used to explore the research question to ascertain the influence of the intervention (Bogestad et al., 2010). Further research can also explore the effectiveness of educational interventions in contrast to restrictive, punitive and contractual interventions used by sports organisations.

Youth sport, parent education, positive youth sport behaviour, evaluation of education programmes, positive parental behaviour

The Importance of Adopting an Interdisciplinary Approach to Sport Management Research

Damon P. S. Andrew

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Within the academic discipline of sport management, considerable attention has been given to the best academic home for the discipline, whether it be in kinesiology or business (Chalip, 2006; Fink & Barr, 2012; Mahony, 2008). Though the vast majority of sport management programs were housed in kinesiology as they evolved from traditional physical education programs (Boucher, 1998), several recently established programs have been housed with business, presumably acknowledging a focus on sport as entertainment (Chalip et al., 2010). Such a shift risks, "...a preoccupation with the structural and organizational aspects of sport at the expense of experiential, social, and philosophical discourses that have been part of our earliest connections with sport" (Boucher, 1998, p. 79). Rather than debate the appropriate academic home for the discipline, this paper highlights the need to adopt an interdisciplinary approach to sport management research, regardless of the academic home location of sport management. To illustrate this point, the introduction of oversized tennis balls to the sport of tennis at the turn of the millennium will be used to demonstrate the negative consequences of uni-disciplinary sport research.

At the urging of sport scientists (Brody, 1997), sporting goods manufacturers scrambled to mass-produce tennis balls that were 6% larger in diameter (Martin, 2000) in the hopes of slowing down the pace of the ball due to increased air resistance. Despite the aerobic benefits associated with increased rally duration and the manufacturer's claim that a larger tennis ball would decrease reaction time due to increased visibility, consumers failed to purchase the oversized tennis balls in significant quantities. A survey of consumers revealed that 22% of respondents voiced concerns about the long-range impact the ball might have on their arms (Gray, 2000). However, a subsequent biomechanics study funded by the United States Tennis Association revealed such claims were unfounded (Andrew et al., 2003). Despite this reassurance, consumers continued to reject the opportunity to purchase the oversized tennis balls, ultimately prompting the product's demise after considerable financial investment in oversized ball manufacturing equipment, additional ball felt, larger ball cans, and even larger cases in which to ship the balls. The waste of such considerable temporal and financial resources could have been prevented through an interdisciplinary approach to the issue that involved sport management. Ultimately, it is argued that a poor marketing plan and poor product placement were primary antecedents of the product's demise rather than a biomechanical reassurance of arm safety. Additionally, the example serves as a reminder of the consequences of taking a uni-dimensional approach to sport research and proffers that sport management must be cautious to avoid such a pathway during its evolution.

Interdisciplinary research, sporting goods, consumer demand, sport marketing

LGBT Inclusion as a Business Advantage

George B. Cunningham

Texas A&M University

Attitudes and behaviors toward lesbian, gay, bisexual, and transgender (LGBT) individuals have largely improved over time; nevertheless, LGBT individuals continue to face stereotypes, prejudice, and discrimination in sport. In many regions around the world, laws are in place that restrict trans individuals' access to public spaces, thereby limiting their participation in sport and physical activity (Cunningham, 2017). In other cases, sport governing bodies have established rules limiting trans athletes' ability to take part in sport (Buzuvis, 2011, 2012). Further, institutionalised norms and practices frequently privilege heterosexual and cisgender individuals, casting LGBT coaches, administrators, and athletes as "other" (McCormack & Anderson, 2014; Griffin, 2012).

Though exclusionary practices are widespread, there is also evidence that LGBT inclusion is associated with a bevy of positive outcomes and can serve as a business advantage for sport organizations. The purpose of this presentation is to offer an overview of research showing that LGBT inclusion serves as a business advantage.

The advantages occur at several levels. Research evidence has continually suggested that LGBT who face prejudice and discrimination experience negative health and well-being (Herek et al., 2009; Herman, 2013; Seelman, 2016). The opposite is also observed, however, as the creation of inclusive laws and governing structures serves to improve LGBT individual's psychological and physical well-being. In fact, Hatzenbuehler (2017) recently showed a significant drop in youth suicide rates following the passage of LGBT-inclusive legislation.

LGBT inclusion can drive sport participation. Governing bodies adopting restrictive policies limit participation among trans individuals (Buzuvis, 2011, 2012). In drawing from related work in sport (Cunningham & Melton, 2014), it is also possible such policies also signal a lack of care and inclusion for all other athletes. Thus, LGBT-inclusive programs, leagues, organizations, and governing bodies are likely to also realize increased participation rates.

Finally, LGBT-exclusion hurts businesses' bottom lines. In the US, some states have passed or considered passing laws restricting trans individuals' rights. As a result, many businesses boycotted, including major sport organizations at the collegiate and professional levels. The net economic loss was in the hundreds of millions (Cunningham, 2017). Just as exclusion hurts the bottom line, LGBT-inclusive practices can drive new business and overall performance (Cunningham, 2011; Cunningham & Melton, 2011, 2014). This growth stems from consumers wanting to be associated with inclusive organizations (see also Florida, 2013).

In conclusion, LGBT inclusion is likely to improve individuals' health and well-being, increase participation among exercisers and athletes, and improve overall organizational performance. Thus, LGBT inclusion serves as a business advantage.

LGBT, transgender, inclusion, diversity

Maximising Opportunities from the Event Portfolio: Event Leveraging or Ambush Marketing?

Sheranne Fairley¹, Laura Misener², & Donna Kelly¹

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Events are increasingly used as stimuli for tourism (Chalip, 2017; Getz & Paige, 2016). Destinations have moved from focusing on single events, to a more integrative approach that seeks to benefit from the synergies among all events within a region – known as an event portfolio (Getz, 2008; Ziakas, 2013). Ziakas (2013, p. 14) defined event portfolios as “the strategic patterning of disparate but interrelated events taking place during the course of a year in a host community that as a whole is intended to achieve multiple outcomes through the implementation of joint event strategies”. The event portfolio approach therefore encourages collaboration and cross-leveraging of a diverse array of event and tourism stakeholders within a region to maximise tourism, economic, and social benefits (Chalip, 2017; Ziakas, 2014). However, stakeholders may have disparate and perhaps competing agendas (Ziakas, 2014), or may not be amenable to cooperation (Weed, 2003). This study examines one particular event portfolio where competing agendas are creating a situation counterintuitive to the event leveraging approach. The case focuses on the Sunshine Coast region of Australia where competing events are being held in the same destination simultaneously.

In order to consider the various aspects of this case, in-depth interviews were conducted with the managers of two competing events that were held within the same destination. Interviews were semi-structured and sought to understand the ways in which the events were positioning themselves, the relationship between the events, the leveraging activities that were taking place, and the outcomes and impacts of the leveraging efforts. Further, content analysis of the print media from both events was also conducted in order to gain insight regarding the public discourse of the competing event agendas. Competition was evident in both the media and first hand interview discourse of the organizers for both events. Despite being part of the same event portfolio, and having similar tourism related agendas, there was no possibility of collaboration given that both event managers believed that their event was superior to the other and offered a more authentic experience to attendees. However, various efforts were made from one event to leverage off the other including: similarity in the name of the festivals, staging the event at the same time as the other event, hosting parts of the event in a venue with a similar name, and adapting additional product offerings so that there was limited distinction between the events. Additionally, consumer confusion was evident in the media’s portrayal of the events mitigating any possibility of effectively leveraging the events.

The print media misattributed both verbal and visual cues from one festival to the other. While the efforts of the second event could be perceived as clever leveraging off the other event, the blatant competition between the events could make the activities be more akin to ambush marketing. This raises important questions about the event portfolio agenda and how events in the same destination can utilise leveraging tactics. As Chalip (2015) has noted, events create an opportunity to gain new resources and influence social outcomes, however, if events are competing, this leveraging opportunity will be nullified.

Event leveraging, event portfolios, competition, ambush marketing

The Position of EAFUN Members to Support Dual Student-Athlete Pathways: A Content Analysis Snapshot

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The complementary nature of higher education (HE) and high performance sport is widely documented in both academic and practical contexts (e.g. Aquilina 2009, 2013; Fraser et al. 2010; Knapp et al. 2012). This is reflected in the steady growth of Australian athletes who are concurrently undertaking HE study while training and competing in national and international sporting competitions. Australian student-athletes comprised more than 40% of the 2008, 2012 and 2016 Olympic teams, winning between 57% and 61% of the medals (Knapp 2012, Rogers 2016). Thus, the pursuit of dual academic-sport pathways and understanding the student-athlete experience in Australian HE is a critical yet under-researched area. The Australian Institute of Sport (AIS), under its *Personal Excellence Strategy*, is assisting universities to support student-athlete development. The implementation of the Elite Athlete University Friendly Network (EAFUN) in 2012, to support Australian athletes undertaking HE study, is a main component of the strategy (De Bosscher et al. 2015; Richards 2017).

To date, 39 of the 43 Australian universities are EAFUN members (AIS 2017). While the AIS states four guiding principles of support for student-athletes at EAFUNs, the locus of development, delivery and governance of the support mechanisms is the responsibility of each university. The extent to which HE institutions offer services in support of EAFUN guidelines is not explicitly monitored by the AIS. Hence, the purpose of this exploratory study is to glean an initial understanding of how universities position themselves within the EAFUN guidelines and existing research to support dual student-athlete pathways.

A content analysis of the EAFUN member websites was conducted focusing on four research objectives: 1) To explore the alignment of the EAFUN program guidelines in relation to the extant literature; 2) To explore how EAFUN members are positioned within the EAFUN principles; 3) To explore the position of EAFUN members' elite student-athlete programs in relation to the extant literature; and 4) Provide a future research agenda. Findings demonstrate EAFUN principles reasonably aligned with the literature. Inconsistencies were evident in how universities positioned themselves within the EAFUN guidelines. Further, a lack of alignment was apparent in how EAFUN members' elite student-athlete programs are positioned in relation to important attributes and support areas identified in the literature. From the study, theoretical contributions result in how EAFUN stakeholders may better align with attributes and service areas important to the student-athlete experience established in extant research. Practical contributions emerge in relation to how EAFUN members can better align with the AIS guidelines, and how EAFUN stakeholders may better focus on service and support areas conducive to a more holistic student-athlete experience. Finally, the findings of this study are used to develop a future research agenda.

Student-athletes, dual pathway, EAFUN, higher education, content analysis

Quantifying the Sport Consumer's Shopping Basket

Hunter Fujak, Stephen Frawley & Daryl Adair

University of Technology, Sydney

Sport consumers have long been thought to exhibit unique engagement behaviours, this making them different to consumers purchasing other types of products or services. In particular, sport fans have been characterized as displaying “irrational” levels of loyalty to their chosen teams and sports, which shapes their consumption behaviours (Smith & Stewart, 2010). However, as sport landscapes become increasingly competitive and crowded, there is growing awareness of less predictable fan behavior in the context of product choice (Baker, McDonald, & Funk, 2016). Against this background, the study explores two core questions. First, do consumers treat sport leagues as complimentary or substitutable goods? Correspondingly, does clustering occur within the repertoires of consumers who support multiple teams as complimentary goods? The first question is addressed by adopting Ehrenberg's (1971) framework of buyer behavior within repeat-purchase markets, utilizing the negative binomial distribution Dirichlet Model of market analysis. The latter is addressed through Social network analysis (SNA) to identify potential clustering within such repertoires. The dataset for this study consists of a representative sample of 1,191 Sydney-based adult sport consumers, with an online survey capturing demographic information, attitudinal beliefs and behavioral information about fan engagement in Australia's largest commercial sports.

Modelling confirmed that fans consume sport teams within repertoires (as complimentary goods), with the typical Sydney sport consumer supporting five to six professional teams. Such consumption patterns necessitate a fundamental shift in the interpretation of sport fan behavior away from a dichotomous view of loyalty toward a polygamous one (Sharp, Wright, & Goodhardt, 2002). Furthermore, the sport attendance market appears behaviourally consistent to many other repeat-purchase consumer markets, providing further support to a growing body of literature which questions the ‘uniqueness’ of sport as consumer category (Baker et al., 2016). From a practitioner perspective, that the behavior of the sport attendance market can be successfully modelled provides opportunities for improved data-driven benchmarking and strategic planning (Bassi, 2011). SNA mapping illustrated geographic territoriality to be the key influence on shaping repertoire patterns in Sydney's crowded sport market. By illuminating the structure of sport markets, the results have significant implications for sport practitioners who must compete for the hearts, minds and wallets of sport consumers.

Consumer behavior, sport consumers, consumer markets, sport leagues

“Going for Gold” by Encouraging an Environment of Knowledge & Innovation for Queensland Sport

Jeff Greenhill, Christine Voge & Allan Hahn

Queensland Academy of Sport

Since the early 1980s, specialist sport science, strength and conditioning, performance health, and personal development units have become essential parts of high performance sport organisations responsible for the training and support of elite athletes in Australia. The primary role of these units is to provide coaches and athletes with services targeted at performance improvement. Each of these units has dedicated expert staff who assist coaches in the application of scientific knowledge and procedures to sport, and their work has provided a stimulus for innovations and research that has fed back to improve the services.

During the 1990s and early 2000s, the contribution of high performance sport research as an aid to athlete performance became widely recognised, and a number of elite sports academies and institutes established processes focussing solely on this area. Applied research, as opposed to service delivery, entails broader goals, more complex procedures, and additional commitment before and after data collection. Importantly, high performance sport research provides new information and opportunities for innovation directly related to ‘real-world’ sports environments. High performance sport organisations offer an excellent opportunity for this type of research, with athletes readily available for study as participants, and coaches interested in being closely involved. In the practice of their sport, coaches are good at detecting areas for investigation aimed at improving athlete performance and benefit from having the help of high performance sport service providers and researchers to generate hypotheses for research. Where research findings indicate a beneficial effect on athlete performance, coaches and service providers are able to apply results immediately for competitive advantage. Although applied high performance sport research has significantly increased in recent times, and innovation management has a large body of literature to inform organisational practices, there is limited information available on knowledge and innovation management in the sport context (Ratten, 2016). This presentation will therefore provide a practical example of such management through the establishment of a specialist unit focussed solely on fostering an environment of knowledge and innovation for Queensland sport.

The Queensland Academy of Sport (QAS) Sport Performance Innovation and Knowledge Excellence (SPIKE) unit was established to: 1) Provide knowledge services to sport stakeholders; 2) Build, support and encourage networks focussed on improving athlete performance; 3) Facilitate ethical applied high performance sport research; 4) Support the next generation of sport practitioners and researchers through postgraduate research scholarships provided in collaboration with universities and sport partners; and 5) Fund the purchase, development and evaluation of specialised technologies to assist athletes, teams and coaches. SPIKE has formed a much-needed platform for the generation of new knowledge, tools and skills to improve Queensland and Australian high performance sporting outcomes. Teams of stakeholders including applied sport scientists, coaches, administrators, researchers and specialist practitioners are determining productive research directions to advance the knowledge, innovation, skills and tools that can be applied to give their athletes a competitive edge. SPIKE’s achievements to date have required the addressing of many challenges. In line with this year’s SMAANZ theme of “Places, Events and Sport: Going for Gold”, the experiences of establishing and maintaining SPIKE will be shared in this presentation to show some of the lessons learnt at the QAS in helping athletes, teams and coaches go for gold.

Sport knowledge, innovation and research management

Psychological Contract and Pasifika Expectations in the National Rugby League

David Lakisa, Tracy Taylor & Daryl Adair

University of Technology Sydney

This article is concerned with aspects of diversity management in the context of professional rugby league football in Australia. Specifically, it examines workplace perceptions and expectations of Pasifika (Pacific Islander and Māori) employees and to a lesser extent, their non-Pasifika employers in the National Rugby League (NRL), the premier competition. The study draws upon psychological contract theory (PCT), which focuses on the 'perceived mutual obligations' between employee and employer (Rousseau, 1995), and was catalysed by two factors. First, the growth of Pasifika athletes playing in the NRL. A decade ago, the ratio was some 12% of the playing roster (Panapa and Phillips, 2014), but by 2016 had risen significantly to 42% of NRL contracts (Ng Shiu and Vagana, 2016). Second, the primary author – of Pasifika background and with direct experience of diversity management in the NRL – has firsthand experience of workplace challenges and opportunities for Pasifika athletes.

Twenty Pasifika NRL employees, specifically, contracted players and game administrators were interviewed using 'talanoa', a culturally relevant research method, meaning to converse, share or exchange ideas/thinking (Vaioliti, 2006). Preliminary findings, coded using data analysis software NVivo, suggest that Pasifika employees' clearly value family and faith (or relational motivations) over money and fame (or transactional motivations) and feel that non-Pasifika employers do not comprehend the virtues of Pasifika values and cultural knowledge in the workplace. Thus, workforce diversity in the NRL presents opportunities but too little change, particularly in areas of consulting, policy-making, recruiting and engaging Pasifika employees and their diverse communities. This study will contribute to sport management scholarship in primarily two domains. First, it will advance research concerning the underrepresented Pasifika workforce in the NRL by advocating a better organisational understanding of cultural sensibilities (Lakisa, Adair, Taylor, 2014; Teaiwa, 2016). Second, using key constructs of psychological contract in professional sport, such as breaches and violations, mutuality and reciprocity, this study sets out to provide 'whole of game' strategies to understand and improve diversity management practices in the NRL, albeit specifically in respect of Pasifika diaspora in Australia.

Psychological contract, Pasifika employees, perceptions, breaches, mutuality

Best Practice Methods in the Development of a Coaching Resource for Water Polo in Queensland

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Coaches play a key role in the engagement, development and retention of participants in all sports (Australian Sports Commission, 2017). The success of long-term athlete development (LTAD) programs depend largely on the availability and support of quality coaching (Myer et al., 2011). Hence, education and training of coaches is essential to encourage participation and long-term development of athletes. However, in many sports youth athletes are coached by volunteer coaches that receive little to no formal training and support (Hooper et al., 2012). This is particularly the case for sports with a smaller participation base, such as Water Polo in Australia.

Approximately 3500 people participate in Water Polo in Queensland, which is primarily run by volunteer coaches through club and school based competition. These coaches have limited sport-specific resources available to them to help them develop and train athletes using quality, evidence-based practices. The Queensland Academy of Sport (QAS) Water Polo Program therefore identified a need to undertake a sports driven research project to develop and deliver a comprehensive coaching resource to help support the underpinning programs in the Queensland pathway.

According to Bayli, Way and Higgins (2013), the most critical stage for skill development in athletes is during youth participation. Consequently, many sporting organisations around the world have established LTAD models in an attempt to provide more structured and age appropriate approaches to training and skill development (Lloyd et al., 2015). In 2012, the Australian Sports Commission (ASC) developed the Foundation, Talent, Elite and Mastery (FTEM) Athlete Development Framework, which is an evidence based resource to assist national sporting organisations with a best practice approach for athlete development pathways. Using the FTEM Framework as a theoretical model, the QAS developed a sequential system through which to train and develop Water Polo athletes in Queensland.

A systematic literature review was conducted with a particular focus on LTAD across the international sports systems and coaching resources available for Water Polo. Results of this analysis demonstrated that there are currently no guidelines available for Water Polo coaches in Australia. However, international resources established by Russia, Netherlands and Canada were useful in the formation of talent development pathways for Water Polo. The FTEM framework was used to guide the development of the resources and collection of data within the Australian sport context. The information gathered through the literature search was used to frame the scope of focus groups and interviews with a range of Water Polo stakeholders (i.e., high performance managers, coaches, support staff and athletes). These were conducted to identify key elements and stages of athlete development for Water Polo coaches, with a particular focus on junior levels of the sport. All compiled content was cross-checked and refined by experienced, professional nationally accredited Water Polo coaches.

This resulted in the development of a QAS Water Polo Coaching Guidelines resource. These guidelines provide a useful resource for Water Polo coaches and sport managers at all levels of athlete development. The method for the development of this resource may be useful to other sports and sport managers responsible for athlete pathway development and support for volunteer coaches.

Water polo, coach and athlete development, pathways, educational resources

The Role of Sport in the Integration of Refugee Women in Australia

Stephen O'Grady^{1,2}, Danny O'Brien¹, Lisa Gowthorp¹,
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The recent increase in global geopolitical conflict, notably in Iraq, Afghanistan and Syria, has led to a rise in refugees and asylum seekers resettling in Australia. This phenomenon necessitates attention on the issue of migrant integration into Australian society, and identification of barriers to achieving that integration. The concept of integration is often perceived as controversial, and is debated vigorously in Australia. Further, what integration means to, and how it is experienced by refugee women may be different to the meaning and experiences of refugee men.

This study investigates the role of sport in this integration context. The capacity of refugee women to get involved in sport is often limited by a number of barriers, including restrictions within their own community. Further, the absence of a targeted policy framework has curtailed the impact of government programs in increasing sport participation among individuals from culturally and linguistically diverse backgrounds (Morgan, 2007). Rather than a 'one-size-fits-all' approach, a need for specific, targeted policies relating to refugees' sport participation has been identified (Olliff, 2008; Morgan, 2007).

The research question underpinning this study is: *How does participation in sport affect the integration experience for refugee women in Australia?*

A systematic literature review to examine past interpretations of the concept of integration has informed an operational definition considered suitable for this study. An examination of secondary data including government policy, sport organisation documentation and guidelines of NGOs and support services is underway to assess the success of previous and current strategies aimed at increasing sport involvement of refugee women. Additional data are being collected through qualitative interviews and focus groups with representatives from sport organisations and refugee support organisations.

The personal experiences of refugee women will also be explored through focus groups and interviews in three distinct groups: i) Refugee women who take part in recreational sports not incorporating a competitive element; ii) Refugee women who form a sports team made up entirely of members from one ethnic community to compete in an organised competition; and, iii) Refugee women who join an established sports team or club that competes in an organised competition.

New knowledge developed by this research will potentially guide future development and implementation of policies and strategies in the sport community that effectively empower women from refugee communities to participate in sport. The findings are also likely to create knowledge that can help increase capacity among refugee women to negotiate barriers to sport participation. As a work currently in progress, data collected to date on interpretations and experiences of the concept of integration will be presented and discussed.

Refugee women, sport, integration, sport governance

Ladies Talk Sport, But Who Listens? Fan Engagement with Independent Sports Media Products Produced by Women

Merryn Sherwood

La Trobe University

Women have historically been excluded from sports media in Australia. Surveys of sports journalists have found that sports newsrooms are only 11% women (Henningham, 1995; Nicholson, Lowden & Zion 2011), and female athletes and women's sports make up less than 10% of sports media coverage (Lumby, Caple & Greenwood, 2014). Both these low numbers have previously been attributed to the lingering historical sexism present within sport, that generally delegitimises and devalues women's contributions (Fink, 2014; Sherwood et al., 2016). Yet recently there is evidence that women in Australia are making a contribution to the sports media discourse in new ways, through developing independent sports media products. Mostly focused on women's sport and female athletes these products, mostly websites and podcasts, have built small but significant audiences. *The Women's Game* website covers women in football and has a social media following across Facebook, Twitter and Instagram of 35,000, in addition to its popular website (www.thewomensgame.com). *Witsup*, a website about women in triathlon, has 32,000 social fans (www.witsup.com). Both these sites also regularly receive media accreditation to attend major events in their sports, such as the FIFA Women's World Cup. *The Outer Sanctum* podcast, six women that discuss AFL football, received mainstream media attention when they called out Collingwood President Eddie McGuire over his disparaging comments about Caroline Wilson in 2016 (Perkins, 2016). The podcast has since partnered with *The Age* newspaper to cover the AFLW season, and is now produced and broadcast by the ABC (www.theoutersanctum.com.au). In light of the developing popularity of these products, within a context that has traditionally devalued women's contributions, this study seeks to explore who engages with these independent media products and why.

This study will use an online survey to explore the uses and gratifications of fans of 10 independent sports media products in Australia: *The Women's Game*, *Witsup*, *Sportette*, *The Outer Sanctum*, *Change Her Game*, *This AFL Life*, *Ladies who League*, *Sporting Sheilas*, *Netball Scoop* and *Like a Girl Pod*. Drawing the literature that explores female sports fans, particularly in an Australian context (McDonald, 2017; Toffoletti, 2017), literature on sport fans and digital media (Clavio & Kian, 2010, Filo, Lock & Karg, 2015), as well as literature on consumers of independent media (Barnes, 2014), it will explore who engages with these products and why. This paper aims to contribute to the broader field of sports media in Australia, while also providing insights for sports public relations practitioners and sport organisations. In particular, in light of the growing success of women's sport in Australia, this paper will offer insights to a niche group of sport fans – those who engage with sport media products about women, produced by women.

Gender, women's sport, fan engagement, sport media, social media

Are Non-profit Sport Organisations Collaborating or Competing? Introducing 'Coopetition' to the Theoretical Conversation

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Non-profit sport programming is often a result of multiple parties coming together to provide a new program that the individual stakeholders could not provide on their own. Even new organisations utilize existing organisations to provide resources that these burgeoning smaller organisations cannot provide. For example, a new soccer non-profit may use city-owned fields for their programming. Therefore, many non-profit sport programs, and the non-profit industry as a whole, focus on collaboration (Proulx, Hager, & Klein, 2014). However, this can be misleading. These organisations also compete for grants, volunteers, space, marketing, and even participants (Jones, Bocarro, Bunds & Smith, 2017). Therefore reframing these relationships within a coopetition framework could highlight opportunities currently being unexamined.

Coopetition is a management term that recognizes the dynamics between organisations or within organisations that are both collaborative and competitive. These relationships exist to build mutually beneficial exchanges. Zindelin (2004) theorized that seven preconditions must exist for a successful cooperative relationship between organisations, including aspects such as an even balance, the multiplicative creation of new value through coopetition, and an ability to communicate. The benefits of coopetition include reducing the financial and practical risks of a joint venture or product, reducing the transaction cost, and a greater access to knowledge which in turn provides a potential competitive advantage (Juttner & Wehril, 1995; Zindelin, 2004). The downside of coopetition cannot be ignored by non-profit sport organisations. It can be resource demanding, success is ever evolving and the exchanges can become reinterpreted by new employees as unbeneficial. It also can distract the organisations from their core competencies and core business activities (Bengtsson & Kock, 2000). Previous research into non-profits and cooperative relationships indicate non-profits still remain hesitant to engage in actual cooperative relationships (Proulx et al., 2014)

In the sport industry, focused primarily on professional sport, sport economists have highlighted the cooperative and competitive relationships inherent in sport (Neale, 1964; Rottenberg, 1956). In the non-profit sport research, the focus is often either on collaboration (Jang, Valero, Kim, & Cramb, 2015), or organisational capacity (Doherty, Misener, & Cuskelly, 2014; Svensson, Hancock, & Hums, 2017). However, coopetition may have utility for non-profit sport. Recently, coopetition was analyzed regarding open innovation in German sport clubs (Wemmer, Emrich, & Koenigstorfer, 2016). There are broader theoretical applications for this framework to non-profit sport.

Practically speaking, by understanding coopetition and its preconditions for success, practitioner stakeholders can also see the benefits that a cooperative relationship provides. The presentation aims to introduce this theoretical framework, show its application to non-profit sport organisations, and engage in a dialogue regarding its utility and future empirical research.

Coopetition, non-profit sport, organisational behavior, collaboration

ACADEMIC ABSTRACTS

In alphabetical order, based on lead author's surname

Is Good Governance a Universal Principle?

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The aim of this research was to investigate the nature of the governance of the sport system of Malaysia. In particular, it sort to address the extent to which governance practices within Malaysian sport conformed to what can be considered to be the principles of good governance.

The topic of good governance of sport organisations has become of great prominence within the international sport world and has spawned a myriad of principles, frameworks, guides and codes all aimed at addressing clearly identified (and often public) weaknesses in the governance of international sporting organisations. Researchers who have addressed the topic, such as Mowbray (2012) and Taylor and O'Sullivan (2009) have suggested structures and principles to underpin and support governance. Of importance to this research is the Henry and Lee (2004) research which differentiates governance at the systemic, political and organisational levels. Adopting this structure allowed an in-depth insight into the sporting system of Malaysia, as a whole.

