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## SMAANZ 2018 Annual Conference



**University of  
South Australia**



## A Message from the Conference Chair



It is my pleasure to welcome you all to the 24th SMAANZ conference and to University of South Australia. This will be the first time the conference has been hosted by a South Australian University and we are grateful and proud to hold that honour.

Adelaide has long been acknowledged as a premier tourist destination for both domestic and international travellers and both the city and the state of South Australia have so much to offer catering for the interests of all types of travellers. We are excited to offer you some great recommendations of things to do during your stay and equally excited to hear about the experiences and adventures you undertake while here.

SMAANZ is truly an international conference with attendees from all over the globe and we are delighted to carry on the tradition of hosting this wonderful event. We look forward to hearing the huge variety of sport management research topics being presented from many different perspectives and the networking and 'catch up' opportunities that our conference facilitates with great friends and colleagues within our discipline.

Aside from the 77 presentations taking place over the two conference days we also have three workshops, an industry panel discussion, and an academic keynote taking place. I'd like to officially thank our three industry panel speakers: Minister Corey Wingard, Jacob Holmes, and Bronwyn Klei including the facilitator for this panel, Nick Takos. We very much look forward to this event on Thursday morning. I'd also like to thank our keynote speaker, Professor Russell Hoye. Professor Hoye's keynote will identify the major challenges in the Australian and Global sport systems and the role of sport management research. It will argue that any aspiring sport management researcher should focus on ensuring the questions they ask are relevant to end users, that their research should follow some key principles and that they increasingly need to think about how their research will impact the field. I'm sure there will be great interest in Professor Hoye's speech.

I'd like to acknowledge Professor Ruth Rentschler, Head of the School of Management and Professor Marie Wilson, Pro Vice Chancellor of the UniSA Business School for their tremendous support of our sport management degree and sport management research at UniSA and their full support for UniSA hosting the SMAANZ 2018 conference. Likewise the SMAANZ team of Adam Karg, Sarah Wymer, Katherine Raw, Katie Rowe and many others have been incredibly supportive during the past year. Finally I'd like to thank Julia Brunke and Jamie Cleland who along with myself comprise the UniSA SMAANZ organising team. Julia and Jamie are so professional and so competent in areas that I certainly am not that they deserve huge credit for what will no doubt be a memorable and enjoyable conference for all.

I hope to catch up personally with as many of you as I can during the next few days. Please reach out to me, Julia or Jamie at any stage if there is anything we can help you with.

Welcome to Adelaide, and welcome to SMAANZ 2018!

Ian O'Boyle

SMAANZ 2018 Conference Chair



## A Message from the SMAANZ President



Welcome to the 24<sup>th</sup> SMAANZ Conference. Each year our conference provides valuable experiences to attendees, this year is no exception. Adelaide provides a perfect location to conduct our sport management conference. This is the first time we have held a conference in Adelaide, it comprises the iconic Adelaide Oval that hosts countless sporting events and an array of golf courses, parks, sporting fields, and stadiums. During the conference we will be exposed to a jam-packed program.

Approximately four streams will be concurrently conducted over two days and there are a selection of 77 presentations, seven enlightening talks, and three workshops 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 the University of South Australia for hosting this event. In particular to the conference organisers Ian O'Boyle, Julia Brunke and Jamie Cleland. The tireless work required to assist with its success is to be commended.

Enjoy your time during our 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.

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

A handwritten signature in black ink that reads "Clare Harbin". The signature is written in a cursive, flowing style.

President  
SMAANZ

## **The sport of surveillance: athletic competition and intersex participation**

**Associate Professor Daryl Adair, University of Technology Sydney**

There are few workplaces where men and women are separated by longstanding agreement. Professional sport is a domain in which people (athletes) are segregated according to a binary view of sex status. This reflects a widely accepted view that small, yet significant differences in physiology between men and women mean that the former is imbued, as a consequence of their genotypic and phenotypic sex, with advantages in athletic attributes like speed and strength (Handelsman 2017). This paper explores how the IAAF is trying to come to terms with the difficulty of sex determination, the reality of sex differentiation, and questions of 'fairness' in terms of track and field competition. In policy terms, there is a goal of finding a place for everyone, but within traditional male and female participation categories. As we will see, this debate has focused inordinately on female athletes and their physiological 'status' as women; male athletes have never faced the burden of being 'sex tested'.

A major issue for women in sport has been the question of 'performance equity' during competition between female athletes. During 1968-1999, female athletes underwent various chromosomal tests or physical examinations in order to convince sport authorities they were 'authentically' women. These procedures were abandoned from 2000 because of a realisation that biological sex exists across a spectrum rather than as a simple binary (Pieper 2016). However, the question of sex and sport categories arose again in 2009, when several female athletes demanded that outstanding 18-year old South African runner, Caster Semenya, be subject to 'sex verification'. The assumption was that she had higher levels of Testosterone (T) than was typical of female athletes, and that this stemmed from her intersex status (Nyong'o 2010).

The IAAF initially confirmed Semenya's eligibility to compete in the female category in track events, without disclosing anything further. However, in the ensuing two years the IAAF curated biological samples from various women athletes with the goal of determining whether, as was rumoured, several female competitors had naturally occurring high levels of T. The outcome, in 2011, was the IAAF's 'hyperandrogenism' policy which sought – in its words – to 'level' the female category by requiring women with high T to either undergo surgery (such as in the case of internal testes) or to take androgen blockers to suppress their T levels (Karkazis et al. 2012), (Martinez-Patino et al. 2016). In 2015, that policy was challenged by Indian sprinter Dutee Chand at the Court of Arbitration for Sport. CAS found that that IAAF had not provided sufficient scientific evidence to justify its policy (Camporesi 2016). In short, the IAAF had presented the court with a claim of small advantage, but – from CAS's perspective – nothing that was proportionate to a requirement that high T women fundamentally alter their bodies in order to partake in sport.