The research was carried out by semi-structured interviews with 40 representatives of the sport system in Malaysia, including those from NSAs, government organisations and commercial operators. The interviews lasted between 45 minutes and 2 hours, were manually coded, using the Henry and Lee (2004) research to provide a structure for the initial analysis.

The research found that good governance within the Malaysian sport system faces many challenges and that these challenges are across all three approaches to governance identified by Henry and Lee (2004). At the systemic level there is evidence that the key organisations in the sporting system are not working together harmoniously – indeed they are in conflict about roles and responsibilities. At the political level, there is evidence of substantial and sustained political interference in the governance of sport organisations, which increases the likelihood of mismanagement and corruption. Finally, at the organisational or good governance level, there is strong evidence of corruption and mismanagement with the sector.

There are two key reasons for the lack of attention to what is described as good governance. The first was a lack of a policy about governance, with little measurement or monitoring of governance. Where monitoring is carried out, there is little penalty for not demonstrating good governance. The second reason can be attributed to cultural factors, such as traditional and religious practices, the influence of royalty, and culturally different perceptions of what constitutes corrupt practice. It is clear from this research that what constitutes good governance, for many, is unlikely to be evident within the Malaysian sport system for some time to come. This is primarily because the basic principles of good governance do not fit well into the cultural context of the Malaysian sport system.

Good governance, systemic, political and organisational governance, corruption, mismanagement

Effects of Relative Size and Homogeneity of Sport Fan Base on Potential Fans' Behavioral Intentions

Akira Asada & Yong Jae Ko

University of Florida

The purpose of this study was to examine how potential fans of a sport team perceive the team's existing fan base and how this perception influences their intentions to engage in fan behaviors. Based on self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) and distinctiveness effect (Nelson & Miller, 1995), we proposed that potential fans psychologically classify existing fans and themselves into particular social categories depending on the relative size of the fan base in question. Specifically, if existing fans are a minority in a community, potential fans activate the *fan* category and perceive a clear distinction between themselves and existing fans. However, if existing fans are a majority in a community, potential fans activate the *resident* category and perceive supporting the team to be a norm shared by community residents. Additionally, we hypothesized that the homogeneity within a fan base reinforces the distinction between potential and existing fans when existing fans are a minority in a community, whereas the homogeneity within the fan base strengthens social pressure to support the team when existing fans are a majority in a community. To test these hypotheses, we employed a 2 (relative size: minority v. majority) by 2 (homogeneity: low v. high) between-subjects factorial design. The research participants included 119 U.S. residents recruited on Amazon Mechanical Turk. We manipulated the two independent variables by showing different descriptions about a fictitious sport team and its fan base. The results of MANCOVA showed significant two-way interactions between relative size and homogeneity on intention to attend a game, $F(5, 107) = 30.43, p < .001, \eta^2 = .22$, and intention to purchase merchandise, $F(5, 107) = 48.83, p < .001, \eta^2 = .31$. Specifically, the minority/low-homogeneity condition resulted in greater intention to attend a game ($M = 3.41$) and intention to purchase merchandise ($M = 2.90$) compared to the minority/high-homogeneity condition ($M = 3.00, M = 2.33$, respectively). In contrast, the majority/low-homogeneity condition resulted in lower intention to attend a game ($M = 4.85$) and intention to purchase merchandise ($M = 4.63$) compared to the majority/high-homogeneity condition ($M = 5.77, M = 5.57$, respectively). Based on the results, we argue that a team should emphasize diversity within the fan base and openness to new fans if the team has a relatively small fan base, whereas a team with a relatively large fan base should emphasize sameness and oneness among fans. This study provided new insights into sport fan socialization by showing causal relations between key characteristics of sport fan base and potential fans' decision-making.

Spectator sports, sport consumer, socialization, self-categorization

Sport Management for Women in Iran: "Barriers and Solutions"

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Today attending to the women rights, is one of the most important issues which are considered globally. Obviously women are valuable resource for society like men, and they have outstanding role in permanent development. The change women roles in a society and the increase of their contribution in social activities such as sports, is a key element for development [1]. Previous research has shown that Iranian women educated in sport management have not been able to undertake equal administrative positions compared to men in sport federations or complexes. They don't have equal positions like men for managing women sport affairs [2]. This research, focuses on investigating the current barriers on women participation in sport management in Iran and suggesting practical solutions.

A qualitative method is incorporated in this research by interviewing 25 women who have administrative positions in sport federations or complexes of Iran. Their opinions are gathered and classified to the two categories encoded for analysis data, like barriers and solutions in women sport management.

Based on the results of this qualitative study, the current barriers for Iranian women in sport management can be categorized into 4 different groups: 1) Cultural barriers in women contribution in sport management. 2) Structural and organizational barriers for women participation in managing women sports. 3) Un-equality in sport places and facilities between women and men regarding international standards. 4) In-attention to the promotion in sport among girls and women from parents, medias, and publications.

Regarding the research results, some solutions present for improving current women managerial positions in Iran: 1) Changing in cultural and social belief through education and media, 2) Providing equal opportunities for educated women in sport management for taking responsibilities in women sport affairs against men, 3) Developing interactions among Iranian women managers with other countries sport managers, 4) Assigning fairly policies for women to enjoyment legal protects in sport management, 5) Attracting private capitals for supporting women sports in Iran, 6) Allocating specific governmental budgets to the women sport development, 7) Providing data base for Iran's women sport management. So, the social and cultural beliefs can be changed by promoting a positive and equitable environment that applies fair policies and provides unbiased job opportunities. To this end, a specific governmental budget can be allocated and a data base for women sport management can be generated. In addition, the government can attract the private sector to invest in this program or sponsor it.

Sport management, women, Iran, barriers, solutions

Loading Up the Bases: A Case Study of Baseball New Zealand in the Lead Up to the 2020 Olympics

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Baseball New Zealand is a National Sport Organisation (NSO) striving to establish baseball as a recognised sport within the New Zealand landscape, both at a grassroots and elite level. There are currently five regional associations and an ever increasing number of baseball clubs situated across the length and breadth of the country (Baseball New Zealand, 2017). Unranked prior to 2012 the national team, the Diamond Blacks, is now ranked 30th out of 75 international teams (Barclay, 2012; Smith & Green, 2015; Baseball New Zealand, 2017).

With baseball returning to the Olympic stage in Tokyo 2020, Baseball New Zealand is aiming to raise the profile of their sport, boost athlete pathways and performance and produce a qualifying Olympic team. However, strategic focus on the Olympics has raised a number of key issues for the NSO.

First, Baseball New Zealand receives a very limited amount of government funding. Rugby, cricket, netball, basketball, football and hockey are considered the most prevalent sports in New Zealand (Education New Zealand, 2015; Sport New Zealand; 2017). Unsurprisingly, these sports align with the upper spectrum of government funding and are scheduled to receive well over \$1 million NZD each in Sport New Zealand funding between 2017 and 2020. Meanwhile, baseball is scheduled to receive just \$60,000 (Sport New Zealand, 2017).

With the acknowledgement that government funding in New Zealand underpins the activities of NSOs (Shilbury & Ferkins, 2011), this suggests that the Baseball New Zealand must therefore face the pressure of sourcing alternate funding in the hope of achieving its goals (Vos, Breesch, Kesenne, Van Hoeke, Vanreusel & Scheerder, 2011).

Second, baseball and softball have a long and entwined history in New Zealand. The governing body of softball was established in 1938 and incorporated all facets of baseball during its initial years (Smith & Green, 2015). While the two sports eventually became more distinct, it was softball that remained more widely recognised. This was due to the success of the Black Sox softball team and their winning gold at the World Championships in 1984, 1996, and silver in 1998 and 1992 (Softball New Zealand, 2014). Comparatively, softball is scheduled to receive \$930,000 NZD in funding from Sport New Zealand between 2017 and 2020 (Sport New Zealand). Furthermore, in 2013, the International Softball Federation and the International Baseball Federation merged into the World Baseball Softball Federation (WBSF, 2017). Consequently, calls for an amalgamation of the baseball and softball NSO's in New Zealand are now being made, especially in light of potential benefits related to enhanced career pathways and sport facility establishment.

Acknowledging that, to date, very little research has been conducted on the development and management of baseball in New Zealand, a New Zealand-based qualitative case-study has been designed to explore the strategic and logistical direction of the sport in the lead up to the 2020 Olympics. The research includes, 1) A review and chronicle of existing stakeholder networks within the sport at a local, regional and national level with assessment based on Söderman & Dolles (2013) Value Captures Model, 2) An appraisal of alternate funding sources at a local, regional and national level. 3) A cost/benefit analysis of a conjoined baseball and softball NSO. Data collection is ongoing with some of the initial findings to be presented at the SMAANZ 2017 conference.

Baseball, stakeholders, sport funding, sponsorship

A Decade Later: Social Media and Sport Research Review

Matthew Blaszkka & Chad Witkemper

Indiana State University

Introduction: Social media has become a part of many people's daily lives. There are 2.8 billion active social media users worldwide (Hutchinson, 2017). While almost 80% of that happens on a mobile device. Sites such as Facebook, Twitter, Instagram, and Snapchat appear to dominate the social media spectrum (Lister, 2017). Over the last decade, there has been a tremendous amount of growth in social media research within sport. Most of the original sport and social media research took was done on Twitter (e.g. Clavio (2008), Kassing and Sanderson (2010), Pegoraro (2010), and Hambrick et al. (2010)). These articles are still relevant and are often credited with the creating the foundational research within social media in sport.

Purpose: The purpose of this study is to build on the work of Filo et al. (2015) and Abeza et al. (2015) of examining all sport and social media research by examining all previous findings and research of social media in sport research by including sport journals and non-sport journals. and examine the next steps for social media research, social media theories, and whether or not a theory exist for social media. The continued evolution of social media makes the endeavor unique. While most literature reviews on specific content, research within social media changes more rapidly than any other historical communication device. Within the last year we've seen virtual reality (VR), Facebook Live, and Snapchat rise to prominence while others fad and get lesser use. Additionally, usage patterns and relevant mediums have changed drastically over the last three years.

Literature Review: Since 2008, there has been a plethora of research within social media and sport. Two sets of researchers set out to examine the body of literature. In 2015 Filo et al. conducted an initial review of all sport social media research, specific to sport journals. In all, 70 articles were reviewed. Filo et al. called for a more expansive look into "sport research through integration of related fields" (e.g. tourism and non-profit) Similar to Filo et al. (2015), the researchers will examine the primary sport management journals identified by Filo et al. (i.e. *Journal of Sport Management*, *Sport Management Review*, *Sport Marketing Quarterly*, *European Sport Management Review*, *International Journal of Sport Management and Marketing*, and *International Journal of Sport Management*). Additional journals that were reviewed by Filo et al. (i.e. *Communication and Sport* and the *Global Sport Business Journal*) have increased their output of social media articles over the last three years. Abeza et al., (2015) also examined social media research. They expanded the reach by examining 123 peer-reviewed articles. There were specifically identified the topical areas, social media platforms, various theories, and the research method. Further, the researchers will examine articles in non-sport communication journals (i.e. *Electronic Media*) and social media and sponsorship articles.

Results/Discussion: The researchers will initially use the three categories: strategic, operational, and user-focused as a starting point for type of journal article. Additionally, the researchers will examine theories used, type of study, sampling methods, etc. The research hopes to further the work of both Filo et al. (2015) and Abeza et al. (2015). As social media continues to change and shift a continued and updated review of sport management and media literature is appropriate. This research is currently collecting all articles published through August 2017.

Managing High Performance Sport: Factors Influencing the Role of New Zealand High Performance Directors

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A high performance director's (HPD's) role is to seek, lead and drive the high performance strategy of their organisation. This qualitative exploratory study identified factors perceived to influence New Zealand HPD's role delivery, the ability to do their job, and performance outcomes gained through activities devised to enable their sport to achieve in the HP arena. Minimal research on HPDs' role delivery and performance outcomes in elite sport has been completed with the exception of Fletcher and Arnold (2011); Arnold, Fletcher and Molyneux (2012); and Arnold, Fletcher, Anderson, McKenna and Vella (2015). Arnold et al's. (2015) study of 14 UK high performance directors found that two general dimensions, self-related factors (personality, health, skills, experience) and environment-related factors (development opportunities, operations, personnel), had an influence on role delivery and performance outcomes. This study sought to determine whether similar or other dimensions would be found in the New Zealand context.

With approval, Arnold et al's. (2015) study was replicated with their interview guide adapted to suit the New Zealand elite sport environment. Face-to-face semi-structured interviews, conducted with five of the 10 New Zealand Olympic and Paralympic HPDs, were designed to answer the research questions: What factors do New Zealand HPDs perceive to influence their role delivery and performance outcomes? and How do these factors compare with those in related international research? Collected data were thematically analysed, as per Arnold et al's. (2015) study, into lower- and higher-order themes and then further categorised into the general dimensions of self- or environment-related factors.

Similar to Arnold et al's. (2015) findings, this research identified soft, business and management skills; personality; and experience themes under the general dimension of self-related factors with environment-related factors including operations, organisational culture and personnel. New findings include HPD competencies and capabilities of robust communication, leadership, personal and business management skills; change and financial management proficiencies; strategic planning; and having understanding and experience as an athlete, coach or sport science practitioner. New findings identified as key for HPDs to provide an environment of success comprise knowledge and understanding of the global and national context of their sport; fostering robust partnerships with national sport organisations; having well-developed internal processes prioritising role clarity; employing dedicated personnel, including subject matter experts, so the HPD can focus on strategic and performance tasks; and fostering a performance-oriented organisational culture. Therefore, consistent with the studies noted above, New Zealand HPDs apply similar self- and environment-related factors to achieve success in their role delivery and performance outcomes. New competencies and capabilities, as well as requisite HPD knowledge, was ascertained.

High performance sport, high performance directors, role delivery, self- and environment-related factors

Navigating Two Worlds – Pacific Island Perspectives and Contributions to leadership in non-playing rugby roles

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In New Zealand, sport, especially rugby, has a significant place in Pacific Island communities. New Zealand Rugby identified that there is a noteworthy difference between the number of Pacific Island people playing rugby compared to those contributing to non-playing 'leadership' roles such as coaching, managing, refereeing and as committee and board members.

There is a lack of research relating to Pasifika involvement in New Zealand sport organisations, especially in the leadership context in relation to cultural intelligence. A recent study found that there are three pathways by which Pasifika (and Māori) people enter strategic leadership positions in sporting organisations – through family engagement, educational engagement and active participation in sport (Holland, 2012). Furthermore, an initial insights project undertaken in collaboration with New Zealand Rugby, explored Pacific Island rugby community member's perceptions and contributions to leadership in non-playing roles, and highlighted that leadership was seen as a service and medium to help develop people and contribute to the family and community. The informal nature of leadership was also prevalent, reinforcing a collective and relational perspective, rather than a formal, leader-centric view of leadership. Such perspectives align with contemporary leadership theories including servant and collaborative leadership and leadership as a social, relational phenomenon (Grint, 2011; Ospina & Foldy, 2009; Schneider, 2012; Welty Peachey et al., 2015).

This proposed research seeks to leverage off the insights project and further inform and guide both New Zealand Rugby and the Pacific Island rugby community in 'navigating two worlds' – that of the largely euro-leader-centric rugby system together with the Pacific Island 'way' of contributing to leadership. More specifically, the aim of this study is to explore how cultural intelligence can be enhanced to develop leadership in national sport organisations with a focus on the Pacific Island rugby community in New Zealand. The constructivist-interpretive paradigm provides a platform for this study, underpinned by a qualitative research design, using an action research approach (Reason & Bradbury, 2001). This involves a series of steps that incorporate action with reflection, underpinning practice with theory, and allowing for collaboration between the researcher and members of the New Zealand rugby community to develop practical solutions (Reason & Bradbury, 2001).

This conceptual presentation will elaborate on the motivation for this study and justify it from a theoretical and practical position. It will also discuss the method chosen. Action research is not commonly used within sport management but is recognised as being powerful because of its ability to create change (Ferkins & Shilbury, 2015). This study endeavours to contribute to the dearth of literature relating to Pasifika leadership in sport, and specifically the rugby context. It is envisaged the findings will also provide valuable insights for other sporting organisations seeking to create stronger, stable and sustainable sporting communities through a shared understanding of leadership and development of cultural intelligence.

Sport leadership, action research, cultural intelligence, Pacific Island rugby

Entrepreneurial Development of China's Professional Sport Clubs: The Case of Hunan Yongsheng, 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.

In sport management literature, there are several important concepts and theoretical frameworks in analysing entrepreneurship, stakeholder management, value creation in sports, including 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 summarises perspectives for understanding the key issues and problems for balancing professional sports' aims for profits, as well as creating social benefits.

From the summary of three schools of thoughts in social entrepreneurship including the Social Innovation (Dees & Anderson, 2006), the Social Enterprise (Bacq & Janssen, 2011), and the Emergence of Social Enterprises in Europe (Defourny & Nyssens, 2010; Hoogendoorn et al., 2010), the situation of developing social entrepreneurship in the sport industry of China is discussed. Asset-Based Community Development framework and inter-organizational relationship framework further provide a structure to understand the entrepreneurial development of China's professional sport clubs in the eastern "guanxi" philosophy (Xin & Pearce, 1996).

Upon the theoretical basis, the case of Hunan Yongsheng, a new NBL team that joined the league in 2016, was studied on how it is coping with the complex political, structural, regional, cultural, and technical situations in China's dynamic sport industry. The researchers were engaged in the business and community development of this NBL team from Dec, 2016 to May, 2017, following an embedded-multiple case study design as described by Yin (2013). From this case study, a sport community and stakeholder network framework was depicted, illustrating how Hunan Yongsheng established its relationships with government agencies, organisations, institutes, media, and other stakeholders within Hunan Province, via a list of social and corporate activities. A triangle framework covering Hunan Yongsheng's 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.

Professional sports in China, basketball, public product, stakeholder, community development

Social Entrepreneurship over Time: Assessing Gained Skills and Sustainability

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In a recent review of the state of social entrepreneurship (SE) research and literature in the field of sport management, Bjarsholm (2017) emphasized the increased academic interest utilizing this framework. Similarly, Misener and Misener (2017) highlighted the lack of SE focus within the sport management field and call for future efforts: “While there have been some scholarly papers from the sporting perspective produced in this area, it remains a space that lags behind much of what is happening in the field and presents an opportunity for future research.” (p. 130). While corporate social responsibility (Babiak & Wolfe, 2009) has served to explore philanthropic and altruistic initiatives through sporting platforms, it does not necessarily highlight leadership, financial acumen, and sustainability. Thus, SE also may serve as an alternative framework to allow one to “dig deeper” into the managerial and leadership aspects of an organization or initiative and their critical success factors.

This research aims to follow up on previous findings (Cohen & Welty Peachey, 2015) and synthesize four years of observations and data collection to evaluate a SE whom launched a sport for development initiative. From collegiate athlete, to being homeless, to a recovering addict, Lisa Wrightsman is currently in her fourth year of administering and coaching a homeless soccer initiative she launched as a result of her passion towards the mission of Street Soccer USA (SSUSA), an organization using soccer in an attempt to help individuals suffering from homelessness. The purpose of this study was to examine Lisa’s evolution as a social entrepreneur, the challenges she is facing, and her growth strategies. Specifically, how has she evolved as a social entrepreneur from the time she started this initiative?

Specifically, we formally interviewed Lisa on two occasions on-site in Sacramento along with additional email communication throughout a four-year period; six players she currently coaches or has coached; three coaches who currently work with Lisa, two of whom formerly played for her team. The second data collection technique involved three days of direct observations by the first and second author on site in Sacramento. Finally, as a third data collection technique, a document analysis was conducted of media reports, social media reports, and other published documents related to the development of the Sacramento team and Lisa’s leadership. Eleven media reports (including the New York Times and Sacramento Bee) covering Lisa’s time with SSUSA and her impact on players she coached and mentored, four years of social media postings on Facebook, Twitter and Instagram, and four additional interviews (including NPR and two TED Talks) were analysed.

Previously (Cohen & Welty Peachey, 2015), recognized the variables of ‘people’, ‘opportunity’, and ‘capital’ (Austin et al., 2006) and how their intersection lead towards her emergence as a SE. This study continues to highlight those three variables and how they led towards her evolution into a more skilled and successful SE. The results of this study highlight the growth and development of a SE beyond the initial push driven by “passion”. Findings illustrate gained skills such as outreach and fundraising, along with key “enablers” such as mentors, community partners, and dedicated alumni.

Sport for development and peace, social entrepreneurship, mentorship

The Cost of Organised Sport: Increasing Sport Participation in NSW

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A national survey in 2015 of 1,200 people in Australia found that 61.2% of respondents never play any organised sport (Rowe 2017). Indeed, Australians are more likely to watch live sport through the media, with over 11 million Australians watching sport online (Nielsen, 2017). While the benefits of sport participation can extend beyond physical health to include mental health, personal wellbeing, and social cohesion (Bull et. al., 2014; Richards, 2016), falling participation rates are thought to contribute to the rise in chronic lifestyle-related diseases in the Australian population such as type-2 diabetes and cardiovascular disease (Stephenson et. al., 2000; Australian Institute of Health and Welfare, 2016). Cost has been found to be a major barrier to participating in organised sport in Australia (Commonwealth of Australia, 2007; Charlton et. al., 2010; Hardy et. al., 2010; VicHealth, 2010; Vella, Cliff and Okely, 2014; Australian Sports Commission, 2016). However, there has been little empirical evidence published that identifies the actual cost to participate in different organised sports or that explicitly identifies cost limitations impeding sport participation. This research study aims to address this gap.

This study seeks empirical data to reveal the true cost of participating in a variety of organised sport in New South Wales (NSW). It builds on previous work by Parry & Hughes (2017) and Parry, Hall & Baxter (2017) on the increasing cost of sport spectatorship. Primary data was collected using online questionnaires and short interviews while secondary data was obtained from sporting organisation documents. Data was analysed using activity-based costing techniques and statistical tests such as frequency distribution, means and analysis of variances (ANOVA) in SPSS. The results provide the costs of participation across sixteen organised sports, and provide an indication as to the point at which cost becomes the primary barrier to participation. A deeper understanding of this barrier is required so that the burden on the Australian economy can be reduced and participation in organised sport made more accessible. The research highlights the cost of organised sports across regions of NSW and where participation may be affected by cost. The results facilitate policy decisions to improve economic and social outcomes in NSW, and potentially wider Australia, through increasing sport participation rates.

Cost of sport, funding, organised sport, sport management, sport participation

Gender Differences in Occupational Turnover from Sport

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Literature Review and Conceptual Framework. Despite advances in sport participation, women continue to be under-represented in leadership positions in sport. The gender differences are observed in athletics in the United States (Acosta & Carpenter, 2014), Australian sport (Australian Sports Commission, 2014), and board members of Sport England (Sport England, 2014). In her review of the literature, Burton (2015) developed a multilevel conceptual model, suggesting societal, organizational, and individual level factors all have the potential to limit women's ascension to leadership positions. Each of these factors has the potential to influence women's decision to leave sport, as well. These factors, in combination, would potentially create differences in the pools of qualified applicants. Indeed, a number of researchers have proffered as much in their qualitative studies and conceptual papers (Dixon & Bruening, 2005; Dixon et al., 2008; Inglis et al., 2000). Recognizing this possibility, the purpose of this research project was to examine potential gender differences in occupational turnover among people working in sport. We pursue this objective by conducting a meta-analysis, which is a quantitative procedure that allows for the statistical aggregation of previous quantitative work (Cooper, 2009). In doing so, we drew from Burton's framework to consider factors that might influence the decision to leave sport, including felt discrimination, work-life balance, and organizational support—micro and meso level factors. We expected women would experience more occupational turnover (hypothesis 1) and discrimination (hypothesis 2), and less work-life balance (hypothesis 3) and organizational support (hypothesis 4).

Method. We began by searching relevant studies. We searched various databases, including PSYCArticles, Sport Discuss, and EBSCO for articles, theses, and dissertations on the topic. We also manually reviewed the reference lists of the works we initially identified. Studies were included if they were quantitative in nature (a necessary condition for meta-analysis), measured the constructs under consideration, and included the necessary statistical information for data aggregation. We used Comprehensive Meta-Analysis software to analyze the data. For each hypothesis, we report the effect size (d), 90 percent confidence interval, and associated z -score and p -value.

Results and Discussion. Fourteen studies were included in the analysis, with a collective sample of 3,710 persons working in sport, including women and men. Consistent with two predictions, relative to men working in sport, women reported greater turnover intentions, $d = .41$ (90% CI: .33, .50), $z = 9.30$, $p < .001$, and less work-life balance: $d = -.34$ (90% CI: -.49, -.20), $z = -4.70$, $p < .001$. Contrary to hypotheses 2 and 4, there were no gender differences in felt discrimination, $d = .07$ (90% CI: -.05, .19), $z = 1.12$, $p = .26$, or support, $d = -.03$ (90% CI: -.17, .12), $z = .36$, $p = .72$. Results from the meta-analysis show women plan to leave sport sooner than do men, and these differences could be a function of variance in work-life balance. Thus, in an effort to improve work conditions for all employees, including women, sport managers can work to improve work-life balance. Options include flexible work times and locations, shorter hours, and integration of family into work activities, among others.

Gender, occupational turnover, women

Using Sport Event to Create a Sense of Community: Charity Sport Event Managers' Perspectives

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A charity sport event is a participatory sport event that raises funds for a specific charity (or charities) from participants in exchange for their event participation (Woolf et al., 2013). Charity sport events represent an opportunity to bring like-minded individuals together (Filo, Funk, & O'Brien, 2009). A variety of research has examined charity sport event's capacity to foster a sense of community from the participant perspective (Filo, Funk, & O'Brien, 2008; Filo, Spence, & Sparvero, 2013; Won & Park, 2010). The current research examines sense of community within charity sport events from the management viewpoint.

Sport and sense of community (Warner & Dixon, 2011) is the framework guiding this investigation. Previous research examining sense of community through sport has identified six themes: administrative consideration, common interest, competition, equity in administrative decisions, leadership, and social spaces (Warner, Kerwin, & Walker, 2013). Based upon sport's ability to create sense of community (Hardy, 1982), as well as the need for extending understanding of charity sport events beyond the participant perspective (Won, Park, & Turner, 2010), the current research advances the following research question: How do charity sport event managers strive to build sense of community within the event experience?

Qualitative data were collected via interviews with 16 charity sport event managers in Japan. The interviews lasted between 35-60 minutes. An interview guide comprised of six demographic questions, along with nine questions based upon the sense of community in sport framework (Warner et al., 2013) such as: 'how do you design your event to facilitate interaction and socialising among participants?' was utilised. To address concerns regarding cultural understanding of sense of community (as well as establish rapport between interviewers and interviewees), a broader discussion of community was held at the outset of each interview.

Results revealed five themes: lack of competition, supplementary activities, charitable contributions, soliciting feedback from participants, and interactive event environment. Collectively, these themes reflect mechanisms and strategies employed by event managers to strengthen the connection shared among event participants and foster a sense of community. These themes align with components of Warner et al.'s (2013) framework. For instance, supplementary activities encompasses activities surrounding the event that promote novelty and inclusiveness, which runs parallel with the idea of social spaces – comfortable environment and shared experience from previous work. Furthermore, results support the strategies advanced by Chalip (2006) for building community. For example, interactive event environment links closely with enabling sociability.

The results outline strategies for event managers to implement to bolster community such as de-emphasising competition to strengthen kinship among participants. Future research can interview charity managers to assess whether the sense of community created within these events leads to long-term benefits for the organisation. It is hoped that this research leads to further investigation of charity sport events from different stakeholder perspectives.