In April 2018, the IAAF took a new approach: a study it commissioned claimed that athletes in the female category with naturally occurring high T had a demonstrated advantage in a small number of events. The revised policy – Differences of Sex Development – allowed for intersex athletes to compete subject to lowering their levels of T to below 5 nmols per litre. Four of the restricted events are in the repertoire of Caster Semenya, who has just announced that she will contest the DSD policy at CAS. This paper will, as a consequence, report on developments in her case.

## **Community Sport as a method for migrant inclusion**

**Richard Ajiee (AUT), Richard Wright (AUT), Geoff Dickson (La Trobe University)**

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Despite significant interest and investment in the consumption of sport at a local community level, questions and concerns remain around the social impact of engaging in sports participation, especially in the area of migrant inclusion and integration (Henry, 2005; Long & Sanderson, 2001). Several scholars have drawn attention to this gap and called for studies to address this shortfall (Coalter, 2001; Amara et al., 2004; Levermore & Beacom, 2009; Spaaij, 2013). This paper presents the findings of an in-depth, post-humanist, ethnographical exploration into sport's effectiveness as a vehicle of immigrant integration and acquisition of social capital within the local community. The testimonials of ten migrants were gathered through multiple semi and unstructured interviews over a 12 month period. Berbary (2015, p. 37) argues that "personal narrative work best to elicit thick, rich, contextualized stories", as advocated for the presentation of qualitative data through the adoption of Creative Analytical Practice (CAP) and the sharing of "life history, life story, testimonials". Narrative analysis empowered the interviewer to extract and interpret the socially-constructed meanings found within the migrants present-day memories of past lived experiences. The two stories shared within this paper showcase the perceived importance of the host community on the social integration of young, school-aged, immigrants. The benefits and barriers of ethnic-based sport teams and tournaments are also documented and debated in terms of their potential contribution to immigrant settlement. The emergent themes evident in the autobiographical narratives shed new light on the efficacy of community sport as a tool of social integration and acquisition of social capital. When it comes to the long-term integration of immigrants, the conclusions illustrate the value attached to the acquisition of, and opportunity to acquire, social capital through bridging as opposed to bonding-based sporting experiences.

**Keywords: Sport for Development, Migrant Integration, Social Capital, Creative Analytical Practice, Narrative Analysis**

## **Examining impacts of the IOC's "relaxation" of Rule 40: Comparing Olympians' social media activities in London 2012 and Rio 2016 Olympic Games**

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**Satoshi Takahashi, Tokyo University of Science**

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The purpose of this study is to examine impacts of the relaxation of Rule 40 on Olympians' social media activities. The study specifically focuses on Olympians' commercial use of social media. By comparing Olympians' social media activities during London 2012 and Rio 2016 Olympic Games, the study attempts to provide some insight into Tokyo 2020 Olympics' social media guideline.

The International Olympic Committee's (IOC's) social media guideline, Rule 40 has practically restricted Olympians' commercial social media use. Although the Rule 40 was "Relaxed" prior to the 2016 Rio Olympics, issues related to ambush marketing and Rule 40 are keep evoking controversy in Olympic marketing. For example, Germany's Federal Cartel Office has filed an action against the IOC and the German Olympic Committee for an unfair restriction on trade that could significantly limits Olympians' potential financial opportunities (Johnston & Gordon, 2018).

Arai and Takahashi (2017) explored the impacts of the "relaxation" of Rule 40 on the U.S. track and field Olympians' social media activities. Their study found that only a few Olympians' took advantage of the "relaxation" during the Rio 2016 Olympics. Furthermore, some Olympians still expressed unsureness to the amendment in their "#Rule40Eve" tweets. Results of Arai and Takahashi's study highlighted the challenges on the implementation and the operation of Rule 40.

The current study has aimed to further collect active U.S. Olympians' tweets by Twitter REST API during London 2012 and Rio 2016 Olympic Games. We analyzed the tweets to extract the appearance of official and non-official sponsors' brand elements and further investigate how the non-official sponsors' brand elements appeared in the tweets. By comparing Olympians' tweets during London 2012 and Rio 2016 Olympic Games, the researchers identified the unique patterns of the adaptation level to the relaxed Rule 40. In the presentation, both positive and negative impacts of the "relaxation" of Rule 40 will be discussed.

**Keywords: Social media, Tweet, Rule 40, Olympians, Marketing**

## **The effectiveness of former-elite female athletes to promote sport and physical activity participation**

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Athletes at the peak of their careers have public recognition and can leverage themselves as endorsers (Shilbury, Quick, & Westerbeek, 2003). Individuals can also continue as successful endorsers long after retirement from professional sport. However, no studies have yet been carried out related to athletes' career status and promotional effectiveness (Walsh & Williams, 2017). In the context of social marketing and non-profit entities it has also been noted that the effectiveness of retired elite athletes as endorsers is unknown (Babiak et al., 2012). Research has also shown that the interaction between the gender of an endorser and the gender of audience can significantly influence endorsement effectiveness - specifically when the population of interest is young adults (O'Regan, 2014; Peetz et al., 2004). The effect of endorser-audience match-up based on gender has also not yet been explored in a social marketing framework to this point.

Therefore, the focus of this study was on how one specific characteristic of audience (i.e., gender) in interaction with endorser characteristics (i.e., gender and career status) impacts audience's perceptions related to a campaign promoting sport and physical activity. This study is based on the match-up hypothesis and aimed to generate deeper insights into the endorsement process of social marketing campaigns targeting young adults' participation in sport and physical activity.

Two focus groups consisting of six and eight participants were conducted to explore participants' perceptions and insights regarding the endorser's gender and career status fit in a social marketing setting. An equal number of females and males participated in the focus group discussions. Focus group discussions were transcribed and thematically analysed (Braun & Clarke, 2006) using NVivo software (Boyatzis, 1998). Transcriptions were read and reread and codes were identified by finding repetition, similarities and differences. Codes were then grouped into similar categories. Finally, themes were derived and analysed considering the networks between codes and group of codes.