Charity sport event, sense of community, event managers' perspective

The Multi-faceted Relationship Value of Motorsports Events: The Isle of Man Motorcycle Road Races

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Aim of abstract and research question: The annual road races held in June and September since the 1920s on the Isle of Man (IoM) are “the principal tourism asset which gives it national and international profile” (Skelly, 2016), contributing 28 mGBP to the economy of the island (Cretney, 2015). We suggest that besides the ‘hard benefit’ of monetary flow to the IoM, a range of ‘soft benefits’ accumulate in terms of identity, image and activities for those involved, as part of a grand narrative of ‘bound solidarity’ (Portes, 1998) attractions associated with the event, the shared experience and the place. We apply the concepts of ‘direct and indirect use value’ (Anderson et al. 2012; Dolles et al. 2016) to understand the nature of the experiences that arise during the races as well as ahead and after when racing on the mountain course is not occurring. The purpose of this research is to highlight the ways in which a range of different ‘values’ underlie the more obvious economic measure, and in combination necessary for event organizers to make sport events at the elite level sustainable.

Methodology, research design and data analysis: We use a mixed methods approach of 24 semi-structured interviews with participants, facilitators, event organizers and visitors at the ‘Festival of Motorcycling’ (Manx GP and Classic TT Races) in 2015, at various spectator points on the circuit. Our research also uses participant observation as a legitimate method of engaging in sport management research (Dibben & Dolles, 2013). The interviews were supplemented by articles from the event news board, notes on observations and many informal talks at e.g. the campgrounds, spectator stands, paddock and parking areas. All interviews and notes were transcribed and analysed by applying qualitative content analysis.

Results, discussion and implication/conclusion: The thrill of racing on public roads is shared by the spectators, who are able to sit on the banks or stand behind the low stone walls that line the country roads making up the mountain course. As spectators ourselves, in addition to the interviewees, we can attest there is a significant use-value compared to ‘ordinary’ track racing events by having motorcycles rushing past at 300 km/h, barely two metres from where you are standing or sitting. It is a very immediate sensory experience, as you not only can you see and undoubtedly hear the motorcycles, you also can feel the windblast. Further, contradictory to existing event-related research applying the value concept (e.g. Anderson et al. 2012) and even more important to the organizers at the IoM for developing the event, is that indirect use value was emphasized as even higher by our interviewees. Besides the nonetheless important notion of negative indirect use value due to limited capacity and top-pricing for the ferry trip to the island, positive indirect use value was extended as a life-time experience and a stimulus for repeated visits. This finding builds upon the event performance space and aspects of value co-creation by participants, facilitators and visitors due to an open paddock, the sharing of the same tarmac as the race riders, attending with own classic bikes and putting those on display on various occasions, or visiting other classic motorcycle shows or other associated events held during the Festival of Motorcycling fortnight.

Event management, event evaluation, use-value, value co-creation, motorsports

Newspaper as a Vehicle for Fan Participation in the Management of the Fiji Rugby Union

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It can be said that the Fijian culture comprises ratuism (chiefly allegiance), religion and rugby. In Fiji, Rugby Union is the national sport and carries a lot of importance to the public. One of the means the public voices its opinion is through the newspaper. Thus, through the analysis of 'letters to the editor' to the Fiji Times newspaper for a year, this study aimed to uncover the opinions of fans on the management of Fiji Rugby Union (FRU). Shank and Beasley (1998) reinforced that since a quarter of fans read the newspaper on a daily basis, more traditional means of communicating with fans such as on a newspaper is still very logical. Letter writers to the local newspaper would be fans to be writing their opinion, who usually would have a lot of knowledge and ideas about rugby union. Zagnoli and Radicchi (2010) stated that sports fan participation can be direct or indirect. Direct participation involves live spectators who are at a match, while indirect fan participants are engaged via radio, mobile phones or the print media. Therefore, the newspaper is a vehicle through which fans participate indirectly in the affairs of rugby union in Fiji.

Framed and premised around the stakeholder theory (Zagnoli & Radicchi, 2010), this study locates fans as important stakeholders to Fiji rugby union. Fans can affect and are affected by the objectives of Fiji rugby union so have a say in how rugby union is run. Utilising Evan's (2002) method of analyzing qualitative data, the study found the importance of letter writers' opinions in advocating visionary-driven strategic and policy postures that are continually being assessed and benchmarked with other Unions. Findings also encapsulated matters related to coach and team selection, reward systems, purposeful marketing particularly of women's rugby, a proactive financial environment, that is focused towards improved Fiji national Rugby Union team performances. This study has implications for the need to proactively incorporate public opinion into the strategic directions of the FRU.

Fiji Rugby Union, fan participation, benchmarking, Olympics

The Effectiveness of CSR Initiatives of the Master-Brand versus the Sub-Brand

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Sport organizations engage in Corporate Social Responsibility (CSR) activities to reap economic, management and marketing benefits commonly associated with these activities (Walker & Kent, 2013). Within the brand architecture of a specific sport (Kunkel, Funk, & Hill, 2013), CSR activities can be launched at the league level (i.e., master brand) and the team level (i.e., subbrand). For example, the National Football League's (NFL) NFL Play60 campaign aims to encourage kids to be active for 60 minutes a day to help reverse the trend of childhood obesity (NFL.com, 2017), while the New York Jets organize the Jets Play60 campaign. Research on CSR-linked sponsorship indicates that the congruity of CSR initiatives impacts the effectiveness on influencing consumer attitudes (Uhrich, Koenigstorfer, & Groeppel-Klein, 2013). Therefore, the purpose of the current study was to examine differences in consumers' responses to CSR programs initiated by the master-brand compared to those initiated by the sub-brand.

An experiment including nine distinct scenarios was designed to understand the value consumers placed on CSR initiatives. We manipulated the ticket price for a live game of the New York Jets during the 2016/17 NFL season. A control group was presented with a base-price of \$85 per ticket. In eight experimental groups, CSR fees were shown to represent the sub-brand's CSR initiative (New York Jets Play60) or the master-brand's CSR initiative (NFL Play60). Different amounts (i.e., \$5 or \$15) and different formats (i.e., where the fee is included in the total price or where the fee is added to a lower price). Ultimately, respondents paid either \$85, \$90, or \$100. Based on maximization theory (Simon, 1955), consumers asked to pay the lowest overall price should be most likely to purchase. This fee-based pricing strategy is referred to as price partitioning, where the total price is broken down into multiple components. Price partitioning allows researchers to understand consumers' valuations of each individual component. According to Hamilton & Srivastava (2008), "partitioning clearly links each component to its respective price, encouraging consumers to evaluate the perceived benefit of each component" (p. 459). Ultimately, consumers' preferences reflect partitions perceived as having high value.

Respondents were obtained using a service from Qualtrics targeting fans of the New York Jets and were randomly assigned to one of the nine scenarios (group size ranged between 64 and 81). MANCOVA was employed using age, income, education level, and team attachment as covariates and perceived value, perceived fairness, and purchase intention as outcome variables. Results indicated that the master-brand was more effective in increasing the perceived value and purchase intention compared to the sub-brand; this would appear to follow the assertion held in existing research (Kunkel, Funk & King, 2014) that strong master-brands can drive consumer behavior. Interestingly, for all outcome variables, the control group had the lowest scores compared with the groups that paid either \$5 or \$15 more per ticket. Thus, it would appear that fans are willing to help absorb organizational costs associated with CSR campaigns; this is perhaps because they feel as though they are contributing to a good cause by paying additional fees. This finding provides support for the notion that CSR activities can bolster the value proposition put forward by professional sport organizations (Breitbarth, Walzel, Anagnostopolous & van Eekeren, 2015). More detailed results and along with theoretical and practical implications will be discussed at the conference.

Branding, brand architecture, corporate social responsibility, consumer behavior, experimental design

Strategic Chaos and Entrepreneurial Opportunity at Rio 2016

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Mega events demand the temporary, and often permanent, transformation and closure of urban public space. Such conditions sometimes negatively impact host community stakeholders such as small businesses, as was the case at the London 2012 Olympics, when designated routes discouraged Olympic crowds from entering local retail districts (Pappalepore & Duignan, 2016). This research explores entrepreneurial opportunity in the urban space sequestered for a mega event, and the (in)ability for small businesses to engage in what Chalip (2004) refers to as “immediate event leverage.” Immediate event leverage has received comparatively little academic, event policy and planning attention. This is surprising as small businesses often face systematic exclusion from the immediate tourism and trade opportunities that bid documents typically spruik (Duignan, 2017). Therefore, it is of academic and applied value to consider how immediate and event-induced economic opportunities around Games-time activity can be more equitably distributed to smaller host community stakeholders.

Primary data collection occurred at Rio 2016 from Games build-up (July 31– August 4), through the Opening Ceremony (August 5) and into event delivery mode (August 6-9). First, the authors captured Games event and venue spaces using photography, audio description, and video. In total, over 2,000 photographs and 400 videos were generated over 10 days in Rio. At the conclusion of each day, the authors recorded video blogs (vlogs) to reflect on their experience of the changing Olympic city. These were posted to the #RioZones blog and sat alongside real-time updates via the #RioZones Twitter hashtag. This approach fostered collaborative engagement from interested academics and stakeholders, which itself generated new lines of enquiry as those placed in Rio directed the researchers to relevant event sites and activities. Online conversations were archived as another data set, and emerged as an innovative way to strengthen the analysis. Text-based field notes were uploaded to a shared online folder each day. A final list of overarching and sub-themes were then scaffolded to build theory aided by Attride-Stirling’s (2001) Thematic Networks Analysis.

Findings reveal that during the live staging of Rio 2016, event spaces around stadia were much more open, fluid and democratic (Duignan & McGillivray, 2017), presenting event precinct and touristic spaces as exploitable resources resulting in greater immediate leverage opportunity for small business. This paper unpacks the dynamics creating such conditions, and the creative tactics used by savvy local entrepreneurs to seize transient event visitor economy across specific “Last Mile” spaces. The findings reveal not only how immediate leverage was realised, but indicate that through the relaxation of strident Olympic controls and desecuritisation, event precincts emerged as more inclusive and plural, thus helping to redistribute event-induced benefits back into the host community.

Event leverage, mega events, Olympic Games, small business, entrepreneurship

Digital Definitions of Ambush Marketing: Examining Online Media Representation of Ambush Marketing around the Rio 2016 Olympic Games

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As a sport marketing phenomenon ambush marketing has been widely discussed and studied since the late 1980s (i.e. Sandler & Shani, 1989; Meenaghan, 1994) and yet this is arguably not reflected in the general public's understanding of Olympic sponsorship (Séguin & O'Reilly, 2008; Shani & Sandler, 1998). Given that education of the public has been noted as a key to fighting ambush marketing (Séguin & O'Reilly, 2008) and that, in general, consumers learn much of their information from online news sources (Mitchell, Gottfried, Barthel, & Shearer, 2016), the purpose of this study was to examine online media representation of the issue of ambush marketing during the Rio 2016 Olympic Games to try and better understand the ongoing development of public knowledge and perception of ambush marketing in the Olympic Movement. This was accomplished by examining three research questions in relation to the 2016 Olympics: (1) How does the media define the practice of ambush marketing? (2) What sentiments appear related to discussions of ambush marketing within the online media? And; (3) What themes emerge in the online news media's discussion of Olympic ambush marketing?

This study employed a qualitative content analysis methodology. Data were collected using a Google news search and Google news email alerts with the key word "ambush marketing" in an effort to collect all online news articles indexed through Google, linked to ambush marketing, published immediately before, during, and after the Games (June 1, 2016 to September 1, 2016), and specifically referring to ambush marketing in the context of discussing the 2016 Games. In total 81 different articles were identified. Documents underwent two-cycle coding using both inductive and deductive coding methods to identify relevant themes and categories, as well as illustrative examples of these themes (Miles, Huberman, & Saldaña, 2014). Analysis was aided by the use of Atlas.ti v. 1.0.35 (126) data analysis software.

Results found that while some articles defined ambush marketing formally, using definitions from IOC Brand Protection Guidelines, more often it was defined informally (that is by the article's author themselves as opposed to official or academic sources), highlighting typical elements of the practice such as the creation of an association, the issue of avoiding expense, and exploitation (i.e. of event prominence, opportunity, goodwill). Furthermore a range of sentiments were attached to the practice of ambush marketing through the authors' use of emotive terms covering such areas as perceptions of ambushers/ambush marketing (i.e. sly, cheeky, clever), staunch criticism of the IOC and anti-ambush rules (i.e. silly and petty, ironfisted, draconian), and discourse around the degree of force applied by IOC and NOCs in fighting ambush marketing (i.e. bullying, zealous, strict). Finally some key emergent themes of interest from the data included discussion of ambush marketing strategies, the presence of misinformation, a focus on the legal aspects of the practice, and identification of the increasing challenge in fighting ambush marketing as a result of the prominence of social media.

Among other areas, the findings of this study offer discussion and contributions related to the potential impact of the above identified media representations on the brand image, public relations, and consumer education functions of Olympic brand management (Séguin & O'Reilly, 2008), as well as the role of media coverage in potentially contributing to an Olympic ambush campaign, as it would to an official sponsorship (Cornwell, 2017).

Ambush marketing, Olympic sponsorship, media representation

The Impact of Cause Sponsorship on the Sponsor in a Mass Participatory Sport Event Context

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Consumers have become more conscious about their purchases and consider a corporation's social responsibility (CSR) in their purchase decisions (Sen & Bhattacharya, 2001). Therefore, companies developed and implemented cause sponsorship programs to meet the changing expectations of consumers (Lachowetz & Gladden, 2003). Organisations have identified the sport sector as a suitable context to demonstrate their social responsibility (Lachowetz & Gladden, 2003; Smith & Westerbeek, 2007) because it enables them to reach and engage with a wide and diverse range of consumers on an emotional level (Christensen, 2006; Levermore, 2010; Plewa & Quester, 2011; Smith & Westerbeek, 2007; Waiters, 2009). In this context, Sung (2016) identified a growing interest to utilise mass participatory sport events as a vehicle to implement cause sponsorship programs and suggested research opportunities in this field such as investigating how demographic factors contribute to the development of brand associations.

The purpose of the current research is twofold. First, this study utilises human associative memory (Anderson, 1983) and attachment theory (Bowlby, 1979) to examine how cause sponsorship contributes to the associations and emotional attachment of participants towards the sponsor. Second, this research examines how brand associations and emotional attachment towards the sponsor influences the purchase behaviour of participants. A sequential mixed method research design will be applied. In-depth interviews and an electroencephalogram will explore event participants' associations and emotional brand attachment towards the sponsor before and after the event. The qualitative data will be utilised to develop and distribute an online survey before and after the event to investigate the relationships between the independent variables: brand associations and emotional brand attachment, and the dependent variable: purchase behaviour. Virgin's Festival of Fitness in London is suggested as the research context, however, this needs to be confirmed. Data collection and analysis is scheduled to begin in March 2018.

The current research aims to contribute to human associative network theory (Bawa & Saha, 2016; Chanavat, Martinet, & Ferrand, 2010) and attachment theory (Grisaffe, 2011; Thomson, 2005) by applying these concepts within a mass participatory sport event context. Also, this study can help managers to gain a better understanding of how brands can develop their sponsorship portfolio through cause sponsorship and how this sponsorship approach can influence consumers' associations and emotional attachment towards the sponsor. The results can also potentially help charities to build long-term relationships with existing sponsors and attract new corporate supporters.

Cause-related sport sponsorship, corporate social responsibility, brand associations, emotional brand attachment

Social Capital and the Community Sports Club: An Ethnographic Study of a Metropolitan Field Hockey Club Exploring Women's Experiences over Time

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Social capital is the resources, both tangible and intangible, derived from being part of a social network and the relationships inherent therein; where loss of trust and social cohesion breeds conflict and social isolation (Cox, 1995). Social capital is, somewhat controversially (Crabbe, 2008), dichotomised into bonding and bridging capital with the former reflecting emotional support and the latter material resources. Such capital should be explored through the quality of friendship connections and their fluidity over time (Pahl, 2000).

The connection between social capital and sport has long been established (Hoye and Nicholson, 2011). Sport can restore self-esteem and belonging (Sherry, 2010) and sports clubs are community hubs fostering social interaction that benefits the physical and mental health of its members (Spaaij, 2011). Social capital through sport provides social support (Nicholson et al. 2014), a place for identity (re)formation (Browne-Yung et al., 2015), and a site for familial relationships (Kobayashi et al., 2013; Darcy et al., 2014). But sport can also be a site for exclusionary and isolating practices (Spaaij, 2011; Browne-Yung et al., 2015; Walseth, 2006). Increased professionalisation and bureaucracy of sports organisations can hinder the development of social capital (Ellis and Sharma, 2013).

An ethnographic study of the women's section of a metropolitan field hockey club was undertaken from April 2012 to June 2013 with two one-on-one in-depth interviews conducted with 15 female members from April 2012 to February 2014 for a total of 30 interviews. The study explored women's experiences of the club and their mental health and emotional wellbeing.

These women's experiences showed the complex and fluid nature of social capital over time and its impact on women's wellbeing across their sporting life-course. The study highlighted the impact of a club's cultural and structural practices on its members. Sport was an important site to develop and maintain identities, providing social support through traumatic life experiences and life stressors such as motherhood. The club provided a pseudo-family, a sense of belonging and a means to bond with peers for life. However, the club's increasing professionalisation resulted in marginalisation of ageing players and lack of opportunities for newer members to engage in the club's traditional social bonds. Members were left disheartened and isolated, questioning their continued participation.

A community sports club can be an important site for social capital but only with the support of the club's culture and practices. Increasing professionalisation of a club risks the loss of those benefits social capital is argued to provide.

Brand Awareness and Brand Image of Soccer Shoes: Survey Among Youth Players

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Perceived quality, value, and the characteristics associated with a brand directly influence consumers' purchase decisions and brand loyalty (Aaker, 1991). In sport management research, a number of researchers have focused on brand awareness (McDaniel & Kinney, 1999; Bauer, et.al, 2005; Ko, et.al. 2008, Walsh, et.al. 2013) and brand image (McDaniel & Kinney, 1999; Deane, 2003; Wu, 2015). They suggested that it is important for understanding consumer's recognition and image of brand to stimulate on brand loyalty and purchase intention. In brand strategies, marketers should pay attention to younger generation as not only the existing market but also the potential market in the future. In the case of Japan, for example, the number of youth soccer players is 260,043 in 2016 (Japan Football Association, 2017) and the sports shoes market grew up 40% in past 5 years (Yano Research Institute Ltd, 2017). If marketers of shoe brand companies acquire the younger generation, the generation might be the high potential market of the brand in the future. The purposes of this study were to examine the relationship between perceptions of brand awareness and brand image of shoe brands and to analyse brand image factors affecting re-purchase intention among youth players.

The survey was conducted at the 2015 youth soccer tournament in Osaka, during July 19–26, 2015. A total of 2,029 respondents of youth players were questioned on demographic characteristics, soccer shoe brand awareness, brand image, shoe brand in use, important factors in selecting shoes, satisfaction and re-purchase intention. Brand awareness was measured by "top-of-mind awareness" (TOMA) for brands in the soccer shoes category by an open-ended question. Brand image of soccer shoes was measured on the basis of 19 items (four factors: Longing, Attachment, Self-expression, and Functions and Price) developed from Hatai (2004), Naito (2012), and Sugitani (2013). All items of brand image were measured on a seven-point Likert-type scale anchored by 1 (strongly disagree) and 7 (strongly agree). In the analysis, t-test, Chi-square test and multiple regression analysis were used.

The TOMA results indicate that brand awareness for Nike is 43.8%, Adidas is 28.1%, Mizuno is 14.1%, Asics is 6.1%, Puma is 5.3%, Umbro is 1.2%, and Others is 1.3%. The result of the comparison analysis between the TOMA level and use rate of shoe brands suggest that youth players are more likely to use high-TOMA-level brands than low-TOMA-level brands. The result of the comparison analysis between shoe brand image and shoe brands in use indicates that there is a difference among shoe brands. Furthermore, this result suggests that, unlike low-TOMA-level brands, high-TOMA-level brands correspond to better brand image among youth players. The result of multiple regression analysis indicates that re-purchase intention was affected by two brand image factors (Attachment and Self-expression). These results may help shoe brand marketers understand the dynamics of brand perception in youth players in order to develop youth player-centric marketing approaches and brand strategies.

Brand awareness, brand image, soccer shoes, TOMA, youth player

Building Resilience through Sport: Developing Student Mentors

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Recently, there is a noted rise of university and college students reporting struggles with depression, anxiety, stress, and other related mental health disorders (Flatt, 2013). The presence of the necessary skills to cope with daily stresses or life changing events is absent in many students. Despite their expectation to be our future leaders in sport management – a high-stress industry – they often lack the capacity to recover from setbacks (Light & Dixon, 2007). Resilience is the ability to recover quickly from difficult situations (Fletcher & Sarkar, 2013), and is best developed over time and throughout social interactions (Connor & Davidson, 2003; Egeland et al., 1993). Informal sport participation is often used by individuals suffering from anxiety and depression, and demonstrates lasting physical and mental health benefits (Eime et al., 2013). Lubans, et al. (2012) demonstrated physical activity as an important resource to increasing social and emotional well-being with at-risk youth, but the relationship to mentorship remains unclear. In order to examine this relationship, we are involved in a participatory action research (PAR) project that seeks to create a campus community mentorship program using transformative learning and regular physical activity to build resilience.

This paper explores the interplay between resilience, informal sport participation, and mentorship. Through the use of semi-structured interviews, focus groups and participant observation, we examine the ways in which student mentors implement leadership skills to promote informal sport participation and build resilience amongst their protégés. We applied reflective practice as a methodological tool. Data was collected through journaling by program mentors. Through the use of discourse analysis (Fairclough, 2013), we examined the reflective data and analysed the meanings behind the participants' explanations of their experiences in the program, and how physical activity is influencing the mentor-protégé relationship.

The ongoing reflexive practice was an essential component to understanding the process underwent by both mentors and protégés. This reflexive practice is not only an important innovative research strategy for sport management scholars, but also for developing future sport management leaders. The participants reflected on the importance of informal participation in sport in influencing their mental health. However, it's important to note that students did not necessarily identify sport specific or competitive opportunities but recreational sport through casual participation opportunities. The discourse that emerged allowed mentors to come to their own understandings about their personal limitations of resilience, and in turn shape sporting and mentorship strategies with protégés. Further, protégés reflected on their building of relationships and resilience activities through sport participation. This importance informal involvement was also seen, as it benefitted participants social and psychological health. This paper further discusses the challenges of being in a leadership role in such a practice, and the potential to increase the resilience of those in need; simultaneously demonstrating resiliency skills.

The contemporary sport management industry is constantly changing and evolving, requiring a basis of resilience in "lifelong learners, problem solvers, reflective independent learners, and creative and innovative thinkers" (Light & Dixon, 2007). Participating in recreational or informal sport may be an effective way of building resiliency, however the process of how it unfolds is fluid and always evolving.

Leadership, mentorship, recreational sport, students

The Effect of Marquee Players on Sports Demand: A-League of Soccer Superstars

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The Australian A-League's marquee player rule allows clubs to sign soccer superstar players outside the usual salary cap restrictions. This paper estimates the effect of marquee players on the demand for A-League match attendance from 2009/10 to 2013/14.

Four different types of marquee players (international, Australian, star, and performance) are considered. Match attendance is measured by the number of tickets scanned at the gate on match day, and includes advance ticket sales, match day ticket sales and spectators who hold season tickets. As such, this paper isolates the effect of marquee players on one-off advance and match day ticket sales, and the sale of season tickets.

The regression model used in this paper isolates the superstar externality whilst controlling for other determinants of attendance. A theoretical model for match day attendance was specified using the findings of Borland & McDonald (2003). The determinants of match attendance are explained by a range of variables for match quality (including the presence of a marquee player), ticket prices, time of the match, uncertainty of match outcome, size of the market, and the weather.

The results indicate that after controlling for fixed effects and other determinants of attendance, star marquee players increase match attendance at home, and on the road, while lesser known Australian marquee players decrease match attendance. These findings are consistent with existing 'superstar' literature (Hausman & Leonard, 1997; Jewell, 2014; Lawson et al., 2008; Parrish, 2013). There is also evidence of a 'season ticket holder effect', where match day attendance is not necessarily dependent on a marquee player's participation in a match, merely the fact that they are on a team's roster.

A-League, attendance, marquee players, soccer superstars sports demand

Member's retention in fitness: Contribution of the quality of services, expectations, satisfaction in life and in the club

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Background: Members retention is essential for financial viability of fitness organizations. Thus, these organizations focus on service quality to keep their members satisfied (Lee, Kim, Ko, & Sagas, 2011) and to maintain or exceed their expectations (Robinson, 2006; Pedragosa, & Correia, 2009). Therefore, gyms and health clubs expect that satisfied members repurchase and spend extra money in their fitness services (Ferrand, Robinson, & Valette, 2010) increasing organization profitability. In this study, it was intended to understand the contribution to the members' retention intention in fitness organizations regarding: service quality; expectations; satisfaction in life; and satisfaction in the club.

Methods: The study sample consisted in 850 members of fitness organizations in Portugal (average of 2000 members). Questionnaires were applied, based in the literature (Gonçalves et al., 2014), to test five dimensions: service quality (11 items), expectations (5 items), satisfaction in life (5 items), satisfaction in the club (5 items) and retention (5 items). All items were measured with a 5-point Likert-type scale (1=strongly disagree, to 5=strongly agree). Data analysis was performed using SPSS through correlation and regression analysis. Additionally, the internal consistency of service quality ($\alpha=0,911$), expectations ($\alpha=0,902$), satisfaction in life ($\alpha=0,902$), satisfaction in the club ($\alpha=0,799$), and retention ($\alpha=0,909$) was calculated through Cronbach's alpha coefficient.

Results: The results show that, for members retention, expectations ($\beta=0,393$; $p<0,001$), followed by service quality ($\beta=0,330$; $p<0,001$) and satisfaction in the club ($\beta=0,285$; $p<0,001$) are essential, while satisfaction with life seems not be significant (excluded by the stepwise algorithm). The regression model has an explained variation (72.2%) and does not unveil multicollinearity problems.

Conclusions: Data suggest that fitness managers should continuously invest in maintaining and exceed member's expectations, through the preservation of facilities and services quality. Therefore, member's satisfaction will be assured, increasing their possibility of repurchase intentions and/or their retention. Curiously, satisfaction with life does not present explanatory results for retention. These specific results suggest the continuous study of this dimension and its relation with the consumption of fitness.

Service quality attributes, expectations, satisfaction, member's retention, fitness organizations

Determinants of a Sport Volunteer's Happiness

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Happiness is the degree to which an individual judges the overall quality of his or her life as favorable (Veenhoven 1991, 1993). Volunteering in sports is often perceived as a positive experience and can increase volunteers' overall happiness (Finkelstein, 2008; Kumnig et al., 2015). Recognising happiness as a positive emotion highlights three contributions that happiness can make to volunteers and their organisations: 1) enhanced attention and cognition, such as increased flexibility, creativity, and receptivity (Isen, 1987); 2) improved volunteers' ability to cope with stress and adversity (Aspinwall, 2007) as well as personal, team, and organisational resilience (Stephens, Heaphy, Carmeli, Spreitzer, & Dutton, 2013); and 3) reduced volunteer turnover and increase intention to continue volunteering (Barraza, 2011). The purpose of this research is to identify the determinants of a sport volunteer's happiness and analyse the effect of time spent volunteering on happiness.

Data were collected from volunteers at three sport events in New Zealand (n=130) and from volunteers at non-profit sport clubs from two regional sport associations (n=115). Using all participants, the first model (OLS regression analysis) uses happiness as dependent variable and volunteer motivation, social capital accrument, previous volunteering being a club or event volunteer, and socio-demographics as independent variables ($F(13, 209)=12.68$, $p\leq.001$). R^2 amounts to 38.47%. Love of sport ($\beta=.552$), commitment ($\beta=.397$) as well as social capital accrument ($\beta=.508$) influenced happiness. In addition, club volunteers are significantly happier than event volunteers and social capital has a stronger positive relationship to happiness of event volunteers compared to club volunteers ($\beta=.826$). To determine whether time spent volunteering influences happiness, we use two models, one for event volunteers and one for club volunteers. This was because time was measured as total time volunteered for event volunteers and weekly volunteer time for club volunteers. All the independent variables from Model 1, except being a club or event volunteer, were retained. There was no significant effect of time on happiness in either model, though the models themselves were significant.