Findings of this study revealed that former-elite female athletes may be more influential endorsers in a generic, non-sport specific campaign for sport and physical activity. However, if the focus of the campaign is on promoting a specific sport dominated by one gender, endorser gender should be considered. In this case a gender match would be more effective. Female and males had different perceptions of endorser-campaign fit for a female endorser. Females' perceptions of fit for the female athlete endorser may have been driven by supportive feelings towards someone of their gender. Male participants, on the other hand, may have focused more on femininity and physical attractiveness of the female athlete endorsers. However, male participants also reported feelings of admiration in regards to the athleticism of the female endorsers. Therefore, female athlete endorsers should be conveyed in a way that their attractiveness is evident, but not oversexualised. Evidence is building now that portraying female athletes in this way may create the best endorser fit for both female and male audiences in a social marketing context. Moreover, it emerged that although both former and current athletes can be convincing in a social marketing campaign, former athletes were perceived to be more knowledgeable, trustworthy and could be portrayed as role models for young adults. This was specifically the case for a sport-based campaign rather than a physical activity campaign. Evidence exists that athlete role models and sport heroes resonate with young adults



(e.g., Buksa & Mitsis, 2011; Dix et al., 2010; Shuart, 2007). Therefore, by positioning former elite athletes as role models, social marketing campaigns for young adults may be more effective.

**Keywords: Social marketing, athlete endorsement, career status, gender, sport participation**

## **Does the Introduction of Bonus Points in the Sheffield Shield Lead to More Aggressive Cricket?**

**Bryan Nyein, Ross Booth and Robert Brooks (Monash University)**

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To encourage a more attacking style of play in Sheffield Shield interstate cricket, Cricket Australia (CA) in 2014-15 introduced a revamped points system which awarded bonus points for batting and bowling in each team's first innings. This paper investigates whether this rule change resulted in more attacking cricket.

The impacts of similarly intentioned rule changes have been investigated in soccer. Banerjee and Swinnen (2003) found that the sudden death rule (first goal wins) did not change the style of play. But, a similar rule change in the National Hockey League (NHL) led to teams playing more offensively in overtime, but perversely more conservatively in regulation time (Banerjee et al. 2007).

The new regulations introduced bonus points for batting and bowling in the first innings. The batting team receives 0.01 points for every run above 200 in the first 100 overs of their first innings. The bowling team receives 0.5 points for taking the 5<sup>th</sup>, 7<sup>th</sup> and 9<sup>th</sup> wickets (to a maximum of 1.5 points) in the first 100 overs of the first innings.

The paper used a sample of six seasons (2011-2012 to 2016-2017), three seasons before and after the rule change, with data sourced from ESPNcricinfo and Cricket Archive. The OLS regression analysis suggest that the new rules had a positive and significant impact on first innings runs, but a negative effect on first innings wickets taken by teams.

These findings provide some support for CA's decision to encourage a more aggressive style of cricket in the Sheffield Shield, and further evidence that the altering of point structures and rule changes can influence teams and players to play in a more attacking way. In short, these findings can be helpful to administrators in designing optimal rules to make sporting contests more appealing for spectators.

**Keywords: Cricket Australia; bonus points; runs; Sheffield Shield; wickets**

## **MULTI-SPORT EVENT MANAGEMENT: MANAGING MULTIPLE DELIVERY PARTNERS**

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Sport event management is a central and evolving area of study within the sport management field. This developing body of knowledge (Emery, 2010) includes the focus of this research - event delivery models as a core operational aspect of managing events. However, the literature reveals little on the internal operations of local organising committees (LOCs) (Parent, 2008) or delivery methods adopted by mass participation multi-sport events.

The 2017 World Masters Games (WMG2017), a second-tier event held in New Zealand, hosted over 25,000 athletes competing in 30 sport disciplines. This study explores the use of multiple delivery partners (MDPs) to deliver the WMG2017 sport programme and provides analysis of perspectives on best practice management beneficial to other sport event organisers considering this method of delivery. First-tier multi-sport events like the Olympic/Paralympic Games are generally organised by a LOC which amalgamates paid, volunteer, seconded and contracted staff to deliver the event. The WMG2017 Board of Directors chose to manage the event through a central entity (a LOC), but outsource delivery of the 30 sports to MDPs.

Semi-structured qualitative face-to-face interviews, conducted post-Games with WMG2017 upper management and delivery partners for the 30 sports, plus document analysis of partnership agreements and contracts, WMG reports, webpages, and technical documents, provided rich data analysed by NVivo 11.

Results focus on the LOC's management of relationships with the multiple delivery partners, the tools and practices used to ensure consistency across MDPs and the MDPs' perceptions of the experience. Supported by Allen, O'Toole, Harris and McDonnell (2011) and Frost and Laing (2011), Watt (2003) predicted that partnerships would become critical to event management and recommended their consideration. Consequently, this research adds to the theoretical and practical conversation on contemporary event management theory. Emery (2010) expressed the need for a "more informed [event] knowledge base" (p.159) and supported research such as this on sport event management practice.

Future research to substantiate the use of multiple delivery partners could consider action research pre-, during- and post-events to obtain a deeper understanding of the operational delivery methods employed.

**Keywords: event management, multi-sport events, multiple delivery partners, event delivery models**

## **The relationship between resilience and sporting success: An analysis among German competitive athletes of different performance levels**

**Maike Bruckes (MScBA), Dr. Daniel Westmattmann, Richard Hossiep (MScPsy), Nicola Rössler (MScBA) & Prof. Dr. Gerhard Schewe (All Authors are affiliated at Center for Management, University of Muenster, Germany)**

Specific personality traits are often attributed to successful athletes. In particular, resilience as the ability to deal effectively with stress and to recover from adversity is often seen as an indispensable skill for being a successful top athlete (Gonzalez et al., 2016). Based on an interview study of twelve Olympic champions, Fletcher and Sarkar (2012) derived their model of grounded theory of psychological resilience and optimal sport performance. Although researchers have started to investigate the effect of resilience on athletic success (Hoseini & Besharat, 2010), there is no evidence so far as to whether this also applies to the highest sporting success, such as winning an Olympic medal.