In contrast to Kumnig et al. (2015), we identified the motive love of sport as significant predictor of happiness. Volunteering for a sport club implies a continuous engagement compared to volunteering for a sport event which is episodic. Therefore, more stable relationships can evolve in sport clubs which could be an explanation for the positive effect of volunteering for a club on happiness. This can be further explained by the disorganisation at sport events or a mismatch between skills and volunteer tasks (Doherty, 2009). This mismatch could prevent happiness. It is surprising at first that social capital has a stronger positive relationship to happiness of event volunteers compared to club volunteers. This might be related to the way social capital has been measured; i.e. there was a focus on interaction and cooperation which might be perceived as favourable by the event volunteers due to their episodic volunteering and the mass of volunteers (in contrast to the volunteers in clubs). Volunteer managers in clubs and at events should try to foster social capital accrument and find ways to initiate commitment among volunteers as it increases their happiness. Future research should investigate the effects of happiness on future volunteering and in might be useful to measure social capital in a different way.

Volunteering, subjective well-being, non-profit sport clubs, sport events

Building Capacity of Local Sport Clubs to Increase Female Participation

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Only 8% of sport ground users are female and there is a lack of development pathways for females in sport. These were findings from a 2008 report on a local government area in metropolitan Melbourne, Victoria, Australia. In 2009, this local government sought to address this inequity of usage and build the capacity of local sport clubs to recruit and retain females as players and leaders in sport, through the development of a range of strategies, policies and programs. The Council commissioned an evaluation to identify if organisational change and capacity building had occurred as a result of Council actions. As part of this evaluation, managers from local sport clubs were invited to complete an online survey. Framed by a capacity building process model (Millar & Doherty, 2016), the survey included items to assess club capacity to increase female participation and any capacity building undertaken to meet identified needs. Capacity is the ability of an organization to draw on a range of resources to achieve specific or general objectives (Hall et al., 2003). Successfully building capacity is a strategic process that considers the specific needs to be addressed (e.g., human resources, infrastructure, financial), readiness to build and sustain capacity, and evaluation (Millar & Doherty, 2016). Eighty two clubs were invited to complete the survey and 20 responses were received (24%). Survey responses indicated clubs were aware of Council policies to increase females in local sport clubs and increasing females as participants is valued. The most prominent strategy/program implemented originated from the club itself. Clubs perceived they had moderate levels of capacity to implement the strategy/ program. In turn, 90% of clubs attempted to build capacity to implement the strategy/program to increase female leaders and 38% for players. Regarding organisational readiness, initiatives to build capacity were well-supported by people and existing capacity/assets, but clubs were less ready in regard to current operations. Clubs were far more ready to build capacity to support increasing female players than female leaders. Finally, clubs somewhat agreed that they were able to build capacity to increase female involvement and to some extent sustain female players and leaders. This inaugural application of the model to the evaluation of capacity building around increasing female participation in sport was valuable to highlighting the differential capacity needs and building process with regard to strategies for female players and leaders. Future research may examine these differences in an effort to enhance understanding of the broad goal of increasing female participation. The model provides a guide to assist clubs in identifying their needs, readiness, and capacity to build resources in order to effectively increase and sustain female participation.

Capacity building, females, local sport clubs

Social Media Games: How do Athletes use Social Media during Major Sport Events?

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Athletes are a highly visible demographic utilising social media for a number of reasons. For instance, athletes can use social media to engage with fans, promote themselves, or to manage their self-presentation (Geurin-Eagleman & Burch, 2016; Hambrick, et al. 2010). Researchers have provided an understanding of the reasons athletes use social media, particularly Twitter, through uses and gratifications (U&G) theory. For instance, Hambrick et al. (2010) examined professional athlete tweets and placed them into six categories: (1) interactivity, (2) diversion, (3) information sharing, (4) content, (5) promotional, and (6) fanship. The majority of this research has been conducted through content analysis of tweets. However, Sanderson (2013) highlighted the need for more research to be conducted from the athletes' perspective to determine whether athletes echo the sentiments of researchers through the lens of U&G theory.

Other theories have been used to explain how and why athletes use social media in the context of sport events. Self-presentation theory was used to understand the strategies of professional golfers during the Masters tournament in Augusta (Hull, 2014), while Hayes-Sauder and Blaszkka (2016) examined the strategies of the U.S Women's National Soccer Team during the 2015 Women's World Cup and found that backstage content (e.g., informative content) was more prominent than front-stage content (e.g., direct contact with fans). Although the research has made valuable contributions to athlete social media scholarship, more research is needed on the gratifications athletes receive when using social media, and if this is unique to major sport events.

The purpose of this study is to understand how and why athletes use social media during major sport events through the perspectives of athletes and U&G theory. This research also aims to fill the gaps identified by Sanderson (2013). The researchers employed two qualitative surveys, conducted in two phases, and in the context of multiple major sports events. Phase one is conducted prior to the selected events in order to understand how athletes *plan* to use social media during the event, while phase two is conducted once the events have concluded to understand how athletes *actually* used social media and the gratification they received. Thematic analysis will be used to analyse the survey data.

Early results indicate that athletes primarily use social media to stay connected with friends and family, as well as provide an insight into the competition for their followers during major sports events. Athletes were also asked to evaluate how much time they spend on social media for everyday use, and then how much time they plan to spend accessing the platforms during their event. Results suggest that an athlete's time spent on social media is slightly less during their event. The results of this research will extend U&G theory to a new context and assist sport organisations better understand the reasons why athletes use social media during these times, potentially influencing future social media policy.

Social media, athletes, major sport events, uses and gratifications theory

“Stage 3 of @letour is Kicking Off Today, But Where Are the Women?”: An Exploration of Women’s Place in #tdf Tweets

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In this study, we examine how women and girls are discussed and portrayed on Twitter during Le Tour de France in 2013 and 2014. We chose those years because of the advocacy for women’s inclusion in the Tour in 2013, and the establishment of ‘La Course’ in 2014. Some have argued that social media, because of its interactive and open access nature (Filo, Lock, & Karg, 2015) may be a space to disrupt dominant discourses about women’s place(s) in sport (Bruce & Hardin, 2014; LaVoi & Stair Calhoun, 2014). Yet, current research provides a more ambivalent outlook on the power of digital media (including social media) to create and highlight alternative and transformative discourses about women and sport (Antunovic, 2014; MacKay & Dallaire, 2012). While social media’s ‘disruptive potential’ is debateable, studying tweets provides a means for exploring ‘natural talk’ about women and sport (Meân & Kassing, 2008).

We collected English tweets using the official Tour de France hashtag (#tdf) in 2013 and 2014. From the large data set of tweets, we used Vista to query the terms ‘woman’, ‘girl’, and ‘lady’ and their derivatives (Hoeber et al., 2016). These queries resulted in a purposive sample of 6176 tweets, of which 2088 were unique tweets (i.e., not a retweet). For this presentation, we analysed the data using text analysis, which is the first dimension of Fairclough’s (1995) discourse analysis approach.

Three key themes were developed: women as athletes; ‘podium girls’; and fans. There were numerous tweets about the inclusion and exclusion of female cyclists in TDF, with many advocating for the establishment of a women’s cycling event. Others drew attention to female cyclists in other events, women’s cycling races, and female athletes competing in other sports at the same time as TDF. Podium girls were mentioned both in a sexist and a critical manner, where much of the focus was on their appearance and role in the event. Finally, there was a large group of tweets related to women’s interest in TDF and cycling in general. These tweets portrayed women in a range of ways, including self-identification as a sport fan, objectification of women, and blaming women for incidents that happened during TDF.

Analysing tweets challenged some of our notions regarding theoretical development as this type of research does not easily fit into conventional conceptual frameworks. We will discuss this challenge and outline some theoretical and methodological conversations we undertook in order to ‘make sense’ of the data. Finally, we outline the usefulness of this exploratory work for sport management (e.g., communications, marketing, and public relations) and who tweet play a part in shaping the discourse around women and sport. It is also timely from a policy perspective, as institutions such as British Cycling attempt to address sex discrimination in that organisation.

Women, Twitter, social media, cycling

Regulatory Theory and Sport Policy Research

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Houlihan (2005, p. 164) noted, over a decade ago, that 'sport is a focus for a growing volume of state regulatory activity' and that 'the increasingly prominent role of the state as variously promoter, regulator, resource provider, manipulator and exploiter of sport is beyond challenge' (2005, p. 182). Despite these observations, and the fact that regulatory aspects of sport policy in relation to gambling, anti-doping and media broadcast have received some attention (i.e. Hoye, Nicholson & Houlihan; 2010) there has been a dearth of sport policy studies that have explored the regulatory actions of governments and their agencies in relation to sport in a holistic fashion. The question of how might regulation be studied in relation to its utility for effective sport policy making has also not been explored in any detail.

This paper reviews a range of methods available to explore the issue of regulation in the context of public policy making based on the work of Dunn (2015) and Drahos (2017). It then uses the regulatory strategy framework developed by Baldwin, Cave and Lodge (2011) to review how current Australian public policy related to sport utilizes various regulatory strategies (i.e. command and control, incentives, market-harnessing controls, disclosure, direct action, design solutions, rights and liabilities law, and self-regulation). Specific areas to be examined include areas such as the imposition of governance requirements on sport governing bodies, the regulation of contentious sport activities such as combat sports, regulations designed to protect people while participating in sport, regulatory efforts in relation to sports betting, and the regulation of broadcast rights associated with sport.

The paper will explore the rationales government policy makers use to justify policies designed to either increase the regulatory burden faced by sport or for organisations wishing to work with or exploit sport. Through this review of sport-related public policy in Australia, this paper will illustrate how the Baldwin, Cave and Lodge (2011) framework can assist in the analysis of sport policy outcomes as well as contribute to our general understanding of regulatory theory and its application to the study of sport policy.

Regulation, sport policy, public policy

The Development of the Athletic Identity Addiction Scale for Current and Former Elite Athletes

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How people view themselves has profound impacts on the manner in which they conduct their everyday lives. In this regard, identity theorists have wrestled with understanding how “how social structures affect the structure of self and how structure of self influences social behavior” (Stryker & Burke, 2000, p. 285). A common topic of study in social psychology is understanding how the roles we play in our daily lives can shape our identities (i.e. “parts of a self, composed of the meaning that persons attach to the multiple roles they typically play” Stryker & Burke, 2000, p. 284). Research has shown certain roles in people’s lives tend to become more prominent and dominate their identities (Adler & Adler, 1987). One area where this has been studied extensively has been with college athletes in the U.S. Generally speaking, college athletes in the U.S. operate within three distinct role sets: athlete, academic/student, and socialite (Adler & Adler, 1991). Research has consistently shown many college athletes tend to become engulfed in their role as “athlete” and that role set consumes their identity (Adler & Adler, 1991). This has profound consequences, such as isolation from peers, sport-related burnout, psychological distress, delayed attentiveness to post athletic careers, and academic struggles (Ronkainen, Kavoura, & Ryba, 2016; Steele, 1997; Tyrance, Harris, & Post, 2013). Further, research has shown that retirement and transitioning beyond athletics is troublesome because college athletes tend to feel as if they have lost a key part of themselves (Lally & Kerr, 2005). While much of the research regarding athletes and their identity struggles has been confined to the context of U.S. college athletics, it is likely athletes participating in competitive sport in other countries and contexts experience distress associated with overly identifying themselves as athletes. While research has examined numerous factors influencing the salience of athletic identity, we believe a key factor of athletic identity salience can be linked to the addictive qualities of athletic roles. Here, we theorize that athletes can become addicted to their athletic roles and that this addiction impacts the salience of their given role identities. We draw upon Grant, Potenza, Weinstein, and Gorelick’s (2010) definition that behavioral addiction “is the failure to resist an impulse, drive, or temptation to perform an act that is harmful to the person or to others [with] each behavioral addiction [being] characterized by a recurrent pattern of behavior...[and] the repetitive engagement in these behaviors ultimately interferes with functioning in other domains” (p. 234). Addiction scholars have provided six key indicators of addiction that we have drawn upon in conceptualizing “role addiction. (Terry, Szabo, & Griffiths, 2004)” First, addiction may be noticed when a particular activity becomes the most important activity in their life. Second, addiction may be present when certain behaviors are used as escapes or mood altering experiences. Third, addicts become more tolerant of their behavior over time. Fourth, addiction may be noticed when a person begins to experience conflicts between people and events in their lives. Fifth, addicts often experience symptoms of withdrawal when they discontinue or reduce their participation in certain behaviors. Finally, addiction is often characterized by instances of relapse wherein addicts will return to previous patterns of participation of addictive behavior after long periods of abstinence (Terry et al., 2004). To interrogate our theorization, current and former elite-level athletes in the U.S. (n=575) completed a newly created scale, termed the athletic identity addiction (AIA) scale, that incorporated the six major indicators of addiction mentioned above (salience, mood alteration, tolerance, role conflict, withdrawal, relapse). Initial results of the newly created AIA indicate it was both reliable (α scores ranging from .664 to .811) and valid (EFA eigenvalues ranging from 1.2 to 3.5, factor loadings ranging from .616 to .911). Confirmatory factor analysis provided further validity by reaching Hu and Bentler’s (1999) model fit recommendations, establishing second-order factor loadings ranging from .47 to .74, further support the latent model structure of AIA scale. While this research was conducted in a highly specified U.S. context, we believe that this research has profound implications for sport managers and athletes worldwide. The findings of our study indicate that athletic identity may indeed have an addictive quality that can be problematic for athletes, especially when athletes must retire from elite competition. Thus sport organizations should consider providing support for athletes as they retire from elite competition. The findings and implications of this research will be discussed further.

A Multidimensional Profile of Direct Sport Spectator Enduring and Situational Involvement and Neo-Tribal Response: A Case Study of the Australian Football League in Tasmania

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The Australian Football League (AFL) is the country's largest, most popular and lucrative spectator sport, yet, average national and Tasmanian crowd attendance is significantly weaker compared to a decade ago. Considering the importance of direct sport spectator involvement in mediating between motivation and experience and the challenges facing sport organisations relying on crowd attendance revenue (Doyle, Kunkel & Funk 2013; Guttman 1986; Stewart & Smith 2000), it is a neglected field of sport research (Crawford 2004; Klugman 2009; Madrigal 2006, Melnick & Wann 2011; Park, Ha & Mahony 2014; Wann et al. 2001).

The purpose of this study is to determine spectator involvement levels and involvement responses to a 2016 AFL match in Tasmania. The combination of involvement level and involvement response creates a profile extending knowledge about the relationship within and between enduring and situational involvement, as well as, understanding involvement response variations from a sociological perspective.

To determine spectator involvement levels, a parsimonious extension of the Modified Involvement Scale (Jun et al. 2012; Kyle et al. 2007) was developed to measure spectator enduring and situational involvement level and examine the multidimensional relationship between identity, centrality, attraction and social bond. In addition, to interpret direct sport spectator involvement response, and given the neo-tribal orientation of sport crowds (Maffesoli 1996), a multidimensional Neo-Tribal Involvement Response framework was developed augmenting existing neo-tribal constructs of lifestyle (Cooper, McLoughlin & Keating 2005) and role (Cova & Cova 2001) with identity (Giulianotti 2002) and fellowship (Parris et al. 2015). Research design undertook a dialectical pragmatic approach using mixed methods while maintaining paradigm distinctions. Data sets were analysed sequentially. The quantitative component used a sample of 450-550 spectator surveys to determine involvement level and the multidimensional relationships, using descriptive and inferential statistics, confirmatory factor analysis and structural equation modelling. The qualitative component used a themed analysis from a purposeful sample of 29 spectators whom took part in semi-structured in-depth interviews to investigate neo-tribal involvement response. A triangulation between data sets connects involvement level and response in the establishment of a direct sport spectator involvement profile.

Study results confirm the multidimensional relationship within and between enduring and situational involvement, affirm the interpretive framework associated with the Neo-Tribal Involvement Response and provide a comprehensive profile of spectator enduring and situational involvement.

Direct sport spectators, enduring involvement, situational involvement, neo-tribalism

Adaptable Design Thinking (aDT) for Sport Management

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Design Thinking (DT) has emerged within management (and in other fields, to a lesser extent) as a powerful method by which to generate innovation and create value that might not result from the traditional (that is: inductive or deductive) approaches to design used by managers and other non-experts. However, foundational models of the method were developed and popularised by management practitioners such as Tim Brown (2009; 2010) rather than design researchers. While these models of DT were necessarily born from extant design theory and research, the concept has almost totally diverged from such “designerly thinking” (Johansson-Sköldberg, Woodilla & Çetinkaya 2013). As a result, there is no one accepted definition of DT. This lack of clarity has complicated empirical study of the concept.

In an effort to resolve this lack of clarity and provide an empirical foundation for the future study of DT, we are proposing a conceptual framework called Adaptable Design Thinking (aDT). This framework is based in the epistemological foundations of existing design research but also delivers value to the practical user. This effectively opens a channel of understanding and communication between the two divergent streams of designerly thinking and DT, to the ongoing benefit of both.

The aDT framework addresses a critical flaw of existing models of DT, namely the centrality of the designer as the (often only) agent in the process (Kimbell 2011). The aDT framework aims to correct this, allowing for the involvement of all stakeholders in the design process and thereby enabling the accomplishment of meaningful innovation. The framework is particularly useful for would-be designers of sport [for] development programs, as it offers a practical way forward that considers the constraints of their local context.

The empirical robustness and practical usefulness of aDT will be demonstrated through the presentation of an indicative aDT for sport management framework. Illustrative examples of the same will demonstrate the applicability of the framework toward three differing sport program goals: sport development (SD), sport for development (SfD), and sport [for] development. The latter is the central concern of the present study, being an attempt to “have it both ways”: maximised skill development (an SD goal) along with maximised social development (an SfD goal).

Overall, the aDT model makes a conceptual contribution that provides an empirical foundation for future research into the design of sport [for] development programs, allowing for enhanced outcomes for stakeholders and also a more robust understanding of how those stakeholders respond to design briefs within their contextual constraints. Meanwhile, program designers will be empowered to pursue and achieve “what may be” through this very practical (yet abductive) process: social capital development, educational outcomes, leadership development, or any other goal they deem worthy of pursuit through sport.

Design thinking, sport development, sport for development

The Impact of Civic Duty and Political Cynicism on Support, Participation and Voting Intentions in a Major Sport Event Referendum

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Reflecting on the contentious issue of whether local communities benefit from hosting major sport events (Kim & Petrick, 2005; Ochman, 2013), governments throughout the world are using referenda to guide their decision to bid or not bid for a major sport event. The purpose of the research is to investigate 1) the effect of political cynicism on referenda support, referenda participation and referenda voting intention, and 2) the effect of civic duty on referenda support, referenda participation and referenda voting intention.

Despite their recent proliferation, research on referenda to underpin a government decision to support a bid for major sport events is minimal. Political science literature investigating non-sport referenda provides the conceptual basis for this research. The key political science concepts are civic duty and political cynicism. Civic duty is “the belief that a citizen has a moral obligation to vote” (Blais & Galais, 2016, p. 61). From this perspective, a dutiful citizen believes that participation in election and referenda is the right thing to do, and abstaining is wrong. Comparatively, high levels of political cynicism have been shown as a key predictor for referenda support and voter participation. Political cynicism is characterised by a dissatisfaction and disillusionment with tradition party politics (Schuck & de Vreese, 2015). While the majority of past research indicates that political cynicism decreases voter participation (Valentino, Beckmann & Buhr, 2001), recent research suggests that political cynicism leads to critical citizenship that engages individuals in voting participation (Schuck & de Vreese, 2015; Southwell, 2008).

New Zealand is linked to a potential bid to host either the 2026 or 2030 Commonwealth Games in either Auckland or Christchurch. Data will be collected via quantitative questionnaires distributed by a market research company to a sample of Auckland (n=300) and Christchurch (n=300) residents. Data will be collected between June and October of this year. Civic duty will be measured by four items on a 7-point Likert scale (1-strongly disagree, 7-strongly agree), asking respondents to what extent they disagree or agree that it is a citizen’s duty to participate in election, feel a sense of satisfaction when they vote, would they feel guilty if they do not vote, and think they would neglect their duty as a citizen if they would not vote. Political cynicism will be measured by four items of a 7-point Likert scale (1-strongly disagree, 7-strongly agree) asking respondents to what extent they disagree or agree that politicians are in politics for what they can get out of it personally, will sell out on their ideals and break their promises if they increase their power, are truthful with voters, and are dedicated and should be thanked for their work. These concepts of civic duty and political cynicism will be used to analyse referenda support (i.e. I support the referendum), referenda participation (i.e. I will participate in the referendum) and referenda voting intention (i.e. I will vote in favour of the event).

Commonwealth Games, referendum, perceived impacts, political cynicism, civic duty

An Action-Research Approach Towards a High-Performance Sport University

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Action research is an approach where stakeholders who are conducting research simultaneously participate in the change situation (Hoerber & Shaw, 2017). This can result in collaborative groups engaging in problem solving to implement strategies and continually improve the way they address issues. This method was recently used by the University of the Sunshine Coast (USC), Queensland Academy of Sport (QAS) and Basketball Australia (BA) through a collaborative research project that aimed to establish a high-performance sport program at USC for student-athletes with disabilities. This study implemented a new program for student-athletes at USC known as the Sport Elite and Education Dual Stream (SEEDS) program, which was founded with the initial mission of enabling wheelchair basketball athletes to reach both their sporting and educational potential through a structured university sport program. This presentation discusses lessons learnt using the action research approach to plan, implement, evaluate and refine the SEEDS program in its first year.

Planning: The initial aim of the SEEDS program was to provide a new type of daily training environment (DTE) for wheelchair basketball athletes at USC. The DTE was to include Australian national team coaches, facility access, and academic support for athletes pursuing study pathways offered at USC. **Implementation:** The SEEDS program sought to build upon the success of an existing para-swimming program at USC and value-add to other USC high-performance sport strategies such as the support of the newly established Sunshine Coast Lightning Netball team. Key factors that were important in the program implementation phase of SEEDS included the relationships and commitment from key personnel overseeing the implementation of SEEDS, particularly the collaborative team from USC, BA and QAS who identified and encouraged new high-performance sport strategies for the program. Additionally, the flexibility of stakeholders to expand the program to include all para-sports (in addition to wheelchair basketball), and the cultural readiness of the university toward high performance sport were both important factors in the program's success.

Outcomes: The evaluation of the initial year of the SEEDS program has identified several outcomes providing opportunities to refine and develop para-sport in the university sector. The program successfully supported a small number of para-athlete scholarships and a DTE at USC as planned. Unexpectedly, this research also led to an innovative approach to the support of Australia's first student-coach pathways for para coaches. This new pathway encourages students with an interest in coaching (able-bodied or para-sport) to undertake a USC SEEDS para-coaching pathway, which provides a small stipend, academic support and coach mentoring to develop as para-sport coaches.

The results have implications for sport managers, universities and other high performance sport stakeholders in planning, implementing and evaluating high performance sport programs as well as recommendations for future research on para student-athlete and coach pathways.

Para-sport, student-athletes, dual pathway, coaching

An Analysis of Motivation and Psychological Contracts in Sport Event Volunteerism

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Many sectors of society have derived benefits from the support of volunteers. The sectors of sport events, particularly, have relied greatly on volunteers who constitute a major human resource to facilitate the operation of sport events. Therefore, it is important to manage sport event volunteers effectively and maintain a good relationship between volunteers and sport event organisers. The need to understand effective volunteer management has led to an interest in applying the concept of psychological contract (Nichols & Ojala, 2009). Psychological contracts are a cognitive, subjective, and interpretative state and explain the development and maintenance of the relationship between an individual and an organisation. An understanding of psychological contracts may inform better volunteer management practices and help with the selection of the most suitable volunteers. Also, the understanding of motivations and characteristics of volunteer groups would be significant in making decisions about volunteer management strategies. Although volunteer management in sport events has emerged as an increasingly important area of research endeavour (Farrell, Johnston, & Twynam, 1998; Nichols & Ojala, 2009; Wang & Wu, 2015), there is a lack of research of motivation and psychological contracts in sport events volunteerism.

Therefore, this research attempts to segment sport event volunteers on the basis of their motivation and identify the characteristics of volunteer groups. This study then makes a comparison between motivation-based volunteer groups with regard to expectation and experience about psychological contracts types as well as overall satisfaction and intention to continue. Based on a sample of 261 sport event volunteers from three different types of sport events, this study analysed data using exploratory factor analysis, hierarchical cluster analysis on standardised variables, Chi-square and ANOVA tests. This study provides an overview of theoretical and practical implications of sport events volunteerism approached from the concepts of psychological contract types and volunteer motivation. This research will help sport event organisations understand and more effectively manage volunteers.

Psychological contract theory, volunteer motivation, volunteer management, sport events

From a Charitable Trust to a Social Enterprise: Balancing Social Missions and Economic Imperatives for Community Sport Development in New Zealand

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While social entrepreneurship has been variously defined and widely discussed in the sport management literature (Bjärsholm, 2017; Cohen & Peachey, 2015; Ratten, 2010; Sanders et al., 2014), the term 'social enterprise' has not been adopted and vigorously investigated to the same extent. This is surprising given that there has been increasing attention to social enterprise in the wider literature on not-for-profit or public management (e.g., Chew, 2010; Douglas, 2015; Miller & Hall, 2013; Teasdale, 2012). In the U.K., the discourse of social enterprise was initially instigated by the New Labour government (1997-2010), and continued by the subsequent Conservative-led government, to transform the third (or voluntary) sector into social enterprises (Dey & Teasdale, 2013). In 2014, the New Zealand National government announced its 'position statement' to support the development of infrastructure and funding sources for social enterprise. Generally, social enterprise is defined as an organisation that aims to generate surplus (unlike not-for-profit organisations) and reinvest it in accomplishment of its social mission (in contrast to profits going back to shareholders and owners).

The paper aims to achieve two objectives. First, it will highlight differences between social enterprise and social entrepreneurship in terms of their conceptualisation and etymological backgrounds against a backdrop of increasing scholarship on social entrepreneurship in the sport management literature. Second, the case study approach was employed to address 'how' sport and recreation organisations turned, or attempted to turn, into social enterprise (Yin, 2009). This included semi-structured interviews with representatives from two charitable sport trusts in New Zealand. By examining the cases, we will illustrate: (a) how the ideas of social enterprise have been put into practice in the sport and recreation sector; (b) what motivated the practitioners to transform their organisations; and, (c) what challenges they faced with the transformation. Findings indicate that the transformation can create tensions between business-minded change agents and traditional public or not-for-profit entities in terms of 'mission drift' (Chew, 2010) or a change in focus from charitable/social purposes. The results provide empirical evidence of the charitable trusts' engagement with the discourse of social enterprise and help contribute to the understanding of the dynamic changes occurring in the third sector of which most sport organisations and charities are part in New Zealand.

Social entrepreneurship, social enterprise, charitable sport trusts, community sports

A Conceptual Framework of Transparency for Sport Organizations

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Transparency is becoming a prominent area of research with significantly growing number of empirical studies in the last 15 years (Bernstein, 2017; Schnackenberg & Tomlinson, 2014). Transparency is an elementary principle in non-profit (Dawson & Dunn, 2006) or sport (Mrkonjic, 2013) governance codes, which is in contrast with finding that transparency is often identified as the root of governance scandals (Schnackenberg & Tomlinson, 2014). Many sport governing bodies (incl. IOC or FIFA) have faced governance scandals as a consequence of issues related to transparency (Chappelet, 2011; Jennings, 2011; Pielke Jr., 2013). As a result, there are numerous calls for higher transparency but many initiatives to improve transparency fail. More importantly, the concept of transparency does not have a sufficient theoretical framework as first theoretical papers (Albu & Flyverbom, 2016; Schnackenberg & Tomlinson, 2014) focus on conceptualization and provide ground for further development. Transparency can be defined as 'the perceived quality of intentionally shared information from a sender' (Schnackenberg & Tomlinson, 2014, p. 5).

Therefore, this paper develops a multi-level model of determinants of transparency focusing predominantly on sport organizations. Particularly, the paper a) identifies factors (or determinants) that constitute organizational transparency at different levels of analysis, b) delineate relations between the factors within and between the levels of analysis. Thus, the paper explains what are the societal and cultural, organizational, and personal factors that make transparency possible and how these factors interact.

The determinants of transparency are analysed at three levels of analysis. Macro-level of analysis explains how transparency is enrooted in society, which shapes the (non)transparent behaviour of organizations (Pasquier & Villeneuve, 2007). For example, common law countries are more focused on promoting transparency and disclosure than civil law countries, including former socialist countries (Bushman, Piotroski, & Smith, 2004; Ștefănescu, 2011), or information technology development facilitates organizational transparency (Bertot, Jaeger, & Grimes, 2010). Meso-level of analysis is the most used perspective on organizational transparency and majority of empirical studies on transparency focused solely on structural determinants at organizational level (e.g. Behn, DeVries, & Lin, 2010; Rodríguez, Pérez, & Godoy, 2012; Saxton, Kuo, & Ho, 2012; Verbruggen, Christiaens, & Milis, 2011; Zainon, Atan, & Wah, 2014). These empirical studies diverge in their findings about determinants of transparency, which may be caused by neglecting macro- and micro-foundations of organizational transparency. Micro-level of analysis studies the role of individuals on organizational transparency and illuminates how individuals affect organizational transparency (and the other way round). For example, age is a determinant, because millennials prefer to work in a transparent organization in which the corporation's mission, values, operations, problems, and conflicts are shared with all employees (Ferri-Reed, 2014; Hershatter & Epstein, 2010) due to being raised in an environment of information. The paper expands the knowledge on transparency and contributes to understanding the complexity of transparency in sport organizations. The paper does not only summarize possible determinants but it also integrates them into a framework. The framework explains the complexity of transparency and it can be used for further empirical research on transparency in sport. Practical implications suggest possible pathways of transparency initiatives for policy makers.

Sport transparency, organizational transparency, transparency framework, determinants of transparency

Athlete Branding – Examining the Role of Self-brand Connection

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The global expansion of social media platforms has shifted team-following to athlete-following. For example, Cristiano Ronaldo has more than double the number of followers (i.e., 100 million) on Instagram than his team Real Madrid (i.e., 49.1 million). These athletes are considered as brands, who need strategic growth management guidance to build their audience. Recent studies have focused on the conceptualization of athletes' brand image (e.g., Agyemang, 2011; Arai, Ko, & Ross, 2014), which has been conceptualized to consist on-field attributes (e.g., skills) and off-field attributes (e.g., lifestyle) (Hassan, Keren, Biscaia, & Agyemang, in press). It has been proposed that brand image influences attitudinal and behavioral outcomes linked with the athlete and related entities, such as the athlete's team and sponsors (Carlson & Donovan, 2013).

While existing research has contributed to our understanding of athlete brand image, existing models do not explain why fans form a connection with a specific athlete, but not another. It also has been found positive athlete brand image may not be enough to evoke consumers' connection to a specific athlete. Existing research indicates that consumers support brands and products that are congruent with their self-brand image (Escalas & Bettman, 2005).

Therefore, the current research investigates the antecedents and consequences of athlete brands, as well as the mediating role of self-brand connection in driving fans' loyalty toward athletes. Hypotheses related to the antecedents are developed based on the framework of brand experience and tested (e.g., People who are obtaining athlete brand knowledge from direct or athlete initiated resource [i.e., athlete Twitter] may develop stronger connection towards the athlete).

Quantitative online surveys administered to football (i.e., soccer) fans will be utilized to gather data. Invitations to participate will be sent to Twitter users who had used a football-specific hashtag. We aim to collect a sample of over 300 usable respondents and to analyse the data through a structural equation modeling (SEM) approach. In particular, we will use bootstrapping techniques to examine the mediating effects of self-brand connection in the relationship between athletes' brand image and outcome variables, such as fans' attitudes towards the athlete and the athlete's sponsors.

At the time of submission, the authors have already collected 150 usable respondents, so we can guarantee to present empirical data at the conference. With this study, we expect to contribute to both academic literature by expanding theoretical understanding of self-brand connection with athlete brands, and practitioners by providing guidance on how to increase fans' linkages with their favourite athletes, associated teams and sponsors.

Setting the Bar Too High? A Critique of Sporting Hyperchallenge Events

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Participatory sporting events have been described as, “organized sporting events, open to all, and in which participation for a variety of reasons is promoted over competition in and of itself” (Lamont & Jenkins, 2013, p. 394). Cast against a backdrop of neoliberal healthcare policies pursued by many Western governments, event management organisations (EMOs) supply ever-expanding opportunities for amateur athletes to test their physical limits. Participatory sport events delivered by contemporary EMOs include triathlons, multi-discipline races (i.e., including cycling, running, kayaking), long-distance running races, ocean swims, and obstacle endurance challenges (e.g., *Tough Mudder*) (Kennelly, 2017).

Such events can vary in distance and level of challenge from those catering for novices through to an emerging style of events which we refer to as *sporting hyperchallenges*, or events eclipsing traditional endurance challenges. Examples of sporting hyperchallenges include the *Ultraman* triathlon (10km swim, 421.1km cycle, 84.3km run), the 217km *Badwater 135* ultramarathon in Death Valley, California, or the 243km *Speight’s Coast to Coast* adventure race in New Zealand. Beyond these types of endurance sports, our critique could equally apply to some event-driven fitness movements such as the CrossFit Games, and amateur body building/sculpting competitions. Arguably, the emergence of sporting hyperchallenges has disrupted the status quo within endurance sport subcultures. For example, anecdotal evidence from popular culture sources suggests that the reverence previously attached to traditional endurance challenges such as completing a marathon, is dissipating (e.g., Daley, 2016).

From a demand-side perspective, individual participation in such events necessitates significant investment of personal resources (i.e., time, money, energy). Empirical evidence is emerging suggesting unfavourable impacts experienced by those close to serious amateur athletes (e.g., Gillespie et al., 2002; Lamont et al., 2012). Athlete’s dedication to their sport, combined with the vast personal resources committed to maintaining ongoing involvement can mean the quantity and quality of leisure time spent together with their family or partner may be reduced. In some cases family and spousal relationships may be negatively impacted upon (Hultsman, 2012). Consequently, the recent proliferation of sporting hyperchallenges which glorify amateur athletes testing their physical limits provides an opportunity to explore the less positive individual, familial and social impacts of such events.

Drawing upon tenets of corporate social responsibility theories, our aim is to provoke thought around the broader impact of sporting hyperchallenges. Our specific objective is to critique the sport-focused EMOs that deliver hyperchallenges, specifically EMO’s business practices that may tap into internal hierarchies within endurance sport subcultures to drive demand for their offerings. We conclude by proposing a research agenda encouraging exploration of potential social outcomes stemming from this complex, unregulated sporting hyperchallenge market.

Participatory sport events, corporate social responsibility, sport participation, subcultures, event management

The Enforcement Pyramid and the Regulation of Betting-Motivated Corruption in Australian Sport

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The rapid growth of sports betting, particularly online, has intensified issues of organised crime and betting-motivated corruption in sport (i.e. match-fixing, spot-fixing and the misuse of insider information) (Boniface et al., 2012; Misra et al., 2013; Bricknell, 2015). In 2016-2017, several allegations of match-fixing in a number of popular Australian sporting competitions were made, supporting the increasing threat of betting-motivated corruption identified by the Australian Crime Commission in 2013 (Hume, 2017). Previous research suggests that in preventing and managing betting-motivated corruption within sporting organisations, there is a need for improvement in current practice (Lastra, 2015). To address this concern, the study explored good-practice approaches to anti-corruption and regulation in other contexts (e.g. police and public sector) for the application in the sport management context and to gain a better understanding of how prevention of betting-motivated corruption in Australian sport could be advanced. In particular, it identifies existing strategies key stakeholders (sport organisations and external regulatory agencies) have implemented to prevent the behaviour and how they align with the broader regulation literature, particularly the enforcement pyramid (Ayres & Braithwaite, 1992). The enforcement pyramid is a model used to promote voluntary compliance, by focusing less on punitive measures (which form the apex of the pyramid), and prioritising attention towards implementing preventative measures which form the base of the pyramid (Ayres & Braithwaite, 1992). When strategies at the base of the pyramid fail, then enforcement strategies escalate towards the pyramid's apex. The study involved a multiple case study approach of two Australian professional sports (one male dominated and one female dominated sport). Current prevention measures in each sport were identified through organisational documents, supplemented with semi-structured interviews with athletes and non-athletes (coaches, support staff, administrators and referees), and external regulatory agencies. The results of the study have implications for sport managers reviewing and implementing current prevention strategies in Australian sport. Furthermore, the study provides a platform for future research to evaluate the effectiveness of betting-motivated corruption prevention strategies.

Sports betting, betting-motivated corruption, regulation, prevention, enforcement pyramid

The Influence of the Games Environment on Young and Pre-elite Athlete Performance and Retention in the Sport System

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Event management in a multi-sport environment such as the Commonwealth Games requires an athlete-centered approach and a focus on the controllable features (e.g., food, travel, accommodations) as well as the cultural and social opportunities available for the primary benefactors and producers of sport (MacIntosh & Parent, 2017). For the younger athlete, these particular controllable managerial facets may be even more important given they have a different set of needs compared to senior or elite athletes and that earlier experiences may be predictive of future involvement in the sport system (e.g., Parent, Kristiansen & MacIntosh, 2014; Schubring & Thiel, 2014; Wiersma, 2001).

In youth sport competition, there may be various psycho-social aspects that influence the performance and the intention/transition of the athlete to higher levels of sport such as senior level competition. The purpose of this study was to examine young pre-elite athletes that competed at the Commonwealth Youth Games in Samoa and determine the controllable features of the event that influenced their performance. A further purpose was to determine the experiences that influenced their future intentions to remain in sport. Utilizing a mixed question survey, the athletes were asked to indicate which aspects of the Games environment influenced their competition performance and to identify any areas that may factor into their decision to continue in sport. Findings from 244 completed athlete surveys revealed the importance athletes attached to celebrating and learning from the various social and cultural experiences during the Games which they felt would influence their future intention to stay in sport. For the participants, these positive experiences at the Games acted as incentives to further develop their skill set in their sport.

Findings also revealed that for the younger athlete, meeting their basic needs (food, feelings of safety, good accommodations) helped them feel comfortable and reduced the anxiety about their performance. For several athletes, the performance inhibitor included residential arrangements, and event programs and operations (communication technologies, venue quality and rules and regulations governing competition). However, these inhibitors also were reflected in the self-learning aspect according to the participants and thus, served as teachable moments that were notably attached to their future pursuits at the higher levels of sport.

This presentation will detail the controllable event management aspects that fall under the purview of the property rights holder (Commonwealth Games Federation) and the organizing committees at future multi-sport events, where the responsibility of ensuring an athlete centered approach predominantly falls.

Young athletes, experience, retention, performance, management

The 'Floating' Role of Marketing in Football Clubs

Argyro Elisavet Manoli

Loughborough University

The origins of marketing are often associated with those of the sales function and exchange or transactional processes that date back before the industrial revolution (Kamboj & Raham, 2015). Over time, marketing transformed from sales-centric to product-centric or even service-centric, while being concentrated on profit-related goals. The constantly changing marketplace and re-adjustment of demand and supply, paired with rapid technological advances, multiplication of media and wide-spread globalisation, made marketing evolve into a brand-centric and loyal consumer-focused managerial process (Kotler, 2000; Baker & Magnini, 2016). According to the latest American Marketing Association (2016) definition, marketing is currently viewed as both a managerial orientation (or '*business philosophy*' according to Baker & Hart, 2008, p. 4) and a business function, consisting of short-term tactics and serving the long-term strategic objectives of an organisation. As a result, the idea of a marketing strategy or a marketing plan to strategically guide the marketing-related actions and processes taking place within an organisation, has been increasingly underlined within academia (Schultz et al., 2014).

Before any discussion on the future of marketing takes place, however, it is worth exploring the extent to which marketing in practice has achieved to distance itself from the sales function, or whether its current role still sits within the overarching umbrella of the commercial and sales-oriented arm. Taking the ideas of Christensen et al. (2008a; 2008b) as a starting point, this study aims to examine the current role of marketing in organisations through the investigation of the existence and contents of their marketing strategies. In more detail and in order for a thorough examination to be conducted, this study will focus on the most commercialised and '*most-watched*' sport league in the world (Deloitte, 2016), the English Premier League. The EPL is considered to be one of the most popular sports leagues globally, attracting the interest of more than 60 per cent of the global population (more than any other sports league - Sportfive, 2012). This increasing international attention is believed to be the reason behind the EPL's advances in marketing and communication that drew the author to study this fascinating industry, while her involvement with the football industry allowed her the trust needed in order for access to be allowed and for insights to be gained from industry leaders working in such highly prominent organizations. Criterion purposive sampling was employed to select the sample. The criterion selected was participation in the EPL in any of the five most recent consecutive seasons (2010/11, 2011/12, 2012/13, 2013/14 and 2014/15). All 30 clubs that share this criterion were selected and contacted for this study. Qualitative data was then generated from semi-structured interviews with all 30 individuals selected (the most senior employee in charge of marketing from each club), which were conducted in person between August 2015 and March 2016. Upon completion all interviews were transcribed allowing for the data to be coded manually and for the following themes to emerge.

Interestingly, a wide disparity of practices was presented by the interviewees, ranging from multiple, function-specific marketing strategies to a completely non-existing marketing strategy. As a result, four different patterns of marketing strategies were identified among the 30 clubs, with the most popular pattern suggesting that marketing is still considered a mere tool for the commercial arm of the club, while being a mainly sales-driven and commercially-focused, lax plan. As a result, it could be argued that despite the EPL's international success and some clubs' advanced practices, the role of marketing in football clubs has yet to be clarified, potentially perpetuating the image of an important yet 'floating' function.

Marketing strategy, marketing goals, marketing targets, football marketing, English Premier League

Unpicking Match-fixing: a Two-country Analysis

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Match-fixing, 'the activity that attempts to deliberately distort the result of a sporting contest', has received increasing attention over time (Gorse & Chadwick, 2010, p.40). Nowadays, although it is extremely difficult to measure the extent of match-fixing, it seems that football is the primary context of fixed matches, although other sports such as cricket, basketball, tennis, sumo, horse-racing, and snooker seem to have fallen victims of the practice (see Manoli & Antonopoulos, 2015). While the motivation for match-fixing can vary from purely economic benefits, which can be direct or indirect, to sport benefits depending on the circumstances (Breuer & Kaiser, 2016), the way in which we have responded to match-fixing varies drastically among different leagues, sports and countries (Haberfeld & Sheehan, 2013). Since the examination of match-fixing cases and corresponding responses is still in its infancy (Lee, 2017), we have yet to capture the full extent of the phenomenon and its contextual parameters, despite the national and international sport governing bodies' warnings about the seriousness of its repercussions on the future of sports (FIFA, 2015; IOC, 2016).

The aim of this study is to conduct a cross-case analysis of two prominent match-fixing cases in an attempt to shed light on this under-researched topic, while unpicking the details, similarities and differences between them. The two match-fixing scandals selected as the instrumental case studies for this research will allow us to identify any patterns in the internal and external actors and processes, that would help highlight the social organisation of match-fixing. In other words, the two cases are used as a platform in order for insights to be gained on the issue, while, through analytic generalisation (Yin, 2009), allowing for the cases to contribute to theory testing and development. The instrumental case studies of this research are the 2011 match-fixing scandals in Greek and Turkish football, which have attracted considerable attention by the Press and international governing bodies. Both cases have been examined in court in their respective countries and the Court of Arbitration for Sport, producing detailed legal case files about numerous matches played in the first two divisions of both countries. A content analysis of these case files took place in this study in order for the actors involved and processes followed to be identified and highlighted. Through this, an extended list of previously undocumented individuals and a perplex web of relations were presented, suggesting that our current understanding of match-fixing and manipulation practices captures only a fragment of the people and processes involved.

What emerges from this study is that the entities involved in the business of match-fixing are networks i.e., fluid and dynamic social systems that consist of patterns of relationships among people/actors (Wasserman and Faust 1994). Football match-fixing does not require a great degree of sophistication, with participants on these networks often acting on improvisation, while guided by two main motives; intimidation or reward. Individuals or small groups are thus forming temporary collaborations in order for their shared objective, short term or long term profit, to materialise. As a result, a non-standardised and uncoordinated criminal activity is carried out on the basis of opportunity rather than authority, which would suggest that match-fixing can in fact not be considered an 'organised crime' activity (von Lampe 2003). While the emphasis of the legal authorities and international governing bodies has been placed on branding and prosecuting match-fixing as 'organised crime', the important role of the indigenous conditions of professional sports, such as its 'upperworld' and close relationship with politics, is in fact ignored.

Corruption in sport, football corruption, match-fixing scandal, Greek football, Turkish football

Profiling Sport Rejecters

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Past research and practice has established a clear picture of why people watch and attend professional sport. Funk, Filo, Beaton and Pritchard (2009) summarized the key five motives as the SPEED scale: socialization, performance, excitement, esteem and diversion. A number of constraints have also been identified as limiting sport spectatorship and fandom. These include internal factors such as a lack of knowledge and social isolation as well as external factors including financial costs and competing alternatives for leisure time (see Funk, Alexandris & McDonald, 2016 for a summary).

Understanding more about those who opt not to consume professional sports (sport rejecters) can also have benefits for sport managers. It provides a clearer direction on who not to target, and limited promotional resources can be steered away from those most unlikely to consume. It also allows us to understand the appeal and nature of the sport product better. For example, is sport rejected by consumers because they don't value the benefits it provides, or because they simply do not understand or see the benefits it provides?

To begin to understand sport rejecters, a sample of 3,496 respondents was drawn to match the Australian population on key demographics provided by the Australian Bureau of Statistics (i.e., Age, Gender, International birthplace) and geographic location (state and capital city versus other). As a result, the sample is broadly representative of the Australian adult (8 years and older) population as of November 2016. An online survey was used to collect data. Respondents were asked a series of questions covering attitudes to sport, sport consumption behaviors, general lifestyle and activities, demographics and attitudinal measures including team and sport identification.

The focus of this study was on those who reject sport completely, and to compare them to the population average on attitudinal, motivational and behavioral characteristics. Despite often being portrayed as a nation of sport lovers, 14.7% (n=514) of respondents were classified as "sport rejecters". They reported having no interest in any professional sport, and only 3% had watched more than a half of a professional league match in the previous 12 months (national average was 52%). In comparison to the population, Sport Rejecters were less likely to have children, and were more likely to be of lower income and be unemployed or on home duties. Rejecters have very low levels of contact with sport fans and include a higher percentage of migrants than the population overall. A lack of interest in sport, a preference for other activities (e.g., movies, shopping, reading, arts) and a lack of understanding of sport were cited as the main reasons for not spectating. As a consequence, rejecters show very low levels of interest in marketing tactics aimed at increasing consumption, but free tickets and increasing entertainment options at sport venues were the most favorably received. The implications of these findings will be discussed in light of past work.

Non-fans, sport consumers, spectators, fans

#EnterToWinNow!: Rules Continue to Evolve for Sales Promotions on Social Media

Steve McKelvey

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Sports franchises as well as sport sponsors are increasingly embracing a wide range of social media platforms to achieve their marketing objectives (Spanberg, 2012; Fisher, 2012; Scott, 2012). Social media provides these brands with "personal, trusted, and direct" connectivity to consumers (Drury, 2008, p. 277). Through the use of social media, brands are able to target specific consumer demographics about new and existing products, thereby increasing the likelihood of purchase of those products. They are also able to effectively and very inexpensively engage consumers in sales promotions, particularly sweepstakes and contests.

Yet, operating sweepstakes and contests on social media includes legal pitfalls (Grotzinger & Hooper, 2012). A promotion that includes a prize, chance and consideration is legally a lottery, which only government/states can operate. To avoid running afoul of lottery laws, a sweepstakes must eliminate the element of consideration; however, what legally constitutes "consideration" goes beyond a monetary "entry fee." In order to meet the legal threshold of a contest, the element of skill must be a predominant factor; however, what constitutes "skill" is a very nuanced as well. A failure to respond to the ever-changing landscape of social media sales promotion rules and regulations can put sports franchises and sponsors in substantial legal and financial peril.

This presentation provides a primer on best practices with regard to the creation and implementation of sweepstakes and contests on a range of the most popular social media platforms. After highlighting the legal differences between a sweepstakes and a contest, we examine the decisions from precedent-setting administrative law-based decisions involving social media-based sweepstakes and contests. These include the U.S. Federal Trade Commission's action against shoe brand Cole Hahn for its "Wandering Sole" promotion on Pinterest (Bachman, 2014) and a decision regarding a "like-gating" promotion on Facebook (NAD reviews, 2011), among others. The methodology is based on legal research utilizing Lexis Nexus and the FTC website.

In addition to governmental agency oversight of social media promotions, the landscape is further complicated by the fact that sweepstakes and contests are also subject to the rules and policies of the social media being used. The final part of this presentation will provide a snapshot of these requirements for the Facebook, Twitter, Pinterest and YouTube, and conclude with some overarching best practices for creating and sponsoring sweepstakes and contests on social media, including those incorporating user-generated content (UGC).

Social Media, sweepstakes, sales promotion

Exploring Governance Design and Dynamics for New and Emerging Sports: The Case of New Zealand Stand Up Paddling

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Few sport governing bodies have been provided with a relatively clean slate with which to establish a national governance structure that will provide a framework for the co-ordination, delivery and direction of a sport and its stakeholders. This luxury, or indeed challenge has been afforded to Stand Up Paddling (SUP), commonly referred to as the fastest growing water sport in the world. The overall aim of this study is to explore governance design and dynamics for new and emerging sports. By employing an action research approach with New Zealand Stand Up Paddling (NZSUP - established 2013), the study will first capture and understand the stakeholders involved in this new and emerging sport including the roles, relationships and the developing governance arrangements among them. This work also seeks to explore and implement governance design options moving forward in partnership with NZSUP. There is currently only limited literature that explores governance designs for new and emerging sports (Kellett & Russell, 2009; Newland & Kellett, 2012) and the current study not only sheds light on this area but also extends the view of governance to the wider system in which sports operate. It is proposed that the predominant focus on boards to date has been too narrow and has not adequately kept pace with the changing environments or the complex governance arrangements that have evolved in many organisations (Renz, 2006; Ostrower & Stone, 2007; Cornforth, 2011). Further, as NZSUP relies exclusively on volunteer governance and management, the current study addresses the conspicuous absence of governance research focussing on community orientated organisations that often rely solely on volunteer support. This has been referred to as 'dark matter' as they go largely unobserved yet make up a significant portion of the non-profit industry (Smith, 1997; Cornforth, 2012). NZSUP is very much a community based, 'young' organisation with no full time staff. An overview of the action research methodology employed in the study will be presented with a focus on the 'issue identification' and 'context analysis' phases of the action research cycle. We discuss perceptions from key participants in the research including the NZSUP board, NZSUP stakeholders, and representatives from targeted sports deemed to be able to offer insight into design and dynamics for new and emerging sports based on experience and/or similar operating environments. These insights help to inform the basis for decision making or 'actions' regarding governance design options for NZSUP. Lastly, this presentation also highlights a number of institutional pressures occurring in the wider network of NZSUP. Of note, at an international level although the sport of SUP is currently governed by the International Surfing Association, a challenge currently exists from the International Canoe Federation to have the sport fall under its jurisdiction. This challenge is particularly relevant in light of SUP being highlighted as a potential Olympic sport following the Tokyo 2020 Summer Games.

Sport governance, systemic governance, new and emerging sports, action research, stand up paddling

Game Day Alters Crime Pattern in Sport Venues' Vicinities

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The issue of policing sporting and other large-scale public assembly events remains a prevalent concern for professionals managing major sports stadia and arenas. Large-scale arena and stadium events bring thousands of visitors to a constricted area, and sporting events can be especially problematic due to a culture of aggression and alcohol consumption before, during, and afterwards. Two theories might explain the increased crime: routine activity (Cohen and Felson, 1979), and crime pattern theory (Brantingham and Brantingham, 1995; Eck and Weisburd, 1995; Weisburd, 2014). Concordant with an emergent emphasis on place—or the geographical and environmental context of criminal activity—rather than previous focus on why an offender commits crime or a victim becomes victimized (Weisburd, 2015), empirical data confirm that the frequency and pattern of crime changes as a result of sporting events in cities as predicted by theories of routine activity (Breetzke and Cohn 2013; Decker et al 2007) and crime pattern (Kirk, 2008; Kurland et al, 2014). Aside from simple increases in crime on game days in cities (Rees and Schnepel, 2009), evidence suggests crime is specifically localized around the venues that host sporting events (Breetzke and Cohn, 2013; Kurland et al 2014) and arrests of delinquent spectators appears commonplace at many sporting events (Madensen and Eck, 2008).

Sport venues may also impact their surroundings on dark days, because the vicinities of sport venues are often active neighborhoods regardless of whether an event is being held or not. The purpose of this presentation is to compare game day patterns against non-game day patterns rather than simply describe the nature of crime on game days alone. We focus specifically on the impact of spectator sport facilities on the crime in their immediate vicinity across game days and non-game days, while considering both routine activity theory and crime pattern theory responses to the impact of sporting events on the frequency and nature of crime in the vicinity of sport venues in a major city.

The analysis considers all reported crime over a five-year period in the immediate vicinity (800 m radius) of two sport stadium districts, one which hosts professional football, and the other which includes an outdoor baseball stadium and multi-sport indoor arena. We used Generalized Linear Mixed-effect Models (GLMMs) for all analyses. Results confirmed sports events at each venue affected the frequency, type, and time of crime in the vicinity of both districts. Crime frequency was greater on game days. Moreover, the greater effect of game days was observed in substantially increasing the frequency of violent crimes, resisting arrest, and property-related crime reports. Findings are useful for stadium officials in planning security activity by time of day and event type.

Event security, sport venue law enforcement, stadium management, event management

Building Capacity for Sport Development: Parental Perceptions of Participation Benefits

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A central concern for any community sport club is attracting and retaining participants. Recently, there has been a push to focus on the value of sport events to create new participation opportunities for sport clubs. However, as Chalip et al. (2016) have identified, many clubs lack the necessary capacity to capitalize on the opportunity of the event, including a basic understanding of how to market the sport. The current paper is part of a larger action research study focused on working with Local Sport Organizations' (LSOs) to build capacity to increase sport participation opportunities with and without events. To date, we have identified that LSOs lack an understanding of potential customers' perceptions of the sport – particularly, parents and children who are not familiar with the sport. While research has focused on athlete development once in the system (e.g., Cote & Vieriam, 2014), less focus has been on the type of knowledge needed to recruit new participants into LSOs. As “significant others”, parents play a crucial role in sport participation decisions for their children (e.g., Mullin et al., 2014). Thus, it is equally important to understand how parents of children in sport perceive the benefits of participation for their child, as well as non-participants' perceptions.

In order to identify participant and non-participant perceptions of the unique benefits of sport, we focused on two sports, diving and track and field based on previous collaboration of the research team with LSOs in these sports (e.g., Taks, et al, 2014; Misener et al. 2015; Chalip et al., 2016). Data was collected from: (1) non-participants through street surveys; (2) participants through online surveys via LSOs; and, (3) parent of participants through focus groups. This contribution centres on the focus groups to understand the parents' image of these sports, and the potential benefits they see for their child to participate in the sport. Three focus groups were conducted with: (1) an established diving club (EDC; n=6); (2) a new diving club (NDC; n=9); and, (3) an established track and field club (TFC; n=9). Focus groups were transcribed verbatim. Two researchers independently inductively identified themes, first for each club, then overall. These were then discussed amongst the research team to develop a consensus on pertinent themes.