In order to address this research gap 235 German elite athletes from different sports were queried using a structured questionnaire. The athletes in the sample are on average 26 years old; females make up 43.4% of the sample, 80.4% of the sample are members of their respective national team and 36.2% are professionals in their sport. The questionnaire included measurements of resilience (Connor-Davidson Resilience Scale, Connor & Davidson, 2003), different personality traits and context factors. In order to assess the sporting success of the participants, they were classified into one of six categories based on their greatest sporting success, ranging from regional successes to a medal at World Championships or Olympic Games. The outstanding quality of the sample is reflected in the fact that 42 participants have won a medal at the Olympic Games or World Championships and/or have won a gold medal at European Championships.

Against expectations, the results of the regression analysis show that a high degree of resilience does not directly influence sporting success in elite athletes. The results are stable across both genders. However, it should not be concluded that importance of resilience is negligible in top-level sport. Previous studies have found that athletes have significantly higher levels of resilience compared to non-athletes. It can therefore be concluded that resilience is an important personality trait for top athletes, but it does not determine whether they win or fail in a big sporting event. Further analysis should consider additional moderating variables, such as sport-specific demands, social structures and context factors to provide a more nuanced understanding of resilience in sport success.

**Keywords: resilience, performance, elite-sports**

## **Sport Sponsoring Engagement – A dyadic analysis of sponsors’ and sponsees’ resource integration**

**Markus Buser, Prof. Dr. Herbert Woratschek, Jan Schönberner**

**Institution: University of Bayreuth, Germany**

The perception of sport sponsorship in marketing literature is changing from sponsoring as a strategic decision to improve the positioning of a company to a network perspective (Ryan & Fahy, 2012, p 1139). Accordingly, sponsoring can be regarded as platform business where different actors are linked to engage in business activities. To reduce the complexity of analyzing sport sponsoring as an engagement platform business, we focus on the dyad of sponsor and sponsee. We define sport sponsoring engagement as actors’ behavioral manifestations beyond the sponsoring contract to emphasize that sponsors and sponsees voluntarily integrate resources in a value co-creation process. Therefore, we used the Delphi-method to examine our central research question: What resources are provided by sponsors and sponsees beyond contract components and what motivates actors to do so?

### **Theoretical Background**

Similar to sport events, sponsoring under the premises of the sport value framework (SVF) is considered as a platform where actors collaborate in a service-for-service exchange (Woratschek et al., 2014). The relationship approach of sport sponsoring considers alliances of sponsors and sponsees as part of the interaction where resources are exchanged (Demir & Söderman, 2015, p. 276). The provision and integration of resources by choice in favor for another party is referred to as actor engagement (AE) (Storbacka et al., 2016). In our study we focus on sponsors and sponsees as actors and resource integrators that voluntarily provide resources to co-create value.

### **Conceptualization based on Empirical Findings**

In order to get answers to our research questions we conduct an empirical study using a three-staged Delphi-method. Within the first round semi structured interviews with experts in sport sponsoring are gathered and analyzed. In second and third round experts are confronted with respective answers and re-evaluate compensated results. It appears that sponsees serve as providers of the engagement platform and as mediator for other actors. Both, sponsors and sponsees, integrate resources in order to co-create long lasting and trustworthy relationships and collaborate for mutual success. Within the service-exchange sponsors provide their management and technical skills and knowledge, their business-network, and innovations. Sponsees also provide skills and knowledge as well as recommending the sponsors within their network. All these resources exceed the sponsoring contract and thereby are conceptualized as engagement behavior in sport sponsoring.

### **Implications and Further Research**

By considering sport sponsoring as an engagement platform, sport managers are able to derive strategies, strengthen their relationship with other actors and furthermore build a network where all social and economic actors integrate their resources. Sport managers are obliged to attract resource-integrating actors and develop their business network to add value to existing partners as well as attract new ones. In order to better understand the service-for-service exchange in sport sponsoring future research should expand the dyadic perspective to a broader business network by taking more actors, like other sponsors, their customers and employees, media, politicians etc., into account.

## **The impact of gamification in health/fitness mobile applications on user responses**

**Young Jun Kim, Jungmin Lee, Rayoung Kim, Taehee Kim (supervisor), Kyungro Chang (supervisor) (Sungkyunkwan University, Korea)**

Game has always been one of humanity's common pastimes. With the development of our society into a digital era, it seems no wonder that digital games are prevalent and their dissemination continues to rise. New technologies have been created to inspire people's motivation and help them to develop beneficial behaviors. The most popular trend in this respect is gamification, which is using technologies that are engaged in promoting intrinsic motivations by using a number of characteristics found in games (Kim, 2015).

Gamification has recently attracted attention from industry and academics aiming to gain understanding about gamification applicability and there has been evidence showing that playing digital games contributes to the development of cognitive process (Tobias, Fletcher & Wind, 2014), which opens up the possibility for borrowing the mechanics and elements utilized in the games to be applied into the learning processes such as "game based training" and "game-based learning."

Gamification has gained significant attention as a marketing solution in recent years as its' primary goal perfectly aligns with core marketing concept 'engagement'. Marketers can make use of the way games are integrated into our daily lives through gamification; that is applying game design and mechanics to enhance non-game contexts by increasing participation, engagement, loyalty and competition (Deterding et al., 2011).

With the increasing interest in health and wellness, use of gamification in health and fitness mobile apps has become common. Within apps, gamification helps retain users by encouraging them to keep playing and gain more points, rewards, or simply discover more information. In a study by Lister et al. (2014), they found that 132 out of 261 health and fitness apps related to physical activity in the Apple App Store in 2014 contained at least one element of gamification, with around 23.8% containing at least half of the 6 most commonly used elements of the gamification in health.

Of all the above mentioned areas, the application of gamification to health/fitness has revolutionized the fitness industry in many ways with a variety of stakeholders driving this growth and success. However, the current understanding of gamification has been solely based on act of adding game elements into service without considering characteristics of fitness activities and relationship between consumer behaviors and game elements. Therefore, it is crucial to understand the effect of each game element to attract and retain customers. Therefore, the purpose of this study is to present a framework for the analysis of the relative impact of game elements of health/fitness apps (i.e., achievement, competition, reward, interaction, status, altruism) on engagement, satisfaction and the continuous use Intention.