Results of the focus groups demonstrate a difference between established club participants and newer participants. Those from established clubs focused on issues such as ‘sense of accomplishment’, ‘skills and advancement’, and ‘confidence’. While those from the newer club emphasised ‘being physically active’, ‘trying something new to overcome fears’, and ‘sense of discipline’ in the sport. All groups identified the social aspects of the sport but for those established sport users, the emphasis herein was about the team aspect, and the newer sport focused on general socialization. We discuss more in depth these emergent themes as they have implications for the ways in which the valued benefits can inform the aspirational messages as part of the overall marketing mix. The “hooks” identified here clearly differ for the stage and capacity of the club, suggesting a need to be attentive to bridge any gaps for the target market. Future research will focus on also understanding non-sport participants' perceptions to help create durable strategies for building capacity to stimulate participation.

Sport development, sport participation, community sport, marketing mix

Relationship of Sporting Events and Visitor Perceptions on Visitation Intention to a Coastal Community

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Tourism professionals have long used natural resources as a means to attract tourists to a small coastal community in South Texas. However, can these same resources be viewed as sports tourism attractions? The primary natural resource utilized in this study is the beaches in the coastal community. This study attempts to determine the impact of sporting events on the beaches on the image of a destination. Furthermore, researchers will investigate the respondents' purposes for visiting the destination, perception of the destination, and their post event intentions. Sport and event tourism have gained prominence in the last decade as has the focus on the economic benefits of such activities. In a study of 795 Winter Sports Tourists in Germany, Hallman, Zehrer, and Muller (2015) determined that "as competition between different regions for winter sports is increasing, knowledge about this special target group is important for destination management organizations (DMOs). Results highlight the influential role that destination evaluation has on revisit intention. Therefore, the role of a sports event image remains a critical development strategy for the destination." The subjectivity of destination image and the difficulty of measuring it is likely one of the major reasons as to the lack of research in the area which may be remedied by developing a widely accepted instrument. Beerli and Martin (2004) developed an applicable instrument that includes the numerous elements of destination image. The instrument is utilized in this study.

Research Questions

1. Do sporting events have an impact on the tourists' image of the hosting destination?

- This question was developed in response to an inquiry made by the destination management professionals in the coastal community. They wanted to understand the role of the sporting events when developing their marketing plan.

2. Is there a difference in the perception of the destination image with respect to the type of tourist and level of interest that the tourist has in sporting events?

- Destination management professionals wanted to understand the elements that attracted each type of tourist when developing their marketing plan.

Data Collection Instrument used in examining the relationship of sporting events and visitor perceptions on visitation intention to a coastal community: Researchers will use a cognitive image scale that consists of 19 items based on Beerli and Martin's (2004) dimensions of perceived destination image. In order to determine the level of satisfaction that visitors had with specific attributes the construct will be measured with two items (unsatisfied - satisfied, displeased - pleased) which is similar to that used by (Andreasen, 1990). After discussion with the Recreation Department in the community and event organizers, researchers have been granted access to distribute and collect pencil and paper surveys during a two-day surfing event. Graduate students will be stationed at two entry points and will conduct surveying of attendees.

Sport impact on destination image, visitor perceptions on visitation intention

Interorganisational Networks (ION) and Resource Dependence Theory (RDT): Literature Review and Sport Management Research Opportunities

Subhasree Mukherjee & Deepak Dhayanithy

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Motivation and Objective: A couple of recent sport management papers (Wicker, Vos, Scheerder, & Breuer, 2013, Meiklejohn, Dickson, & Ferkins, 2016) examine the intersection of Interorganisational Networks (ION) and Resource Dependence Theory (RDT), but the stream is still embryonic. Since 2008 there is a surge in RDT (Salancik and Pfeffer, 1978) work in this management literature, coinciding with the publication of four review articles (Hillman, Withers, & Collins, 2009; Davis & Cobb, 2010; Wry, Cobb, & Aldrich, 2013; Drees & Heugens, 2013). A decadal growth in the literature by 244% accompanied by only a few ION and RDT studies in sport management is indicative of the time being ripe to take stock of the literature and present a way forward. We see it as an opportunity for sport management research. Here we review the literature at the intersection of RDT and ION in the fields of strategy and organization theory, and identify themes and propositions that could yield valuable research for sport management.

Methodology: Based on key word searches in EBSCO, ABI/INFORM, and Google Scholar, followed by perusal of abstracts, we identified 87 research articles at the intersection of ION and RDT and carried out an extensive literature review. Of these 87 papers, only two were from sports management (Wicker et al., 2013; Filo, Cuskelly & Wicker, 2015). We analysed research objectives of the studies and classified the papers into the respective RDT themes. This includes (a) external environment, (b) power and dependence, (c) type of relationship, (d) tie formation, and (e) impact of network. For each theme we discuss key concepts and empirical research, followed by the identification of gaps followed and areas of high research potential.

Findings and Gaps: Interfirm collaboration, driven by tie strength and mutual dependence (MD) can escalate to embeddedness, thus risking information spill over. Therefore, firms deploy defence mechanisms (DM) and interorganisational ties are characterized by the management of this tension between MD and DM. Through their power balancing actions firms also gain access to auxiliary resources which in turn helps them improve performance. The first key gap that we identify pertains to the study of impact of network partner(s) on focal firm performance. These studies do not consider the level of exchange between the firms (Bae & Insead, 2004). Partner's action may not impact firms if the extent of dependence is not substantial. Second, primary gap is that knowledge resources (KR) are considered to be symbolic. In a wide range of professional sports organizations, however, high performance player resources are essentially KR and different mechanisms exist to govern their exchange between organizations. This is clear indication of their larger than symbolic role. Third primary gap relates to the assessment of dependence relationship and interfirm ties may be benefitted by employing more granular measures of firm performance, not just financial measures. Addressing these issues in ION and RDT research would encourage its use in sport management literature.

Sport management, resource dependence theory, interorganisational networks, review

Impact of Network Partner on Firm Performance: Big-5 European Soccer League Player Transfers in a Resource Dependence Framework

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When knowledge resources (KR) are traded amongst firms, a network of KR exchange is formed. Using the lens of resource dependence theory (RDT) and interorganisational networks (ION) methodologies, we investigate the impact of network partner on focal firm's performance. In order to capture the proximal effect of KR, we hypothesize based on performance measures that capture operational improvement of the firm rather than use aggregate financial measures. Drawing from RDT, we hypothesize that focal firm's performance improves when it transacts with better performing partners. We also hypothesize that in order to avoid being exploited by such partners, focal firms need to maintain their autonomy (Lee, Mun & Park, 2015; Hoetkar, Swaminathan, & Mitchell, 2007). Similar to Zhiang, Yang, & Arya, 2009, we also test partner firms' network status impact on focal firm performance. Furthermore, we hypothesize differential effects of partner's performance given level of resource exchange (Goes & Park, 1997). Further, introduce interaction effects of resource rich and resource constrained focal firms on partner firm's performance, autonomy and network status (Zona, Gomez-Mejia & Withers, 2015).

We test our hypotheses using player transfer data involving teams of the Big-5 European soccer leagues from 2004-2015. We obtain 1170 club-season observations of data consolidated from transfermarkt.com, fifaindex.com, and Deloitte Football Money League. The focal club (FC) belongs to one of the Big-5 leagues. Using UCINET 6 we create 12 season wise player transfer network instances to measure centrality of the focal and partner clubs. We use fixed effects logistic regression on our unbalanced panel dataset. Dependent variable is FC performance, measured on the basis of club achieving top 10 season-end standings in its respective league.

Our results show that FC performance is better when their partners perform better. FC performance also improves with their autonomy (over their partners). This implies that more the number of partner clubs the FC transacts with, higher are the chances for FC to feature in top 10 season standing. Unlike Zhiang et al., 2009, our results do not support network status impact of partner club on FC performance. Perhaps, the insignificance of partner network status is associated with KR transactions.

We employ ION methodologies to empirically examine RDT propositions and this drives our contribution of extending RDT to KR transactions. In this context, our study is the first to provide evidence of the significance of partner selection on focal firm performance. This study will be valuable for professional clubs to determine the importance of source and destination of not only players, but also managers. We use season wise network instances and future studies could include consolidated multiple season network instances. In this study we do not include KR utilization controls which could help understand how exactly player resource transactions impact FC performance.

Resource dependence, interorganisational network, knowledge resource, sport management

'A Champion Sport Off the Diamond': An Investigation of the Interorganisational Structure and Relationships of Softball New Zealand

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National Sporting Organisations (NSOs) structure interorganisational relationships with their affiliated associations in many different ways. Most NSOs in New Zealand have a number of, usually less than 10, affiliated 'regional' associations which may or may not have smaller 'district' associations affiliated below. Softball New Zealand is one of only two NSOs in New Zealand that have no regional affiliates as they work directly with over 20 district associations. Despite the increasing number of NSOs moving to a regional structure in the last 15 years, Softball New Zealand has remained the same to date.

This research aims to find out why Softball NZ has not regionalised and what the benefits and drawbacks of a regionalised structure could be. In order to address these questions, it employs two broad theoretical approaches: Governance and interorganisational relationships (IORs). Firstly, NSOs (and the sport management industry in general) are becoming increasingly professionalised, with management moving away from volunteer and amateur ethos towards more corporate orientation (Ferkins & Shilbury, 2010; Yeh & Taylor, 2008). In turn, governance of these organisations has become more professionalised by adopting a board formats and interorganisational structures based on a number of governance practices from the corporate sector. NSOs' move to a regional structure needs to be located within this context of governance and professionalisation.

Secondly, interorganisational relationships (IORs) is a useful framework to understand the relationships or partnerships between two or more organisations trying to achieve similar goals or mutual benefits by sharing resources, power, information or support with others (Soritiadou, Brouwers, De Bosscher & Cuskelly, 2017). For instance, Ferkins and Shilbury (2010) concluded that board strategic capability was significantly impacted by IORs, as a NSO board could be more effective if it had collaborative partnerships with its regional associations. Nevertheless, little research has been conducted to link sport governance and IORs, especially NSOs' relationships with regional or district associations.

In order to understand the interorganisational structure and relationships of the NSO with their associations, semi-structured interviews will be conducted with members of the Softball New Zealand community. Research is currently in the initial stages, and data collection and analysis will be completed by November, 2017. It is anticipated that this research will add to the body of knowledge by making a rare link between sport governance and interorganisational relationships with reference to a practical example. It is believed it will also be of use in the sporting sector to assist NSOs in reviewing their relationships with regional affiliates and determining the most appropriate structure for their organisation.

Governance, interorganisational relationships, organisation structure, national sports organisation, regional sports organisation

We're on Each Other's Team: Comparing the Social Media Tribes of AFL and AFLW Teams

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Digital fan engagement can be challenging for sport organizations due to the large networks of users participating in the multitude of conversations on various social platforms (Hambrick & Pegoraro, 2014). This challenge is exacerbated for organizations whom have traditionally experienced less coverage and awareness, such as those in women's professional sport; fans of the paralleling men's organizations are often assumed to compose the fan network of the women's organizations (e.g., The "Socceroos" and "Matildas" in Australian national team soccer). However, this cannot be wholly assumed, especially given the diversity of social media networks (cf. Gruzd, 2016; Naraine & Parent, 2016). Thus, the purpose of this study is to examine male and female professional sport organizations in one sport to uncover the differences in social media user tribes (e.g., market segments), as well as those tribes which are more active than others.

This study is framed by the social media and sport literature, specifically recent endeavours which examined the networked aspects (e.g., Clavio, Burch, & Frederick, 2012; Hambrick, 2012; Hambrick & Pegoraro, 2014; Naraine and Parent, 2016), and grounded in the concept of tribalism (e.g., Cove, Kozinets, & Shankar, 2011). Naraine and Parent's (2016) work in particular emphasizes the centrality of users within a sport organization's social media network, useful in conceptualizing the potential for clusters of users (i.e., tribes). Additionally, tribalism refers to groups of users bound together in "tribes" by similar traits and activities (cf. Cova & Cova, 2001; Muniz & O'Guinn, 2001). By utilizing a network approach to social media of sport organizations, the tribes that exist within the men's and women's sport organizations can be flushed out for analysis.

To identify tribes, user messages posted to Twitter pertaining to the AFLW and AFL are to be collected, using official and applicable hashtags (e.g., #AFL, #AFLW, #AFLWDeesPies). Tweets were collected during the entire 2017 AFLW campaign, while to ensure a fair temporal comparison, data from the first eight rounds of the AFL season would be captured. After this phase, all data would then be exported to the Affinio social media analytics platform to uncover the tribes between the two leagues.

While the data analysis phases have not yet been undertaken, it is anticipated that both the AFL and AFLW networks will share some tribes of fans as well as bear unique tribes. Certainly, the recent increase in attention being paid towards women's professional sport in Australia may garner new fans to the network of fans within the AFLW, however, there remains a possibility that "old" fans (i.e., those traditionally fans of the men's league) will carry over. Ultimately, this study expands on the notion of social media tribes (e.g., a form of digital market segmentation), and provides useful insight to women's sport marketers as they assess their fanbases.

Twitter, digital tribalism, Australian sport, women's professional sport

Connecting the Dots: A Social Network Analysis of Canadian National Sport Organisations and Their Stakeholders

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The national sport organization (NSO) landscape has experienced a significant shift in recent years with the advent of new legislation governing these bodies (e.g., Canada's new Not For Profit Corporations Act) and technological advancements in stakeholder communication (e.g., social media). The latter, in particular, has uncovered the unprecedented challenges experienced by sport managers (e.g., Naraine & Parent, 2016a, 2017), including unmediated, simultaneous connections to multiple stakeholder groups (Naraine & Parent, 2016b). What remains unclear is how these organizations have altered (or not) their interorganizational linkages to reflect these new developments. Thus, we seek to understand the interorganizational linkages of NSOs, emphasizing which stakeholders are most central, and therefore critical, to NSOs in the new landscape that is their stakeholder network.

This study is grounded in a network theory paradigm (Borgatti & Halgin, 2011). A network consists of two or more actors linked through interaction, location, or some form of attribute (e.g., gender, ethnicity). While network theory may seem descriptive on face, it remains useful, as it conceptualizes the relationship complexities between parties (Borgatti, Mehra, Brass, & Labianca, 2009). This theoretical framework has often been incorporated in organization-based scholarship (Borgatti & Foster, 2003), supporting its inclusion in the present work.

Here, we present the results of our pilot study, which included a convenience sample of five NSOs: Athletics Canada, Badminton Canada, Canoe Kayak Canada, Canadian Tenpin Federation, and Water Ski and Wakeboard Canada. For each organization, we asked a top executive to self-report their interorganizational linkages in a "stakeholder map" informed by the literature on NSOs (e.g., Naraine & Parent, 2016b), not-for-profit sport organizations (e.g., Misener & Doherty, 2009), and comparative research looking at network coordination (e.g., Naraine, Schenk, & Parent, 2016). Respondents also reported the types of linkages listed in the map following Knoke and Yang's (2008) list of cultural, financial, human, knowledge, material, natural, political, and social ties. Reported ties were verified via publicly available sources (e.g., websites, press releases) for triangulation. Data were exported to UCINET 6 (Borgatti, Everett, & Freeman, 2002) where centrality was calculated for the multiplex network, as well as each individual NSO network.

Full sociograms and centrality scores will be presented at the conference, but athletes, volunteers, and the Canadian Olympic Committee are examples of highly centralized stakeholder in NSOs' multiplex networks. Interestingly, social media also emerged as a significant, highly coordinated stakeholder, an interesting result considering the lack of capacity and challenge these organizations report (cf. Naraine & Parent, 2017). The results suggest further research continue exploring the impact of these linkages on their governance structures and processes.

Networks, interorganizational relationships, national sport organizations

Using Multi-dimensional Frameworks as a New Way of Studying Olympic Volunteering

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To date, much of sport event volunteering literature lacks a holistic interdisciplinary approach that takes into consideration a wide range of perspectives, themes and issues that pertain to this complex phenomenon, especially in the context of mega events (Baum & Lockstone, 2007; Doherty, 2013). For example, a rather limited understanding of the nature of Olympic volunteering prevails, which treats volunteering in this setting no differently from volunteering in social and community sectors. Scarce knowledge exists about the processes of Olympic volunteering. Moreover, most of the research on volunteering is focused on the individual level of analysis, neglecting institutional and cultural environments. Enriching our understanding in all these areas have implications for the effectiveness and quality of volunteer management practices employed by event organising committees, which would eventually lead to better programme results.

To address these gaps, the main purpose of this research was to demonstrate theoretical and practical value of using conjointly three different frameworks and applying them to the context of the Olympics in order to study management aspects of London 2012 volunteering. These frameworks are: Volunteer Process Model (VPM) by Omoto and Snyder (2002), the Legacy Cube model by Preuss' (2007) and the Human Resource Management (HRM) approach by Hoye *et al.* (2006).

A longitudinal approach and multiple methods of data collection were used to have a richer and stronger array of evidence. Documentary analysis, participant observations, on-line survey and in-depth semi-structured interviews with volunteers and volunteer managers were employed. **Thematic analysis was applied to make sense of the large volume of data and provide a valuable foundation for the results and a subsequent discussion.**

Transferring the VPM model offered new knowledge into the life cycle of volunteering and helped bring to the fore antecedents, experiences and consequences on individual, organisational and societal levels. By viewing volunteering as a process, this model helped to address the lack of details on what preceded volunteering, volunteering experiences as they occurred and unfolded, and outcomes of participation on all levels. The Legacy Cube helped to further deepen the analysis of various aspects of volunteering experiences and results of participation from a holistic perspective. It was adopted to conceptualise positive and negative, planned and unplanned, tangible and intangible manifestations of London 2012 volunteering. The HRM approach served as a tool to help unpack volunteer management practices used by LOCOG pertaining to 'acquisition' and 'maintenance' of volunteers, which revealed practical decisions made by volunteer managers and how they influenced the processes and outcomes of the volunteer programme.

This research extends the body of knowledge about the nature of Olympic volunteering and ways of studying management aspects of this type of volunteering, thereby bringing new insights and strengthening theoretical and practical foundations of the field of sport management.

Mega sport events, Olympic volunteering, volunteer management, interdisciplinary approach, multi-dimensional frameworks

Ignoring Engrained Logics: The Failed Institutionalisation of the Inaugural Professional Rugby Competition in the USA

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Rugby union football has been played in the United States since the 1870s. American football evolved from rugby and was adapted by Ivy League elites into an “American” game. The sport remained strong in some areas, particularly in California. After the crisis of 1906 wherein numerous deaths occurred in USA college football, Stanford and University of California Berkeley actually switched from football to rugby for several years. During the 1960s, rugby experienced a resurgence as part of an emerging counter-culture with hundreds of clubs forming all over the country. Despite this growth, rugby remained a club sport wherein regional and national championships have been played for many years organized by USA Rugby.

The first real attempt to form a national professional league in the US, however, only appeared in 2016 as PRORugby was given the rights by USA Rugby to form a professional league. From the outset, PRORugby faced numerous problems as it did not integrate with the existing club structure and merely attempted to contract both domestic and international players. The absence of a solid infrastructure or organic connection to existent rugby culture in the US, this new professional league failed to attract anticipated fans. As of 2017, the league has collapsed and is soon to be replaced by a competition integrated into US rugby club structures.

To understand the challenges of instituting professional rugby in the US, we draw upon the institutional logics literature. Institutional logics are thought of as “the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality” (Thornton & Ocasio, 1999, p. 804). Fields often consist of numerous institutional logics that can often be quite contradictory and compete for primacy (Friedland & Alford, 1991). This is especially exacerbated by institutional fields that span multiple cultural and geographic boundaries (Lounsbury, 2007). We argue that the failed attempt to establish a viable professional rugby league in the US was the result of key actors ignoring the dominant logics of the rugby culture.

The purpose of this research is to examine the failed institutionalization of professional rugby in the U.S. market. Employing case study methods (e.g. interviewing and content analyses of published documents), we intend to outline how a dominant actor within the field (i.e. PRORugby) essentially ignored the established logics of international rugby institutions and attempted to institutionalize logics that were more commercialized and capitalistic. In doing so, the US rugby league became alienated from the international rugby community and thereby struggled to establish legitimacy. This ultimately resulted in the league’s inability to accumulate the resources and support necessary for survival. The findings of our research would suggest both practical and theoretical implications. Notably, this research highlights the importance of attending to established logics when attempting to overwrite an institutionalized sport over an existing environment without organically connecting to the logics of that sport’s culture.

Rugby, institutional logics, institutional work, institutional theory

Interpreting the Effects of Gendered Informal Promotion and Retention Practices on Women's and Men's Sport Management Careers

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As women and men go about their sport managerial work, they routinely draw on gender-based assumptions about the people with whom they interact (Knoppers & Anthonissen 2005, 2008). Martin (2003) explored how people routinely practise gender at work often in 'unreflexive ways' (p.342). Drawing on Martin's (2003) concept of liminal awareness and using a Foucauldian post-structural feminist theoretical framework the purpose of this research is to understand how women and men working in Australian national and state sport organisations construct a relationship between their experiences of these gendered interactional dynamics and their sport management careers. In doing so, this research answers the question: How do women and men interpret the influence of informal sport organisation practices and interactional dynamics on their managerial careers?

The research used a multiple case study approach with four Australian national and state sport organisations. An analysis of the study organisations' HRM policies and practices revealed how formally documented and managerially endorsed promotion and retention policies were not always enacted. Instead, there were ambiguities and gaps between formal promotions policies, managers' interpretations of those policies, and women's and men's experiences of the practices routinely enacted to promote and retain sport personnel.

The research found that gendered informal promotion and retention practices differentially and inequitably shaped women's and men's sport management careers. For example, there were distinct differences between women's experiences and managers' claims that they provided flexible work arrangements which improved work-life balance. These arrangements were not only influenced by policy provisions, but colleague's interpretations, the implications of which were often more challenging for women because they were typically responsible for childcare and domestic responsibilities. In response, women discussed concealing their mothering responsibilities to meet expectations which valued an unabridged commitment to work.

Although feminist scholars have shown how workplaces are 'infused with gender' (Martin 2003, p.343), the conclusion that gender inequality is no longer an organisational concern (Burton 2015; Cunningham 2014; Shaw & Leberman 2015) continues to make problematic investigations of gender power relations in organisational contexts. Thus, problematising gendered informal practices in sport workplaces means that their normalising effects can be challenged.

Sport City Planning and Lessons for New Entrants

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In late 2015, SportBusiness International awarded the Gold Coast the title of 'Best Global Sport City Newcomer', against 150 worldwide city entries.

While the award is significant, and sport cities are growing in number, it is important to note that the sport city concept is ill-defined and broad. In part this is due to the way the term is used. Several cities have tried to optimize infrastructure, leverage the economic opportunities, and extend event legacies. Many have simply adopted the term 'sports city' as a means of branding and marketing themselves to a global audience. While there may be economic advantages in a city's connection to sport, there is currently little research that explores the social benefits, and less still that explores the extent that social benefits form part of sports city planning.

This research uses research on Manchester and Melbourne to test the five propositions in the Social Benefits of Sports Cities (SBSC) conceptual framework (Pye, Toohey, & Cuskelly, 2015). The findings are then applied to the Gold Coast (one of the more recent members of the global 'sport city' club), to determine if and to what extent social benefits should form part of the Gold Coast's ongoing sport city planning.

Using concepts from the fields of urban planning and sport, the research adds to a theoretical understanding of sport cities and their potential social contribution. The initial research suggests that four of the five SBSC propositions argued by Pye et al. (2015) are in evidence on the Gold Coast, but two additional findings may have a particular resonance with the Gold Coast's ambitions to use sport as part of its city planning.

Sport, social benefits, liveable cities, sports city, urban planning

Internet User Behavior Change: Professionals' Perspective

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Consider the following scenario:

Through Facebook, I keep my track about the 2017 Rugby League World Cup news and maintain my contact with other fans, discussing recent developments. When fixtures are released, I decide to buy tickets for the final via Facebook and declare my interest of being at the final pressing the button "Interested". With the need of finding a place to stay while the event occurs, I decide to rent a place at Airbnb Mobile Application (MA) and use Hopper MA to find the best time to buy the flight ticket and make the purchase. Through the air company MA, I can make the online check in, and when I arrive to Brisbane, I can use Ubers' MA to take me to the rented place. While at Brisbane, through Trip Advisor Social Media (SM) platform I can find the best restaurants to meet with other fans that I had met previously on Facebook, use Google Maps to see the main spots to visit, and the Brisbane Metro Map MA to move around the city.

This is just one example of the innumerable situations that make it possible to do everything by only using MA and SM platforms, without the need to use a Website. Five of the 12 most visited sites on the Internet are SM platforms (Alexa, 2017), and in any major MA store there are more than one million MA, almost an MA for every situation in our life (Xu, Manuel, Fleisch, & Ilic, 2016).

The increasing use of SM and MA has led to a change on users' behavior when it comes to Internet access. So far, academia has not provided any research within this field. The objective of this study is to understand the users' behavior towards the Internet through the point of view of Internet professionals, such as digital analytics, YouTube personalities, strategic Internet professionals, social media consultants and digital marketing managers. Up until now, 69 professionals' opinions have been collected regarding users' behavior. Unstructured interviews were conducted through LinkedIn Professional platform in specific Internet groups (e.g., Digital Marketing: Social Media, Search, Mobile, Social Media Marketing, Search Engine Land, among others) identified to Websites, SM, and MA, contacting straightforwardly with users who post articles related to the focus of this investigation. Data will be analyzed using a Text Mining approach for a comprehensive analysis and search for hidden information and patterns (Moro, Cortez, & Rita, 2015). The latent Dirichlet allocation modeling algorithm will congregate pertinent topics that characterize and reveal professionals' point of view (Calheiros, Moro, & Rita, 2017). With new technology trends, new behavior patterns are associated (Filo, Lock, & Karg, 2015). From this stand point, we expect to contribute with a description, summary, and critical evaluation concerning the actual changes on the web, from the professionals' perspective. In addition, we intent to create value knowledge for Website, SM and MA professionals to understand the behavior change taking place and that is shaping the current use of the Internet. By understanding new technology-related consumer behavior patterns, sport managers will be able to better target and communicate with individuals and market segments.

Website, mobile application, social media, behavior, text mining

Sport for Social Cohesion: Impacts and Challenges

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Since the turn of the millennium, the field of sport for development (SFD) has seen an increasing number of nongovernmental organisations, government groups and practitioners turning to sport as a means of addressing non-sporting, social development goals (Schulenkorf, Sherry, & Rowe, 2016). Consequently, there has also been an increase in academic interest into how these initiatives might positively impact a range of outcomes, such as social inclusion (Maxwell, Foley, Taylor, & Burton, 2013) and social capital (Welty Peachey, Cohen, Borland, & Lyras, 2011). Despite this upsurge in research, few efforts have been made to examine SFD's capacity to impact social cohesion (Kidd, 2011). Consequently, SFD initiatives aiming to develop social cohesion are some of the least understood and therefore hold opportunity for academic enquiries (Kidd, 2011). This paper builds upon previous SFD research into social inclusion (e.g. Maxwell et al., 2013) and social capital (e.g. Welty Peachey et al., 2011). Further, non-SFD research into social cohesion has also been drawn upon to more holistically investigate the concept (e.g. Bernard, 1999; Jenson, 2010). This study aims to address the gap in SFD literature by investigating impacts and challenges associated with a SFD initiative targeting social cohesion.