**KEYWORDS: Gamification, Game elements, Engagement, Mobile application, Sports participant**

## **Economic Value of Instant Replay Systems in Korean Professional Baseball League**

**Jaehyuk Cha, Heeryeong You, Rayoung Kim, Taehee Kim (supervisor), Kyungro Chang (supervisor) (Sungkyunkwan University, Korea)**

In contemporary society, sports has been closely tied to commercial environments, and outcomes of games can affect team brand, sponsors' returns, and needless to say, monetary gain of players (Feiner, 1997). Therefore, there is a growing consensus among the public that a referee's wrong call should no longer be accepted as a part of the game. Several sports governing bodies are thus using advanced equipment in an attempt to ensure accurate judgments during games, detect wrong calls, and resolve judgment disputes. As a result, advanced equipment and video replay reviews are being increasingly used as secondary measures for judgment in various sports such as athletics, fencing, volleyball, tennis, soccer, etc.

Recently, there have been several unsavory incidents related to wrong calls in the Korean Professional Baseball League (KPBL), and thus the KPBL decided to implement instant replay systems to eliminate disputes over wrong calls. Instant replay systems are not designed to generate revenue but to increase the satisfaction of all stakeholders in the league, such as players, clubs, and fans. The estimated costs to implement instant replay systems are considered to be sunk costs that cannot be recouped through monetary returns. Therefore, a benefit analysis is crucial to estimate the scale of the system and its relevant achievements.

This study aims to provide empirical evidence on the economic value of instant replay systems in the KPBL using the contingent valuation method (CVM) to estimate the consumers' willingness to pay (WTP) for instant replay systems. The ticket price for a KPBL is selected as the payment vehicle proposed to respondents. Surveys were distributed to 500 spectators at KPBL games and 454 surveys were returned usable. Using both single-bounded dichotomous choice (SBDC) and double-bounded dichotomous choice (DBDC) of the CVM, spectators' WTP was estimated and the result revealed that the estimated value of implementing an instant replay system was USD 1.28 in the SBDC model and USD 1.19 in the DBDC model.

The result of this study will contribute to the literature by being the first to conduct a systematic and empirical economic evaluation of instant replay systems for baseball fans in South Korea. The tangible value of an instant replay is important information for decision makers who wish to assess the costs and benefits of instant replay systems for baseball fans. Estimating the implementation costs of advanced technologies is important because they form the basis to quantify the benefits of advanced technologies in cost-benefit analyses. When deciding whether to fund a system, decision makers seek to estimate fans' expected benefits and thus, how much they would be willing to pay. The results of this study will provide a better understanding of the factors influencing baseball fans' WTP for instant replay systems.

**Keywords: Contingent valuation; Instant replay system; Korean Professional Baseball League; Willingness to pay**

## **The improving effect of Community Attribute and Service Quality on Recreational Benefits in Sports Event**

**Chin-Huang Huang<sup>1</sup> and Chun-Chu Yeh<sup>2</sup>**

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Host community attributes of sport events are important to capture the attention from participants. The characteristics of a community may be contributed to its ability provide a suitable environment, successful programs, and community effects, such as qualified personnel, excellent infrastructure, local products, and residents' friendliness and passion to participants (Westerbeek, Turner, & Ingerson, 2002). Even the small-scale recurring events like marathon running can involve a large number of participants (Koo, Byon, & Baker, 2014). This study tried to explore community attributes towards marathon events for participants. Furthermore, as a service industry, sport events are largely impacted by the quality of the service they provided. A higher service quality yields psychological benefits for the participants and connects with high satisfaction (Çevik, Şimşek, & Yılmaz, 2017). SERVQUAL model was extensively used in a variety of service sectors, but it is not appropriate for measuring on sports event (Kouthouris & Alexandris, 2005). This study modified the Scale of Service Quality for Recreational Sports (SSQRS) model (Ko & Pastore, 2005) and added community attributes including the friendliness and passion of residents to design a questionnaire for participants in a running event.

The service quality and community attributes are easy to be measured by the perception of participants in Likert scale, but it is difficult to evaluate the monetary value effects at the same time. Therefore, this study adopted contingent behavior method (CBM) (Whitehead, Haab, & Huang, 2000), which is based on travel cost model (TCM) and combines contingent behavior of participants to measure their benefits of intended trips under hypothetical scenarios for alternative improvement projects of service quality and community attributes (Huang, 2017; Yeh, Hwa, & Huang, 2016). The results show that community attribute improvement increases NT\$7,393 recreational benefit for each participant; an incremental consumer surplus of facility quality improvement gains NT\$7,981. The improvement of service quality and community attributes attracts more marathon enthusiasts and contributes to a better level of well-being for participants.

**Keywords:** Service quality, community attributes, travel cost method, contingent behavior method.



## **Evaluating long term impact of former participants of a sport for development and peace initiative**

**Adam Cohen, University of Technology Sydney & Elizabeth A. Taylor, Temple University**

Sport for development and peace (SDP) scholars have emphasised future scholarship to not simply highlight positive outcomes (Coalter, 2010). One barrier regarding successful evaluation of SDP programs is the focus on positive outcomes of participants and lack of longitudinal data. Specifically, SDP literature has recommended empirical data collection to reach broader populations and alternative data collection methods such as longitudinal efforts and participatory action research (Schulenkorf, Sherry, & Rowe, 2016; Welty Peachey, Cohen & Musser, 2016).

These efforts arrive with challenges. Along with the difficulties for academics to collect data, many SDP programs have their own struggles. Often these programs conduct pre-and-post assessments to measure change, and do not follow up with past participants or individuals who had a negative experience. This lack of follow up occurs for numerous reasons including limited program funding, small staffs often consisting of primarily volunteers, and the pressure from administration, or more specifically a lack of organizational capacity (Christensen & Gazley, 2008; Hall et al., 2013) to handle these evaluation efforts.