The SFD context selected for this research project was a Melbourne-based initiative known as 'The Huddle'. This non-profit, non-governmental organisation was founded in 2010 in partnership with an Australian Rules Football Club (North Melbourne), the Scanlon Foundation, and the Australian Multicultural Foundation. Since its inception, The Huddle has employed a range of targeted sport and non-sport programs with the aim of developing social cohesion among refugee and culturally and linguistically diverse and youth in Melbourne's inner North-West. Over a two-year period, the researcher conducted an ethnographic enquiry whilst embedded within the organisation. During this time, youth (n=27), staff, stakeholders and volunteers (n=27) of The Huddle shared their views and experiences of the initiative via one-on-one interviews. The combination of preliminary interviews, follow up interviews and additional interviews with those new to the program culminated in a total of 72 interviews. Data were also collected in the form of 93 pages of written research observations and 133 organisational documents. Data analysis involved both inductive and deductive thematic coding methods facilitated by the NVivo 10 qualitative analysis software program.

Participants described how The Huddle's programs helped facilitate a number of positive outcomes, including belonging, support, and social networks. However, participants also reported some difficult experiences, such as staff moving on from programs and a lack of communication. Staff also indicated that cultural imbalances among youth and organisational instability also proved challenging for the program. The results from this study have helped guide the development of The Huddle and therefore encourage positive experiences for youth, volunteers, staff, and stakeholders of the initiative. Furthermore, this research will also help address the lack empirical evidence at the intersection of SFD and social cohesion, and thereby assist in the conceptualisation of social cohesion within the field of SFD.

Sport for development, social cohesion, multiculturalism, impacts, challenges

Moving from Local to Glocal: Engaging New Customers by Connecting International Tourists to Locals through Professional Sports

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This abstract is a summary of the research conducted as part of 2016 SMAANZ Industry Engagement Grant Award. The purpose of the grant was to work with the Australian Football League (AFL) and a start-up sport tourism company (SportsHosts) to investigate connecting international tourists with AFL club members serving in the role as a host during a regular season game. The study focused on three main areas... (1) the motivations, behaviours and emotions of people hosting travellers to sports games, and travellers who attend sports when travelling; (2) the level of short and long term benefit for competitions and clubs by engaging new potential fans through person to person engagements and social networks; and (3) the relationship between team sports (as opposed to events) and tourism.

First, the results of the pilot study conducted during the second half of the AFL season with two teams during six regular season games will be presented. Tourists from Europe, Asia, and South America were connected with club members to experience an AFL game as a local would. Tourist feedback was exceedingly positive with high net promoter scores. Club members provided positive feedback on the experience and their willingness to host again in the future. These results served as a framework for developing the study during the 2017 season, as well as a foundation for developing a white paper on the concept. Next will be a summary of the results from two surveys conducted through the AFL Fan Research Community database. The first survey explored AFL as an important touristic experience for international tourists and local fan word of mouth recommendations as a driver of international visitors attending AFL. It also explored the interest level of potentially being a host of an international tourist during the regular season. The second AFL survey explores AFL fans international team sports online engagement and travel behaviour. This information was used to explore the "reciprocation" effect in relation to being a motivator of hosting. This will be followed by a summary of the white paper about the major areas of research conducted to validate the concept of connecting international tourists to locals through regular season sports. Topics to be covered will include sport and globalisation processes; global professional sports teams, engagement of fans, and digital technology; the sport tourism consumption, behaviour, motives and emotions of sports fans; and the sporting experience and host-guest connections as a vehicle for "authentic" local experiences. Finally, the results of the actual study conducted during six AFL regular season games in 2017 will be presented. The study includes both qualitative and quantitative research of both hosts and international tourist pre- and post the game experience. Results to date show that the sports fans are willing to host international travellers, and hosting provides fans with a deeper sense of engagement with the club. In regards to travellers, the research indicates that travellers who are hosted more deeply engage with the competition/team they are seeing including a willingness to follow the competition/team post event. These findings indicate the potential hosting has for a professional sports team as a means of increasing fan engagement in a new way that connects the fan more deeply with the club as compared to other corporate social responsibility (CSR) options. It also provides increased opportunity to commercialise international travellers through post-event digital products. Finally, research has proven that the AFL is an authentic cultural experience international tourists should consider when visiting Australia, and offers the AFL and clubs new revenue streams through ticketing and digital sales they are not currently leveraging.

Sport tourism, authenticity, host-guest relations, glocalisation, professional sports

Relaying Rio through an Australian Gaze: Australian Nationalistic Broadcast Focus in the 2016 Summer Olympic Games

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As Billings (2008) asserts, “Olympic telecasts render the biggest of stories on the grandest of stages” (p. 1). With over 7,000 hours of live competitions occurring often simultaneously over the course of seventeen days of competition, viewers witness mere slices of the overall event, with a local television network deciding which events are most pertinent to show to a nationalized audience. In Australia, the Seven Network was the exclusive free-to-air broadcaster of the Games and it again reached a broad audience with millions of daily viewers and a total reach of 17 million Australians (Idato, 2016).

Prior scholars (e.g., Chalip, 1992; Eagleman, Burch, & Vooris, 2014; Scott & Kunkel, 2016) have explored the content of the Olympic Games from a multiple of perspectives, ranging from the storylines embedded into the coverage to gender, race and ethnicity. However, a primary focus has involved the role of nationalism --particularly the degree of focus on a nation’s “home” team as opposed to Olympians from other nations. Real (1989) offered a nationalism index, based on the principle that all nations prioritize one’s home athletes, but do so in varying degrees. Billings, Angelini, and Wu (2011) found this to be the case in both the United States and China; Ličen and Billings (2013) conducted similar analyses from a nationalized perspective within Slovenia. However, while studies on the Olympics in an Australian context has received some focus (e.g., Eagleman et al., 2014; Knight, MacNeill, & Donnelly, 2005; Scott & Kunkel, 2016; Toohey, 1997), no quantitative content analysis has explored the Australian rendering of the Games in terms of clock-time, salience, and descriptive renderings; a significant void given the prominence of Australia in terms of medal winnings, Olympic-focus, and its role as a prior host of the Summer Games in both 1956 and 2000.

Focusing on the Australian Olympic telecast through a nationalized perspective could be particularly insightful, as many have argued it is among the most home-nation focused of all Olympic media. As former U.S.-based NBC President of Sport and Olympics Dick Ebersol once referenced Australia to argue that “they will put a camera on one of their swimmers who’s not going to finish any better than fifth. We would never do that in a million years” (in Billings, 2008, p. 43). Thus, this study focuses on the role of nationalized focus in the 2016 Rio Summer Olympic Games as conveyed through Australia’s Seven Network’s main channel. Through focusing on quantitative measures of clock-time, salience, and description, important insights can be ascertained as to the nature of home vs. “other” distinctions within Australian Olympic media content. Results and implications of this study will be presented at the conference in November.

Exploring empowerment and gender norms in a sport for development program in Papua New Guinea

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There is a growing body of research that has started to carefully consider the increased presence of girls and women in sport-for-development (SFD). The purpose of this presentation is to contribute to contextual understandings of empowerment by providing a nuanced reading of micro-level interactions that can (potentially) disrupt traditional gendered relations. Our research explored the emerging outcomes of an SFD pilot program in Papua New Guinea targeted at young women. The Girls' Empowerment through Sport (GET) program is locally driven by Cricket PNG, which is a non-governmental sport organisation that operates as the national governing body for elite-level and grass root cricket. The program is delivered in collaboration with local community high schools and focused on young women aged 12 to 18. The program aims to provide participants a space to play cricket and engage in social and cultural education activities that help increase their awareness of wider social problems. The program also creates opportunities for female staff to undertake roles as cricket development officers and program managers.

Our research was underpinned by a theoretical framework that incorporated Sugden's (2010) critical pragmatism and a relational understanding of empowerment (Parpart 2010). The pragmatist lens, through which we are viewing societal processes, connects with the key tenets of Parpart's conceptualisation of empowerment by exploring the nuanced, relational, and embodied processes occurring in day-to-day situations. Rather than starting with an assumption that individuals are constrained by macro-level social inequalities, our work focuses on opportunities for change that are (potentially) created at the micro-level.

Initial findings have demonstrated that the GET program did produce beneficial experiences for the individual women involved. The program provided spaces for resistance by disrupting traditional gendered relations and challenged wider public perceptions. The women also discussed improvements related to their overall wellbeing, including a greater sense of self-efficacy, motivation, and a collective feeling of group solidarity with the creation of wider network support structures. Furthermore, it was clear the education sessions fostered the critical consciousness of program staff and participants, enhancing their capacity to reflect on dominant structures of oppression in their lives. In a highly constrained and problematic context with prevailing problems associated with gender inequality and violence against women, such consciousness-raising activities are potentially transformative processes that provide a foundation for change. The results of our qualitative work demonstrate the importance of exploring nuanced, relational, and embodied processes occurring in day-to-day situations that can lead to transformative change in localized settings. This has implications for how SFD programs, which have a specific focus on women are understood, managed and evaluated.

Key words: gender, sport-for-development, Papua New Guinea, pragmatism, empowerment

The Modernisation of Bobby Dodd Stadium at Historic Grant Field

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In the 20th century, the modernization construct was also used by 20th and 21st century scholars as a research lens to link realities about progress (i.e., the transition from traditional to modern from that time's perspective) through a variety of emerging possible points of comparison. For example, Seifried and Novicevic's (2017) study on the history of the modernization construct showed it involves the transition toward a technological/information-based economy that contains "participant or stakeholder shareholder-oriented systems" (p. 17). Further, advances in technology, the creation of new occupations, job specialization, standardization, and rationality (i.e., safety/security) were associated with modernization because they resulted from evolving consumer preferences to produce desirable and/or responsive products and services. Finally, Seifried and Novicevic described other characteristics of modernization as encompassing efforts to reduce and remove dysfunction, improve the environment, and enhance comfort. Moreover, they suggested that sport management could use modernization to study "reflexive thinking about organizations and entrepreneurial activity, problem-solving, knowledge creation, and risk identification" (p. 18).

The present study aims to provide a descriptive history of the modernization of Grant Field at Bobby Dodd Stadium from 1904 to 2016 through a review of the critical agents, innovations, and events connected with the financing, construction, and subsequent renovations of the venue. The goal of this project is to: *identify examples of modernization and explain the specific pressures that influenced university leaders' decisions regarding the construction and renovation of Bobby Dodd Stadium for future practitioners to predict their future shapes, patterns, and constructions.* To complete this project, this present study will thoroughly review the research method of historical work by focusing on primary documents (e.g., letters of correspondence, financial reports, and committee reports), collected from an archival visit, and secondary sources (e.g., scholarly books, journal articles, and newspapers). Following additional steps provided by Seifried (in press; 2010), this work will highlight how a source criticism (i.e., internal and external) is completed and offer how triangulation is accomplished to establish patterns emerging from data. The goal of the present method description is to help practitioners avoid failure and frustration while improving efficiency within their work (Brophy, 2013; Tosh, 2006; Wood, 2008).

Preliminary findings demonstrate that similar to stadiums on other university campuses (e.g., Ingrassia, 2012; Seifried, 2016; Seifried & Tutka, 2016), Bobby Dodd Stadium confirmed the importance of college football as a permanent university activity that evolved from a menagerie of activity involving various stakeholder/participant engagements, both internal and external to the university. Next, Bobby Dodd Stadium renovations included numerous innovations focused on producing better products for various stakeholders (e.g., players, fans, coaches, media, corporate partners). Further, services improvements are feature as part of modernization to help explain the increasing sophistication of spectators through the amenities provided.

Historical research process, archives, stadium, modernization

The Visual Consumption of Mediated Sport

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This paper examines the digital and technology-driven transformation of sport viewing leading to a typology outlining the relationship between content development and consumptive practices. It provides a conceptual synthesis of work in sport media to propose a typology charting the progression of mediated sport consumption. The work argues that mediasport content has been developed in four distinctive, yet interrelated, dimensions: 1) sensory enlargement, 2) cognitive enhancement, 3) digital connectedness, and 4) transformative engagement of the viewing experience. Sport's juxtaposition with digital culture makes it a rich site for considering transformative consumptive practices (Hutchins, 2011, 2016).

The proposed typology is founded on two theoretical platforms. First, it details the intersection between stakeholders in the sports industry, where networked convergences (Boyle 2010) encourage mass consumptive experiences beyond the transmission of an event. Second, it draws upon the characteristics of the reconfigured act of contemporary sport viewing where events draw on the confluence of live transmission, major personalities, a big-business nature, massive simultaneous audiences, technological enrichment, and media-centred environments. These ingredients propel innovation and a widely-accepted paradigm that digital technologies have prompted a transformation in the way fans consume mediated sport (Galily & Tamir, 2014). Similarly, fans complement their primary viewing platform—television—through new media and second screens that enhance engagement (Gantz & Lewis, 2014).

The paper proposes that while the visualisation of sport content has witnessed a material enlargement, it has been accompanied by a cognitive enhancement to make sense of that visual content. The digital progress, in turn, has facilitated the shared, multi-platform vision of sport that has multiplied the monetisation opportunities for platforms delivering to fans sufficiently engaged in the viewing. As a result, the paper presents four consumptive dimensions in a typology featuring a sensory to cognition continuum juxtaposed with a passive to active pathway.

The paper concludes that the sensory enlargement, cognitive enhancement, digital connectedness, and transformative engagement technologies that have historically allowed sport to be viewed, understood and enjoyed across the globe, are now also adding innovations that are making it more 'shareable, discussible, bettable and playable'. The long-anticipated transformation of sport into a common language of mediatised entertainment is mutating into something different, but no less binding. The original assumption supporting the claim of universalism—the importance of visual components in mediated sport as opposed to more word-driven artefacts in films and music—has now incorporated (and arguably is being subsumed) by more globally recognisable streams of data in its various figurative and patterned forms.

Digital, media, technology, sensory, cognitive

The Influence of a “Go Between” Individual in Organisational Creativity: A Social Network Analysis of a Professional Sport Organisation

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Innovation is key to maintaining competitive advantage and increasing firm value (Eklinder-Frick et al., 2014; Valentine et al., 2011). Innovation has been embraced by sport organisations to develop and improve products and services, as well as to reduce costs. Although they value innovation, professional sport organisations are often isomorphic and tradition-bound (Chadwick, 2009). Thus, sport organisations, particularly those bound by league membership and standards, represent an interesting context through which to understand the challenges and constraints to embracing innovation.

Research has been customer-focused, examining adoption of innovation (Siefried & Katz, 2015; Yoshida et al., 2013), and has seldom examined the complex process of innovation within an organisation's culture. The first phase of developing an innovative culture begins with creativity. This complex process is more than creative individuals producing creative ideas; it relies heavily on social interaction and the sharing of ideas and feedback (Baer, 2010; Dokko et al., 2014). Regular engagement in creative processes is critical for development of creativity and its outcomes, as creativity is not an inherent trait (Amabile, 1996). In fact, engagement needs to occur on both individual and organisational levels (Hoerber & Hoerber, 2012).

As the interaction of co-workers can enhance and stimulate the creativity of individuals as well as the workgroup, staff members who connect networks of co-workers can greatly influence the group's perceptions of organisational creativity. In other words, the “go between” person in an organisation, measured by betweenness centrality in social network analysis, is a strong predictor of perceptions of creativity (Balkundi & Kilduff, 2006). These individuals become brokers between clusters of individuals in the organisational network. Therefore, the purpose of this study is to understand how individuals relate to their co-workers' creativity and creativity engagement.

Data were collected via online survey of a network in a single pro sport organisation ($N = 53$). Participants reported their work tenure, individual creativity, engagement in creative processes, and perceptions of organisational creativity. The relationships among individuals were determined based on individuals' advice giving connections to determine the relationship between creativity and network ties (Carnabuci & Dioszegi, 2015; Perry-Smith & Shalley, 2014).

The results will compare social network maps regarding betweenness centrality, individual creativity, and engagement in creativity-related processes. Descriptive analysis of work experience, engagement in creativity-processes, and individual creativity will also be reported. Three key “go betweens” within the organisation were identified. Ego-centric analysis of these individuals suggests their value in enhancing perceptions of a creative workplace. Implications for theory and practice will be discussed.

Creativity, social network analysis, innovation, professional sports, organisational behaviour

Leveraging Sport Events for Soft Power: The Case of Australia and the 2015 AFC Asian Cup

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International sport events can be leveraged by cities or nations for soft power (Giulianotti, 2015; Grix, 2012; Grix & Brannagan, 2016). Soft power being, “the ability to affect others through the co-optive means of framing the agenda, persuading, and eliciting positive attraction in order to obtain preferred outcomes” (Nye, 2011 p.21). The global media platform of international events can provide opportunities for the host to send messages and signals to the rest of the world (Preuss & Alfs, 2011; Chalip, 2004, 2005; Jutbring, 2014). The 2015 AFC Asian Cup hosted by Australia had an estimated television reach of over one billion people (FFA, 2015), while the official Twitter feed had a reach of more than 1.82 billion people (SBS, 2015). The event provided Australia with the opportunity to improve its image and engage in public diplomacy. In recent years Australia has attempted to align itself with Asia, with the government commissioning a White Paper in 2011 on how best to engage with Asia and take advantage of a global shift towards the region (Byrne, 2013). In particular, China, Japan, South Korea, Indonesia, and India were named as five key countries of interest. While the White Paper positioned Australia as a benign middle power, Broinowski (2012) suggests this is not the case. In fact, she contends that Australia has an “image problem” in Asia (Broinowski, 2016), partly as a result of past and current immigration policies (Byrne, 2010; Maley, 2016). The 2015 AFC Asian Cup was positioned as Australia’s most significant sport event since the 2000 Olympic Games given the potential to engage in public diplomacy with Asian countries (Bubalo, 2013; Fairley, Lovegrove, & Brown, 2016). This study examines Australia’s attempts (or missed attempts) at leveraging the 2015 AFC Asian Cup for soft power.

A content analysis of online and video media depicting the 2015 AFC Asian Cup in two of the key countries that qualified for the tournament was conducted. Specifically, online, print and video media originating from China and South Korea before, during, and after the event was analysed. Documents were coded using thematic analysis to inductively generate themes (Braun and Clarke, 2006) about how Australia was portrayed. Preliminary results suggest Australia may have been perceived as more tolerant and multicultural than previous research suggests. Specifically, there was the mention of a Malaysian-born Australian performing at the opening ceremony, a story of a 12 year-old Australian ball boy helping China win their opening game and footage of thousands of fans from nations like China in attendance at matches. The findings will lead to a greater understanding of how states can leverage sport events to positively alter their image and ultimately enhance their soft power.

Soft power, event leveraging, public diplomacy, Asian Cup, soccer

Exclusion and Inclusion in Puzzling Together the NSO-board: Hierarchies of Criteria in Board Nomination Processes

Cecilia Stenling, Josef Fahlen, Anna-Maria Strittmatter, Trygve Broch & Eivind Kille

The focus of this study is what arguably has been, and continues to be, one of the biggest challenges of member-based federated sport systems: members' (un)equal access to the decision making bodies that govern their sport participation. For example, in Sweden, a country often held forward as an exemplar of equality and diversity (World Economic Forum, 2016), 11 out of 71 NSO boards have zero or one female member on their board (Swedish Research Council for Sport Science, 2016a) and at sport club level, 75% of clubs lack board members under the age of 25 (Swedish Research Council for Sport Science, 2016b). The problem of skewed representation is especially troubling in systems built on the principles of democracy because it undermines the legitimacy of the governance system as such. The current situation thus calls for knowledge on how representation is constructed (e.g., Burton, 2015; Elling, Hovden, & Knoppers, 2016; Hoye & Cuskelly, 2007; King, 2016). This study addresses this need by creating knowledge on NSO board nomination processes and the manner in which they (re)shape NSO board composition. While most previous studies on sport board composition (e.g., Adriaanse Schofield, 2014; Claringbould & Knoppers, 2007; Fundberg, 2009; Hovden, 2000; Ottesten, Skirstad, Pfister, Habermann, 2010) have paid special attention to the over- or underrepresentation of particular social (or other) categories (e.g., gender), we aim to inductively capture the variety of meanings concerning the ideal board member that are mobilized during board nomination processes. Theoretically informed by cultural sociology and the concept of repertoires of meaning, drawn from Swidler's (1986, 2003) "repertoire theory," we investigate election committees' use of certain explanations as they perform their task of nominating individuals for election. In doing so, we address the following research questions. First, what repertoires of meaning are mobilized in board nomination processes? Second, how are the criteria that are immanent in these repertoires of meaning weighed against each other, and how does this process work as inclusionary or exclusionary? We recognize the need for both fine-grained data, qualitative data, and many data points that allow for comparisons and ultimately construction of patterns. To satisfy all these criteria, we conduct telephone interviews aided by an interview guide with a limited, very carefully selected, number of interview questions. Our aim is to conduct interviews with the chairperson of the election committee of each of the 71 Swedish NSOs. Data collection is halfway through and will be finalized in the coming months. Data analysis, which will be conducted in the months leading up to the SMAANZ conference, will be conducted using Miles and Huberman's (1994, p. 61) "accounting-scheme guided approach", employing a mixture of predetermined and emergent codes.

Board composition, diversity, governance

Family and Sport Fandom: What Roles Have Mothers Played in Socialisation?

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Men, especially fathers, often socialize children into fandom (James, 2001; Kolbe & James, 2000; Spaaij & Anderson, 2010) and are known as gatekeepers to sport fandom for women (Ben-Porat, 2006; Farrell, Fink & Fields, 2011; Mewett & Toffoletti, 2011). However, with the increasing number of women as sport fans (Markovits & Albertson, 2013), it is important to understand their role in the socialization process of family members. This research sought to explore how parenting and sport fandom intersect, with a specific focus on gender roles.

Eagly's (1987; 1997) social role theory states that differences in behaviour results in placing men and women into distinct and contrasting social roles. Importantly, this distinction reinforces roles that reflect expectations of certain gendered behaviours. Since children and adolescents learn gender roles and the effects of gender compliance or deviation, associating sport fandom socialization with male gender roles can be perpetuated. However, by exploring some women's social roles as sport fans and mothers, in conjunction with gender role expectations and behaviours, this work aims to fill the gap that has overlooked the influence that women may have in the socialization process into sport fandom (i.e., purchasing merchandise or teaching rules).

Data were collected from 20 participants (15 men and 5 women), who were parents of at least one child between the ages of 7 and 20 and considered themselves a fan of at least one team in the National Hockey League, National Basketball Association, National Football League, Canadian Football League, or Major League Baseball. Recruitment occurred in two regions of Canada. Interviews were conducted using open-ended questions that asked participants to reflect on socialization processes and past experiences with respect to their children and their own parents. The manual coding process involved each researcher discovering themes that reoccurred across many participants within the context of the research question (Merriam, 2001; Rossman & Ralis, 1998). Through group debriefing we identified similar themes. For this presentation, we are focusing on the theme of 'gender and sport fan socialization'.

Our findings support previous research as fathers were the most influential socializing agent. Yet we also found that most mothers were involved in the process in two ways: as supporters and active socializing agents. Fourteen participants said their mother was not a sport fan, but was a supporter of their participation in sport. This relates to some women's traditional gendered roles as caregivers, as they often sacrificed their own leisure pursuits to support others (Thompson, 1999). Only two participants noted that their mother was the most influential individual in their fandom. However, mothers were perceived to be more active socializing agents in the description of current generation mothers through buying merchandise and watching games. With recent increases in the number and recognition of women sport fans, their role in the socialization process could become more visible. This potential shift may affect social role and gender role perceptions of some women. Sport organizations can tap into both these roles by targeting mothers specifically for merchandise, events, and game day promotions, thus impacting their influence over their child's fandom.

Sport fandom, parenting, gender, social role theory

External Factors Associated with Innovation in Sport for Development and Peace

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Sport for Development (SFD) organizations seldom work alone in delivering programs and services. Instead, these organizations increasingly interact with a broad range of external stakeholders while navigating complex environmental demands (Giulianotti et al., 2016). These pressures often coupled with a continuous lack of sufficient resources challenge SFD leaders to be creative and develop alternative solutions to fulfill their missions (Misener & Misener, 2017; Svensson, 2017). As a result, researchers have begun to examine the structures and processes of SFD organizations and how these help to address external challenges (Schulenkorf, 2016; Svensson & Hambrick, 2016). However, no prior studies have directly examined factors associated with innovation in the SFD context.

For the purpose of this study, innovation is broadly defined as the implementation of new ways of addressing a problem to promote social change (Shier & Handy, 2016a, 2016b). This includes program, process, and socially transformative innovations focused on improving the ability of an organizations to promote social change. In contrast to most prior studies on innovation in sport management that have applied innovation frameworks from the business literature (e.g., Hoeber, Doherty, Hoeber, & Wolfe, 2015; Wemmer & Koenigstorfer, 2016; Winand, Scheerder, Vos, & Zintz, 2016), we instead draw primarily on the social innovation literature given the nature of SFD, with a clear emphasis on social change. Studies on nonprofits suggest an organization's ability to be innovative is influenced by numerous factors (Dover & Lawrence, 2012). The purpose of this study was therefore to examine external factors associated with innovation in SFD since these organizations are often heavily dependent on external partners (Giulianotti et al., 2016; Hayhurst & Frisby, 2010). Findings from this study contribute to the literature on SFD and provide practical insights for individuals working within these settings on how to pursue and sustain innovative organizational behavior.

Our sample included representatives from award-winning (e.g., Beyond Sport Awards, Ashoka, etc.) organizations and those recognized as innovative by other SFD leaders. Interviewees were identified through purposive and snowball sampling to ensure a broad representation of the different program foci and geographical locations associated with SFD. Focus groups were conducted at the innovation-themed Beyond Sport Summit in London, England and additional semi-structured interviews were conducted via Skype. Overall, a total of 48 SDP leaders representing organizations from across all six inhabited continents participated in this study. Data recordings were transcribed and independently coded by two researchers using a two-step qualitative coding approach (Creswell, 2007; Saldaña, 2013). Findings from our qualitative study indicate several external factors associated with innovation among SDP organizations including the influence of (a) partnerships, (b) stakeholders [governments, corporations, NGOs], and (c) community context and how these factors enable (or inhibit) the development of innovative (i) programming, (ii) funding, (iii) outcomes, and (iv) opportunities for creative problem-solving and sustained innovation over time. Interviewees shared detailed examples ranging from community-driven program innovations in Africa to the co-creation of sport-based employment curricula in Europe among multiple SDP agencies to the use of virtual learning communities for facilitating innovation through shared learning. At the same time, our findings also highlight challenges of implementing innovations in this field due to complex environments, changing circumstances, and narrow-minded views and regulations by some external stakeholders. Additional implications of these findings and nuances across organizations will be further discussed in the presentation.

Sport-for-development, innovation, nonprofit management, collaboration, inter-organizational relationships

Organisational Capacity and Local Contexts in Sport for Development

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Research on the ability of Sport for Development and Peace (SDP) organizations to draw on a set of internal and external resources for achieving their desired social change missions—also known as their organizational capacity has received limited attention in the literature with the exception of a few case studies and qualitative inquiries (Schulenkorf, 2016; Svensson & Hambrick, 2016; Svensson, Hancock, & Hums, 2017). Studies on capacity of nonprofits across different continents remain scarce, and have often been exploratory in nature. However, the capacity of SDP organizations may be of even more importance to understand in light of the recent demise of the United Nations Office on Sport for Development and Peace, which has raised concerns about a void in terms of institutional governance and resource acquisition for the field (sportandev.org, 2017). Therefore, the purpose of this study, was to conduct a quantitative assessment of capacity elements in an international sample of SDP organizations across all six continents.

A sample of organizations involved in SDP practice were identified through a systematic review of existing organizational lists and databases. Based on available contact information, 727 organizations were invited to participate in this study, with a response rate of 25.2% ($n = 183$). A 65-item questionnaire was developed based on prior capacity literature within both sport and nonprofit management (e.g., Andersson, Faulk, & Stewart, 2016; Balduck, Lucidarme, Marlier, & Willem, 2015; Brown, Andersson, & Jo, 2015; Christensen & Gazley, 2008; Doherty, Misener, & Cuskelly, 2016; Misener & Doherty, 2009, 2012; Svensson & Hambrick, 2016; Wicker & Breuer, 2011, 2013). This included 39 capacity elements across Hall et al.'s (2003) five dimensions of nonprofit capacity: human capacity ($\alpha = .784$), financial capacity ($\alpha = .815$), partnership capacity ($\alpha = .736$), infrastructure capacity ($\alpha = .830$), and planning capacity ($\alpha = .764$). Despite the complexity of measuring capacity, these reliability coefficients meet or exceed recommended acceptable levels (DeVellis, 2012).