Thus, the purpose of this study was to critically assess a SDP program, Volley4Change (V4C), through the lens of former participants. Based in Vanuatu, the program was designed to be implemented in an eight-week period with a curriculum consisting of volleyball training, health education, and nutrition classes. Researchers were particularly interested in the feasibility of long term habit change using a short-term programming format. To assess the organizational capacity and success of a small-scale SDP initiative, researchers aimed to speak with key stakeholders and former participants of V4C. Each had completed the eight-week programming in their local village and time distanced from the program ranged from six months to two years. This data collection effort was conducted in two stages, once in early 2017 and once in early 2018.

Findings revealed that initial impact was perceived by all participants in regards to their health and fitness habits. When every player was asked to reflect on their experience during their eight week Volley4Change session, 100% of the respondents highlighted a positive impact. Although there were noted improvements, these results were seemingly mitigated over time due to a lack of additional programming and services along with individuals reverting to their cultural norms.

These findings highlight the need for SDP initiatives to further their programming and monitor and evaluations efforts beyond short-term outcomes. It would be valuable for stakeholders such as donors or government grants to reward or emphasise long-term change and sustainable impact over broad outreach.

**Keywords: Sport for development and peace; organisational capacity; south pacific**

**The Influence of mega sports event on university students' sport values:  
A case study of the commonwealth games and a future vision for Tokyo 2020**

**Ebe Daigo (Waseda University); Seiichi Sakuno (Waseda University);  
Kazuhiko Kimura (Waseda University); Graham Cuskelly (Griffith University)**

Sport values are a key motivational basis for correct behavior and decision making, and are connected to future individual behavior and intentions. In business settings, Service Dominant Logic (SDL) evolved from Goods-Dominant Logic (GDL) (Vargo & Lusch, 2004). SDL guides actors toward an understanding of values that have been co-created and assessed by customers to use in their social contexts (Lusch & Vargo, 2014). The value of the product is created among customers and firms; this includes sport organizations, and the same product varies in value depending on the customer. This logic seems to increase the importance of investigating customer values in sports management.

In addition, sport values refer to more than just a sense of value for playing sports. As various styles of participation in sports have spread across the public sphere, there is a need to capture the value for various sports participation styles. When values are discussed in the area of sports management, most studies divide objects according to participation style. However, in Japan, Sasakawa Sport Foundation (SSF) started to report domestic sports behavior from the perspective of multiple participation styles (playing, watching live, watching through media, reading, and talking), but no insight was found to explain the complexities among the styles. To illuminate this situation, the Japanese Sports Association started exploring a scale of multiple new sport values (Kimura et. al., 2017).

Based on this background, the first purpose of this research is to investigate the sport values of university students living in the vicinity of a mega sporting event from multiple perspectives. The survey was conducted using a web questionnaire that evaluates fourteen values (e.g., affiliation, career, escape, and health) for six sports participation styles administered to students before and after the Commonwealth Games in April 2018. Students in Tokyo completed the same survey at the same time (the control survey to follow the changes toward Tokyo2020). Therefore, the second research purpose is to clarify the difference in sport values between university students on the Gold Coast and in Tokyo. Considering the situation in Japan, where school physical education greatly influences sport values, we targeted university students to eliminate the effects of school physical education.

Data was collected from university students in the Gold Coast and Tokyo from 2017 to 2018. The Gold Coast hosted the Commonwealth Games in April 2018, and the current data were collected before and after the event. The Olympics and Paralympic 2020 Games will be held in Tokyo, and this research will contribute to predictions of how residential students may change their sport values because of the event.

Results from the 2017 survey revealed that Japanese students (n=236) had significantly different daily sport behaviors than Australian students (n=76), especially in playing sports ( $p \leq .001$ ), watching live sports ( $p \leq .05$ ), supporting sports ( $p \leq .001$ ), and talking about sports ( $p \leq .01$ ). Japanese students significantly recognized the higher values in health and career values. Generally speaking, students in Tokyo tended to highly evaluate sport values, but the escape value was only highly valued by Australian students. After a comparative analysis between 2017 and 2018, the impact of the Commonwealth Games for Australian students will be revealed, and the data from Tokyo students will explain some gradual changes as the mega sporting event approaches. This research will help guide and implement more efficient sport promotion and marketing.

## **An introduction and guide to using sociograms as a data collection method to examine leadership and follower development in sport management**

**Zack J. Damon- University of Central Arkansas**  
**Jon Welty Peachey- University of Illinois at Urbana-Champaign**

Researchers in sport management have recently highlighted the foundations of leadership research within the discipline and opportunities for growth (Billsberry et al., 2018; Ferkins, Skinner, & Swanson, 2018; Welty Peachey, Damon, Zhou, & Burton, 2015). In their review article, which spanned sport leadership research from the 1970s to 2015, Welty Peachey and colleagues (2015) found the main streams of sport leadership research to be: common theories (transformational, transactional, and servant), gender issues, unethical leader behaviors, and the intercollegiate sport context. Recently, researchers have begun to integrate authentic leadership into the sport leadership discourse (Kim, Kim, & Reid, 2017; McDowell, Huang, & Caza, 2018).

As a way to build upon the aforementioned foundational aspects, scholars have called for new methods and contexts in which to study leadership (Chelladurai & Kerwin, 2017; Ferkins et al., 2018). In the spirit of this call for new methods, the current study advances the sociogram as a research method and tool to deepen our examination of leadership in sport management. Much of the previously mentioned literature has employed traditional survey methods (see Kim et al., 2017; McDowell et al., 2018; Wallace & Weese, 1995) or interviews and observations (Wells & Welty Peachey, 2016). The sociogram, however, differs from these traditional methods in how it quantifies in-person interactions among individuals (Appleton, Terlektsi, & Coombes, 2013). When used to track interactions during in-person sessions (i.e., meetings, focus groups, etc.) the sociogram results in a diagram which depicts the coded interactions and relationships among session members (Forsyth, 2006). The depiction and coding of the interactions allows researchers to track the frequency of a member's interactions, as well as the types of interactions (either in a session or longitudinally) (Appleton et al., 2013; Scott 1987). According to Appleton, Terlektsi, and Coombes (2013) the sociogram enables researchers to quantify qualitative data, and ultimately can be used as a way to better inform and complement other research methods (such as making adjustments to interview guides and uncovering emerging group-level outcome variables).

The current study's purpose is to advance the sociogram as a useful method for examining leadership and follower development in sport management. Traditionally used in social network analysis for online networks in sport (Quatman & Chelladurai, 2008), the sociogram has not previously been employed in an in-person leadership context. Researchers in other disciplines have found utility in exploring group dynamics at a deeper level with the sociogram, compared to only using surveys or interviews (Appleton et al., 2013; Drahotka & Dewey, 2008). We use an ongoing project as evidence to support the use of the sociogram in sport management leadership research, while also presenting the foundation for a follower-development research stream. Suggestions for future sport leadership research utilizing sociograms will also be advanced.

**Keywords: leadership, sociogram, methods, follower development**

## The Volunteer Legacy of the 2015 FIFA Women's World Cup, 3 years on

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As Australia considers bidding for the 2023 FIFA Women's World Cup it is timely to look at the motivation and legacy of volunteering for mega sport events (MSE). MSE are dependent upon the contribution of volunteers for their effective and delivery. Understanding volunteers' motivations and legacy outcomes will assist in the recruitment and management of volunteers as well as informing leveraging activities of organising committees and potential beneficiaries of a volunteer legacy.

Much of the extant MSE volunteer and legacy research are single case studies, differing across instruments, sampling, timing of data collection and statistical analysis (Dickson, Darcy, Edwards, & Terwiel, 2015). There is also criticism of the lack of theoretical basis to much of the research (Kim, 2017; Thomson et al., 2018). These variations limit inter-event comparisons and generalizability to other events, countries and cultures and presents barriers to translate findings into theory for the academy and practice for bid and host committees (e.g. Bang & Lee, 2014; Doherty, 2009; Downward & Ralston, 2005; Giannoulakis, Wang, & Gray, 2008).

Some limited research is beginning to address these limitations (e.g. Kim, Fredline, & Cuskelly, 2018), but more is required to enable inter-event and longitudinal comparisons that can consider whether there is a common typology of sport event volunteers or whether local socio-cultural contexts are more influential. This current research builds upon previous research on volunteer motivations and legacy potential conducted at previous multi-sport events such as the Olympic and Paralympic Games, and the World Masters Games that seeks to better understand motivations and legacies across and between events and countries to support sport event theory, policy and practice (e.g. Blackman, Benson, & Dickson, 2017; Dickson, Benson, & Terwiel, 2014; Dickson, Darcy, & Benson, 2017; Dickson et al., 2015). This is the first in this research agenda of a single sport MSE and the first research on FWWC volunteers since these quadrennial events began in 1991.

For the 2015 *FIFA Women's World Cup*, (FWWC15) held in Canada over June/July 2015, more than 2,000 volunteers were recruited for the six host cities across Canada. Volunteers and volunteerism were listed as part of four of the six legacy objectives espoused for this event (FWWC15, 2014). In contrast to other MSE, the volunteers were recruited at the host city level, rather than centrally through the organising committee, the Canadian Soccer Association (FWWC15, 2014). Including the qualifying matches, the FWWC is the largest single sport event for women (FIFA, 2012). MSE of this scale and media exposure presents an opportunity to address gender bias in sport volunteering, which has seen a male bias in many countries (Dawson & Downward, 2013).

This presentation reports on a survey of more than 100 FWWC15 volunteers conducted three years after the event from 6<sup>th</sup>-14<sup>th</sup> July 2018 that explores motivations and volunteer legacies.

**Keywords: sport events; volunteers; motivations; legacies; leveraging**

## **The Architecture of Major Sport Event Leveraging: A Case Study of the Gold Coast 2018 Commonwealth Games**

**Alison Doherty (Western), Lisa Gowthorp (Bond), Danny O'Brien (Bond), Laura Misener (Western)**

There is a growing body of research on the long-term impacts of large-scale sporting events. Positive social impacts may be the result of leveraging the event for desired outcomes. Leveraging refers to strategic action to capitalize on the value of the event for long-term benefits (Chalip, 2004). One of the outcomes of major multi-sport events may be community sport development, in terms of sport participation (Chalip et al., 2016) or sport system capacity (Girginov & Hills, 2008). Scholars have begun to examine leveraging activities associated with such events for sport development. For example, Misener et al. (2015) assessed the extent to which the Glasgow 2014 Commonwealth Games was leveraged to develop opportunities and positive attitudes towards parasport participation. Building on such work, the purpose of this study is to examine the structural design or “architecture” of leveraging of the Gold Coast 2018 Commonwealth Games for community sport development through building capacity. From the literature, a multidimensional event leveraging framework was designed to assess: (1) how community sport development is conceptualized in initiatives linked to the Games (leveraging for what and for whom?) (Bolton et al., 2008; Girginov & Hills, 2008); (2) who is involved and whether the initiative is event-themed and collaborative (leveraging how and by whom?) (Chalip et al., 2016; Smith & Fox, 2007); and, (3) what dimensions of capacity are addressed (Doherty et al., 2014).

Data are initiatives outlined in documents available in the public domain, which have been identified in three ways: (1) systematic and regular internet search of initiatives (policies, programs, directives, etc.); (2) initiatives shared with one of the study authors who is on outreach mailing lists; and, (3) initiatives identified during personal communication (email, in-person interviews, focus groups) with key stakeholders as part of a larger project. Thirty-nine initiatives linked at least in name to GC2018 and focused on community sport development have been uncovered. Almost 30% of these are new or upgraded sport venues. The remaining initiatives include broad, multidimensional actions and focused events that took place before the Games in April 2018, and some that are continuing post-Games. Analysis has involved independent deductive coding of the initiatives by the investigators and a research assistant, based on the event leveraging framework. The independent classification of each initiative was then compared across investigators, and any differences reconciled.