Our findings indicate the current level of capacities in SDP practice across all six continents within a broad range of capacity elements. Overall, planning capacity emerged as the strongest capacity dimensions while finance capacity was associated with the lowest capacity score. However, examining elements within each capacity area in more detail provides more detailed insight of specific capacity strengths and challenges among SDP organizations. For example, board training, funding model, fundraising ability, earned revenues access to facilities emerged as the most critical challenges while shared values, retention of board and paid staff, organizational culture, and organizational design were identified as critical capacity strengths. Nuances in capacity elements were also found across geographical locations, program foci, and additional organizational variables. This builds on the literature regarding management of SDP (Giulianotti, 2011; Levermore & Beacom, 2012; Schulenkorf, 2016; Welty Peachey et al., 2015). These findings can help policymakers, sport governing bodies, funding agencies and researchers develop more effective and needs-based capacity-building initiatives for strengthening regional SDP sectors. Practical and theoretical implications will be further discussed.

Sport-for-development, organisational capacity, SDP management, quantitative analysis

Differentiated Approaches to Organisational Change: The Impact of a New Women's League on Participant Clubs

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Deakin University

The Australian sport industry has seen recent professionalisation and commercialisation of female sport, with particular emphasis on the development of new leagues and competitions. As examples, the past two years have seen competitions launched or restructured across cricket (WBBL), netball (Super Netball) and Australian Rules Football (AFLW) providing cases of organisational change for the governing bodies, leagues and clubs, as well as change for athletes and development pathways in these sports. The scope of this change presents new opportunities to explore the impact of increased professionalisation in these sports.

The purpose of this research is to explore organisational change specific to a new league with a focus on clubs who have been granted licenses in the new Australian Rules Football Women's (AFLW) league. Within professional sport, several models of organisational change have been used to examine change including institutional theory (Cousens & Slack, 2005; Kikulis, 2000; Slack & Hinings, 1992; 1994;), the contextualist approach (Thibault & Babaik, 2005), evolutionary and revolutionary response to change (Skinner, et al., 1999) and an integrated approach to change (Cunningham, 2002). The project will focus on evaluation of the inaugural year of the league where initially it appears clubs have taken differentiated approaches in how they have organised, integrated and operated AFLW teams within their existing structures. The case of the AFLW provides a strong potential grounding for sustainable success within women's sport, given the already committed resources and strongly developing consumer and commercial interest in the league in initial stages.

The study will use an embedded multiple case study approach (Yin, 2013), collecting data through semi-structured interviews with three or more managers from each club and further document analysis. Within and cross case analysis (Yin, 2013) will be used to identify key themes and actions of clubs, and explore the impact of the new team within each existing clubs structure. Specifically, assessment of organisational change considers variables of specialisation, centralisation and standardisation (Mintzberg, 1979). These dimensions are used to identify how clubs approached and implemented change, with an additional focus on identifying rationales as to why certain approaches to change have been implemented by clubs.

Planned outcomes include a framework to identify and map the decisions and actions made by clubs in response to organisational change. The framework is proposed to be used as part of an ongoing longitudinal data collection to understand organisation change and the impact of change in this setting over multiple years. Broadly, women's sport presents a large and increasingly popular market from a development point of view however little research has been developed globally on the professionalisation and commercialisation of women's sport leagues. The proposed research contributes to investigating how clubs are designing and implementing new teams, from pre-implementation changes through to adjustments throughout initial seasons. Theoretical implications exist in exploration of how variables of organisational structure can explain or impact overall performance dimensions while practically, the research seeks to identify and explain best practice to inform future development and sustainability relative to new teams, clubs and sport leagues.

Organisational change, organisational structure, women's sport, professional sport, Australian rules football

Sport as a Platform: Reimagining Sport in the Digital Age

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Sport Management scholars have often drawn on public administration literature to understand the complex world of sport, including policy analysis (Chalip 1995; Sam & Jackson 2004), inter-organisational linkages (Thibault, Frisby & Kikulis 1999) and governance (Shilbury, O'Boyle & Ferkins 2016). This conceptual paper continues this tradition, drawing from learnings of the digital transformation of government services in the US, UK, and Australia to inform how digital transformation of the Australian sport industry could be achieved.

Typically when digital platforms are discussed, examples such as Uber, Amazon, eBay and Airbnb are touted – large US based for-profit enterprises that cause significant digital disruption to society. Internet innovator, Tim O'Reilly, argued that digital platforms could also be used to transform how governments deliver services to their citizens, coining the phrase “Government as a Platform” (O'Reilly 2011). Fast forward to today and this is precisely what dedicated agencies of various national governments are doing, including 18F (US), Government Digital Service (UK), and Digital Transformation Agency (Australia) (Brown, Fishenden & Thompson 2014; Brown et al. 2017).

Sport management is increasingly being understood as a “team sport”, where it is difficult for a single sport organisation to respond to significant changes in its environment. This is partly as a result of the complex, federated, and fragmented environment sport finds itself in, and partly where there are real questions around governance and financial sustainability of sport (Shilbury 2000; Shilbury, O'Boyle & Ferkins 2016; Stewart-Weeks 1997). In such an environment it is important to understand value capture within sport, particularly when value creation in sport is often co-created (Gerke, Desbordes & Dickson 2015; Woratschek, Horbel & Popp 2014). Digital platforms provide a mechanism to capture value within such an environment (Choudary, Van Alstyne & Parker 2016; Shaw 2007).

This paper conceptualises the Australian sport industry as a platform (Sport as a Platform), examining the various layers of digital platforms at the industry, sport (ecosystem) and organisation level (Gawer 2014; Gawer & Cusumano 2014). Drawing from the research domains of public administration, information systems and social impact, concepts of digital-era governance (Brown, Fishenden & Thompson 2014), platform leadership (Cusumano & Gawer 2002), complex adaptive system theory (Dooley 1997; McCarthy 2003; Rouse 2008) and collective impact (Kania & Kramer 2011) are explored and applied to the problem of industry digital transformation. A conceptual framework is presented on how digital platforms can assist in the industry digital transformation of the Australian sport industry. The author provides examples of how such a framework can be applied in practice, drawing on his experience as an industry digital advisor at the Australian Sports Commission.

Industry digital transformation, industry platforms, sport as a platform

“The Winner Takes it All”: Managing Athlete Support in Stressful Environments, A case study of New Zealand Open Boxing

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Unlike its high-profile professional counterpart, open boxing remains a largely amateur sport dominated by athletes and coaches dreaming of Olympic gold. To be the best they can be, however, these athletes must navigate a complex interaction of social and organisational sporting environments (de Bosscher, et al., 2006). This paper provides a greater insight into the inherent internal and external stressors that can cause open boxers to experience debilitating strain within high-pressure ‘winner-takes-all’ international event settings. According to Fletcher et al. (2006), ‘stressors’ are the factors that lead to situations which initiate the process of stress, whilst ‘strain’ is seen as the output of unmanaged stress (McKay et al., 2008). Stress is defined as an “ongoing process that involves individuals transacting with their environments, making appraisals of the situations they find themselves in, and endeavouring to cope with any issues that may arise” (Fletcher et al., 2006, p.209). This paper argues that stress is therefore a transactional process; which commences with an athlete encountering one or more stressors, generating emotional and cognitive responses. The response generated inevitably determines the intensity of the strain experienced. Whilst coping is a day-to-day process, an athlete must possess the ability to navigate both controllable and uncontrollable stressors to produce peak performance under pressure. The researcher adopted an applied case study methodology to both observe the causes and interpret the consequences of athlete stress, stressors and strain. Male and female boxers attending a national training camp and two Olympic qualifier tournaments were observed and invited to provide their thoughts via a confidential one-on-one interview. Thematic analysis was employed to categorise the rich data collected. The findings identified that neither the organisational stressors encountered (internal and external), nor the athlete’s ability to respond to stress (or cope with the subsequent strain) transact either uniquely or in isolation. On the contrary, they were found to be multi-dimensional and dynamic, needing careful, considerate and considerable organisation and management. Two of the five emergent themes focused on the role and responsibilities of the coaches employed to help the athletes achieve their goals. The findings revealed a noticeable lack of preparation and a number of poor decisions by staff, with knock-on effects resulting in additional stressors and intensifying levels of strain for both the athletes and the coaches. The conclusions note that Boxing New Zealand (BNZ) need to ensure that their high-performance athletes are provided with the required resources (financial, human and physical), both tangible and intangible; to support the development of capabilities to manage and thrive in these high-performance environments and to perform to their full potential. The recommendations call for greater investment into organisational support mechanisms which eliminate and/or aid an athlete’s abilities to manage the number of inherent stressors found within the unforgiving, highly competitive, working environment. The study also highlights the need for further in-depth exploration into the role of human resource management within a high-performance sport system where the winners takes it all, and the losers are regularly left battered, bruised and occasionally broke(n).

Occupational stress, organisational support

Understanding Planning and Policy to Secure Social Legacies from Large-scale Sport Events: Preliminary Findings from the Glasgow 2014 Commonwealth Games

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Promises of positive social legacies are increasingly relied upon in bid documents and policy rhetoric to justify large-scale sport event hosting strategies and expenditure. Examples of positive social legacies include increased sport participation, civic pride, social cohesion, capacity building through volunteerism, and the sharing of ideas, culture and knowledge. These types of legacies are also typically referred to as intangible, or soft, and are often distinguished from other types of legacies considered to be tangible, or hard, such as infrastructure, facilities and economic impacts (Preuss, 2007).

Extant investigations into social legacies have focused predominantly on the impact and aftermath of events (Rogerson, 2016). However, results often indicate underwhelming achievement of social outcomes for host communities, but with limited explanation as to why this is the case. The literature highlights the importance of enhancing the understanding of the policy and planning mechanisms occurring in the lead up to an event and influencing the realisation of social legacies for host communities (Girginov & Hills, 2008; Veal, Toohey & Frawley, 2012; Rogerson, 2016). To advance understandings of the policies and processes required to secure the positive social legacies which host cities desire through the hosting of large-scale sport events, we draw on established bodies of policy and planning literature in the areas of urban development and mega-projects, which have explored the tangible impacts of infrastructure and facility development pertaining to the hosting of large-scale sport events (see Flyvbjerg, 2004; Flyvbjerg, Bruzelius, & Rothengatter, 2003; Mok, Shen, & Yang, 2015; Pitsis, Clegg, Marosszeky, & Rura-Polley, 2003; Pollack, Biesenthal, Sankaran, & Clegg, 2017).

We use a case study design which includes analysis of official documents and in-depth interviews with key stakeholders involved with the planning, implementation and evaluation of social legacies for the Glasgow 2014 Commonwealth Games, identified in the official documents and through a snowballing approach. These organisations include: the organising committee, Glasgow City Council, the Scottish government, Glasgowlife, Sportscotland, the Clyde Gateway and Athletics Scotland.

We will present preliminary findings from empirical work carried out throughout 2017 and highlight practical implications for the upcoming Gold Coast 2018 Commonwealth Games.

Sport event legacy, social legacy, policy, planning, implementation, evaluation

The Athlete as Social Media Entrepreneur: Branding Strategies of Female Paralympians

Kim Toffoletti

Deakin University

It has been widely acknowledged that social media offers athletes new opportunities for self-branding and promotion (Kassing & Sanderson, 2010; Pegoraro, 2010). It is suggested that athletes have the power to challenge stereotypes, increase visibility and audience reach, and potentially garner lucrative sponsorship opportunities via social media (Pegoraro & Jinnah, 2012). Research on the topic has exclusively analysed high-profile, able-bodied athletes. Here, an effort is made to account for forms of feminine sporting embodiment socially prescribed as 'different' to able-bodied norms, to consider the branding strategies female para-athletes use to make themselves visible in digital spaces. Advancing on studies that document *how* female athletes brand themselves online (Geurin-Eagleman & Burch 2015), this paper offers a framework to understand *why* sportswomen craft their online personas in gendered and market terms.

It does so by drawing on feminist media studies traditions to interpret postfeminism as a sensibility or sentiment informing how women's actions and representations are understood within contemporary culture (Evans and Riley, 2014; Gill, 2007). This view of postfeminism identifies the pervasiveness of complex and often contradictory imaginings of femininity. As a sensibility, postfeminism is commonly characterised by an embracing of female empowerment and girl power while at the same time invoking traditional forms of femininity (McRobbie, 2009).

A thematic analysis is undertaken of the online profiles of eight Australian female Paralympians who have each crafted an extensive, multi-platform social media presence. Texts for analysis comprise athletes' personal websites, blogs, Facebook, and Instagram accounts, over six months (July to December 2016), in order to encompass postings before, during and after the 2016 Paralympics. I approach online self-representations as postfeminist objects of analysis, using thematic analysis to explore how contemporary logics of postfeminism inform the socially mediated personae of female para-athletes. Understanding postfeminism as a sensibility, analysis is directed toward exploring how postfeminist sentiment manifests via visual representation of the athletic body. The analytical process goes beyond looking at aesthetic features to exploring the circumstances by which postfeminist sentiment makes cultural visibility possible for female athletes with disabilities. Findings reveal that the notion of female empowerment as an aspiration and expectation of contemporary womanhood becomes an important vehicle for female para-athletes to craft a legible online presence.

Social media, gender, athlete, branding, Paralympians

Examining Characteristics of Soccer Fans in Relation to Overall Support Intention

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Support from local residents is important for professional sport businesses. For Japan professional soccer league, J.League, a large majority of each club's fan base consists of local residents (J.League, 2016), indicating local fans are an important consumer group. In fact, clubs implement various hometown activities to promote the region, intending to develop and gain support from local fans (Dolles et al., 2011). Thus, understanding more about fan support is helpful for the league. Previous studies have examined various forms of support mainly using it as an outcome factor, such as attendance intention (e.g., Wakefield, 1995), positive referral (e.g., Park & Dittomore, 2014), and team's apparel purchase intention (Hyungil et al., 2014). For example, Wakefield (1995) examined an effect of team identification on attendance intention for future games and found a positive effect. These studies examined various forms of support one at a time individually, possibly only reflecting fragmentary parts of support. Since less attention has been directed toward overall support, understanding of a relationship between overall fan support and other factors seems to remain unclear. For J.League clubs, segmentation studies are useful as they could reveal characteristics of fans that relate to overall support intention. Therefore, the purpose of the present study was to examine characteristics of soccer fans, with a focus of selected general and psychographic segmentation bases, in relation to their overall support intention toward the club.

The sample was selected from fans of a club affiliated in the second division of the J.League. An online survey was administered to collect data. Those who indicated living in the hometown of the club were the final study participants (n=619). Five segmentation bases (independent variables) were: residential location (core area, other places), soccer background (have, none), fan club membership (member, non), level of team identification (high, low) measured with a scale developed by Trail and James (2001), and level of local attachment (high, low) measured with items used in Nakazawa and Yoshida's (2015) study. The dependent variable was overall support intention to the club, measured with items used in Inoue's (2015) and Kubota's (2010) studies. To examine group differences in level of overall support intention to the club, independent t-tests were employed, setting level of significance at .01. Results indicated significant differences for two variables—individuals with high team identification and local attachment indicated significant higher overall support intention. No significant differences were found based on residential location, soccer background, or fan club membership. One interesting finding was that the study revealed level of team identification to be a significant factor while fan club membership was not, which is usually reported as a factor positively related to fan behaviors (e.g., Yamaguchi et al., 2011). This implies that fan club membership is less likely a good indicator to segment when it concerns with fans' support intention. Rather, highly identified fans, psychologically connected with their team, are a segment and a club needs to consider ways to maximize support from them. In the presentation, full results and in-depth discussion regarding both practical and theoretical implications as well as directions for future studies will be provided.

Fan support, team identification, local attachment

New Team, New Brand, New Fans: A Longitudinal Examination of Brand Associations as Drivers of Team Identity

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Introduction and Theoretical Background: The competition for the sport consumer has intensified over the last decade, and many teams are now seeking to establish a foothold in the marketplace (Baker, McDonald, & Funk, 2016). To form a competitive advantage in the sport industry, many sport organizations are beginning to think of their organizations as brands to be managed (Ross, 2006). For new sport teams it is of critical importance to establish a clear brand in order to foster a competitive advantage and ensure long-term financial success (Grant, Heere, & Dickson, 2010). While it may be difficult for new teams to rely on brand characteristics based on success or team composition, brand characteristics regarding the communal nature of the sport organization can be guided and manipulated by sport marketers (Gladden & Funk, 2002). However, there remains a gap in the literature that examines how brand associations, as individual components, contribute to consumer behaviour in sport. From this, the purpose of this study was to: 1) analyse how individual brand associations and team identification manifest themselves throughout a new sport team's inaugural season, and 2) to investigate how the changes in individual brand associations drive the change in team identification throughout the new sport team's inaugural season.

Methodology and Data Analyses: A three-stage longitudinal data collection was employed to gather data from consumers of a new sport team. Measures of brand associations included both traditional "on-field" characteristics such as success, history, rivalry, and style of play, as well as "off-field" communal characteristics such as social space, shared group experience and rituals (Wear, Heere, Collins, Hills & Walker, 2016). Multi-level growth curve model analysis was conducted to identify individual growth, and provide evidence for the influence of each brand association's development on the development of team identification. Prior to multi-level model analysis, a measurement model was tested to examine the reliability and validity of the measures at each data collection stage. With reliability and validity ensured multi-level growth curve analysis was then conducted.

Results and Implications: The growth curve model analysis found that brand associations that were grounded in the communal nature of consumption (social space, shared group experience, and rituals) held the highest initial perceptions among fans of the new team, and displayed the greatest rate of significant growth across all three time points. Additionally, it was these same brand associations that were significant drivers of team identity across all three time points. In particular, through the calculation of a Pseudo-R² statistic (Singer & Willett, 2003) it was found that increases in social space, shared group experience, and rituals brand perceptions explained 37%, 27%, and 25% of the increase in team identity respectively. While brand associations have been examined numerous times in the sport management literature, it was found that brand associations grounded in the communal nature of consumption were perceived as the most important to consumers of a new sport team, and were the key drivers of the development of identified fans for the new team. The findings provide pertinent implications for managers of new sport teams in regards to the development and management of their team's brand.

Branding, brand associations, team identity, brand community

The Carbon Footprint of Active Sport Participants

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Global greenhouse gas emissions caused by human activities have substantially increased during the last decades, with one fifth of these emissions being caused by transport (Intergovernmental Panel on Climate Change [IPCC], 2007). Within the tourism industry, 75% of all carbon dioxide emissions stem from transport (Gössling & Peeters, 2015). Paradoxically, tourism requires the protection of ecological integrity for its competitiveness, in particular in nature sports, while also requiring environmental resources (e.g., fossil fuel for transport) for the production of tourism experiences (Williams & Ponsford, 2009). The carbon footprint has emerged as a measure to capture emissions caused by transport which converts various greenhouse gas emissions into carbon dioxide equivalent emissions (CO₂-e) (Franchetti & Apul, 2013). Existing research examining the carbon footprint caused by sport-related transport has examined spectator-driven sport events (e.g., Collins et al., 2012) and sport teams (e.g., Dolf & Teehan, 2015).

The purpose of this research is to estimate the carbon footprint of active sport participants over a one-year period and to identify factors that are associated with an individual's carbon footprint. This study contributes to the body of research by taking the heterogeneity of individual sport participation behavior into account, ranging from regular weekly activity to competitions and training camps. It extends previous descriptive research reporting only average or aggregate carbon footprint values. From a theoretical perspective, many models of pro-environmental behavior suggest that environmental consciousness is associated with pro-environmental behavior (Kollmus & Agyeman, 2002), which would be reflected in a lower carbon footprint. Furthermore, the luxury good hypothesis states that primarily affluent people are concerned with environmental protection because they can afford it (Preisendörfer, 1999). Moreover, research points towards a gender effect, assuming that females exhibit greater environmental responsibility than males (Hampel et al., 1996).

Between January and June 2016 active sport participants in 20 different sports (12 individual sports and 8 team/racket sports) who live in Germany were surveyed online using convenience sampling (n=6,537). They were asked to give information about their sport profile, environmental consciousness, socio-demographic characteristics, and sport-related commuting and travel behavior in 2015 for different purposes, including regular weekly activity, competitions/tournaments, league games, day trips, and vacations/training camps. For each travel purpose, respondents were asked to report the one-way distance travelled and the means of transportation which are required to calculate the carbon footprint (Federal Environmental Office, 2014).

The descriptive statistics indicate that 64% of respondents are male and the average age is 31.3 years. On average, individual level of environmental consciousness is 3.69 (on a 5-point scale) and annual carbon footprint amounts to 900.7 kg CO₂-e. The analysis of variances results reveal that the annual carbon footprint differs significantly between the 20 sports. Regression results show that the effect of environmental consciousness on carbon footprint is insignificant, supporting the existence of an environmental value-action gap (Blake, 1999). The effect is also insignificant when only considering the four nature sports in the sample (climbing, surfing, diving, hiking). Income is positively associated with carbon footprint, implying that the luxury good hypothesis does not hold for sport-related travel. Females have a significantly lower carbon footprint than males. However, this effect turns insignificant when performance level is added to the models. The findings have implications for policy makers and sport managers concerned with league and travel organization and for the sport tourism industry.

Climate change, pro-environmental behavior, physical activity, sport tourism

A Tale of Two: A Comparative Case Study Investigating Entrepreneurial Approaches to Participation Based Sports Events in New Zealand

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This paper presents the results of a cross case comparative analysis investigating participation based, commercially delivered sports events in New Zealand. The aim is to explore the emergence of the commercial sport delivery model through entrepreneurial approaches to the delivery of sports events. New Zealand has a longstanding tradition of sports clubs and schools being the primary providers of sports events and opportunities for the community. Driven by a number of broader societal trends, many sports clubs have experienced a decline in memberships and, as a consequence, struggle to remain viable (Sport NZ, 2015). Within this context the provision of sport participation opportunities through private events companies has emerged, involving an entrepreneur who develops and promotes an event or series of events, participants pay entry fees, and other private sector companies partner as sponsors utilising the event to promote their products and services to participants and spectators. This study provides insights into this emerging approach to the provision of sporting events. It draws on the work of Ratten (2011, 2012, 2013, 2014) who has merged literature in entrepreneurship, social innovation and sport management, and describes sport entrepreneurship as "...identifying the conditions and procedures in which emergent business ventures with a social orientation are formed" (Ratten 2014). The initial case study explored the origin, subsequent development and eventual sale of "The Beach Series", a weekly evening event held at a popular urban beach in Auckland, New Zealand. The event offers various options in running, swimming and stand up paddle boarding. It was launched in 2005 by Scott Rice, a sportsman who realised an opportunity to establish a business promoting and delivering sporting events for the non-elite sporting enthusiast. The Beach Series operates over an 18 week summer season, has grown to attract hundreds of participants each week of all ages and abilities, and has recently expanded to include a 10 week series at a second location north of Auckland. The second case study investigated the development of a range of trail running and biking events offered by Aaron Carter and his team from the event management company "Totalsport". With the mission to 'create challenging and inspiring experiences in stunning locations', the company has grown from a one man band in 2000, to a successful company including eight core staff and dozens of volunteers. Totalsport offers a comprehensive menu of events around the North Island of New Zealand, utilising spectacular coastal tracks, islands, regional parks and private land, and including the successful annual Xterra trail running series. Aaron exemplifies the 'sport entrepreneur', having shifted from a safe, salaried position within a non-profit regional sports trust, to a business start-up in running participation based sporting events. A comparative case study, as described by Goodrick (2014), involves the analysis and synthesis of the similarities, differences and patterns across cases that share a common purpose. This paper investigates how and why these events and this model of sport event delivery works, and identifies characteristics of the companies and the events which have contributed to their success. The researcher uses purposeful sampling, firstly to target the events and event companies, and then to conduct interviews with key stakeholders including the event founders/owners, sponsors, volunteers and participants. A combination of observation, interviews and document analysis is utilised, including publically available data on participant numbers and demographics over several years which is analysed for trends. The results have implications for sports clubs, governing bodies and sport managers related to the need to understand the key success factors, including the motivations for entrepreneurs, volunteers, sponsors and participants to be involved in this model of delivery.

Commercial sports event delivery, sport entrepreneurship, comparative case study

Examining Facebook Live Streaming: The case of the Queensland Maroons

Sarah Wymer, Andrew Martin & Ashleigh Thompson

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Social media has profoundly changed the way sport organisations communicate with their fans by creating a personable approach that encourages consumers to interact directly with event and player activity. Whilst there has been an abundance of attention recently from academics and practitioners examining the broad effects of social media and sport organisations, there has been little research to date around live streaming. While various other social media platforms including Instagram, Twitter, YouTube and Snapchat have the capability to live stream video; with some two billion monthly users, Facebook currently represents the largest social media platform in the world. Facebook Live is a new concept which was rolled out to all users in April 2016. Sport organisations are able to use Facebook Live to allow fans to gain a 'behind the scenes' experience of event and player activity, The Queensland Maroons Rugby League team have quickly adapted to the new Facebook Live feature and were live streaming video content 1-2 times daily throughout the duration of the 2017 State of Origin series. Using a mixed method approach this case study of the Queensland Maroons Rugby League team investigated the reach and engagement of Facebook Live. Thematic analysis of Facebook Live streams posted by the Queensland Maroons Facebook page examining comments, reactions, shares, and views was completed to understand the reach and engagement of these posts in comparison to other types of posts such as photos, videos and news articles. A focus group interview was also carried out with the media team from the Queensland Maroons to gain a deeper understanding of Facebook Live management processes and rationale. Page performance was also investigated through analysis of Facebook insights data to establish how it may be more accurately interpreted to inform best practice. Preliminary findings will be presented of management implications for using Facebook Live including and how fans engage during and after on-line broadcasts.

Social media, Facebook, live streaming, reach, engagement

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Past SMAANZ Conferences: Host universities and Chairs

- 2016 – Auckland University of Technology, New Zealand, A/Prof Geoff Dickson
- 2015 – University of Tasmania, Hobart, Australia – Dr Michael Crow
- 2014 – Deakin University, Melbourne, Australia – Dr Adam Karg/A/Prof Pamm Phillip
- 2013 – University of Otago, Dunedin, New Zealand – Dr Sally Shaw
- 2012 – University of Technology Sydney, Australia – A/Prof Paul Jonson
- 2011 – La Trobe University, Melbourne, Australia – Prof Matthew Nicholson/A/Prof Emma Sherry
- 2010 – Victoria University, Wellington, New Zealand – Prof John Davies
- 2009 – Bond University, Queensland, Australia – Dr Popi Sotiriadou
- 2008 – Curtin University of Technology, Perth, Australia – Cameron Yorke
- 2007 – Auckland University of Technology, Auckland, New Zealand – Cindy Wiersma
- 2006 – In conjunction with International Sport Conference, Melbourne – Dr Frank Pyke
- 2005 – Canberra University, Canberra – John Dodd
- 2004 – Deakin University, Melbourne – Dr Linda Van Leeuwen
- 2003 – Otago University, Dunedin – Dr John Guthrie
- 2002 – Central Queensland University, Rockhampton – A/Prof Geoff Dickson
- 2001 – Victoria University, Melbourne – A/Prof Clare Hanlon
- 2000 – Waikato University, Hamilton (Nov) – Lisa Hayes/Lyn Gunson
- 2000 – University of Technology Sydney, Sydney (Jan) – Dr Shayne Quick
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- 1998 – Griffith University, Gold Coast – Prof Laurence Chalip
- 1997 – Massey University, Auckland – Dr Robin McConnell
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