The architecture of leveraging initiatives is predominantly top-down and designed by the Queensland State Government, with some activity by regional government (Gold Coast City Council). Initiatives are mostly event-led, involving new and enhanced activities; they tend to be ongoing and focused on goals of recreational and competitive sport participation. Community sport development is primarily addressed through building human resource (upskilling coaches, volunteers) and infrastructure (facilities, equipment) capacities. The event leveraging profile of GC2018 for community sport development provides a foundation for evaluation of the efficacy of that architecture, with implications for future policy and planning for event legacies.

**Keywords: sport event, leveraging, community sport development**

## **Organizational Capacity for Gender Equity: A Multiple Case Study Examination of National Sport Organizations**

**Swarali Patil and Alison Doherty (Western University)**

National sport organizations (NSOs) are the governing bodies for their respective sports at the amateur level in Canada. Their governance and management functions historically extend to issues of inclusion. Gender equity is one such issue that has been on the radar of NSOs for many years, given the historic and persistent gender inequities in sport (Standing Committee on Heritage, 2017). NSOs address gender equity through initiatives that range from policies to programming. However, the effectiveness of these initiatives may be expected to depend on the organizations' capacity to engage. Capacity is the ability of an organization to draw on and utilize resources to achieve its goals and objectives (Hall et al., 2003). Organizational capacity has been examined in the context of community sport (Doherty et al., 2014; Misener & Doherty, 2009; Wicker & Breuer, 2010) and sport for development (Svensson et al., 2017), but has yet to extend to the NSO level. Hall et al.'s multidimensional framework has been used in this research, and critical elements have been identified within each of five capacity dimensions (human resources, finances, infrastructure, planning/development, networks/relationships). As expected (Wing et al., 2004), there are common and unique elements of capacity across these different contexts. Hall et al.'s comprehensive model also acknowledges that external factors (environmental, historical, access to resources) may impact organizational capacity, however these factors do not appear to have been systematically considered in sport research.

The purpose of this study was to determine the critical elements of capacity of NSOs to address gender equity, and critical external factors affecting that capacity. The study contributes to a growing body of research by examining organizational capacity in the context of NSOs, capacity to engage in a specific initiative (vs. general goal achievement), and external factors that impact that capacity. Instrumental case studies of three NSOs with different initiatives were generated through data from semi-structured personal interviews with key informants (n=15) and documents regarding the gender equity initiatives. Coding based on Hall et al.'s (2003) external factors and dimensions of capacity, and emergent themes (critical elements) within those a priori categories, led to case profiles of each NSO, with further cross-case comparison (Patton, 2015).

Critical elements of capacity for gender equity were identified in all five dimensions for each NSO, with common (e.g., sufficient knowledgeable/experienced staff, links with other sport governing bodies) and unique (e.g., stable revenues, sponsorship) elements across the different NSOs (and their initiatives). External factors influencing capacity for gender equity included the broad political climate, access to alternative funding sources, and the historical dominance of men in the sport. The findings affirm the multidimensional and context-specific nature of organizational capacity (Hall et al., 2003). They also highlight implications for the role of external factors and particular capacity elements for the efficacy of directives and initiatives in the pursuit of gender equity by NSOs.

**Keywords: gender equity, national sport organization, capacity**

## **Do Mega-Events Matter? Exploring PERMA Impacts on Community Members**

**Jason Doyle<sup>a</sup>, Alana Thomson<sup>a</sup>, Thilo Kunkel<sup>b</sup> & Kevin Filo<sup>a</sup>  
Griffith University<sup>a</sup> and Temple University<sup>b</sup>**

Sport spectator research has predominantly focused on outcomes benefitting leagues, teams, and athletes. Researchers have also recently begun to study how sport can contribute to the social-psychological health and well-being of spectatorship in the professional sport context (Doyle, Filo, Lock, Funk, & McDonald, 2016; Inoue, Sato, Filo, Du, & Funk, 2017). We aim to answer calls from researchers (e.g., Wann, 2006) and add to the emerging knowledge surrounding the individual-level benefits spectators may experience through sport spectating by examining impacts linked to a mega sport event – the Gold Coast 2018 Commonwealth Games (GC2018).

Inoue, Berg, and Chelladurai (2015) found sport research primarily focuses on the health (47% of articles) and physical well-being (24%) benefits of spectating; with less attention directed to mental (20%) and social well-being (15%) aspects. Existing work in this domain (e.g., Doyle et al. 2016; Inoue et al., 2017) draws upon positive psychology, seeking to understand aspects of spectating that contribute to human flourishing, rather than those which merely explain the absence of negative psychological states. Accordingly, Seligman's (2011) PERMA model provided the conceptual framework for this study. The PERMA model identifies five domains (Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment) which individually and collectively contribute to an individual's overall state of social-psychological well-being. Based on this, the following research questions were examined:

**RQ1:** How do host city policy makers and event managers plan for PERMA outcomes?

**RQ2:** How do host community members experience PERMA before mega-events?

**RQ3:** How do host community members experience PERMA after mega-events?

Study 1 applied a content analysis approach to examine official planning documents. Limited evidence of planning for PERMA outcomes was uncovered across 42 documents published between 2011-2018. This suggests social-psychological spectator-based outcomes were not prioritised by GC2018 planners. Study 2 consisted of semi-structured interviews with host city community members (N=15) prior to the event and explored to what extent participants had experienced individual-level benefits from GC2018. In Study 3, these same fifteen individuals were again interviewed post-event and asked to reflect on their experiences with GC2018. Pre-event findings suggested that participants were largely ambivalent or held negative perceptions towards the event. Preliminary post-event findings revealed a range of positive, but also neutral and negative perceptions of the event's impact on participant PERMA domains.

Findings indicate host cities and events can do more to strategically foster individual-level PERMA outcomes through the staging of events. Findings will assist policy makers and event managers in designing effective leverage ideas to better facilitate PERMA outcomes occurring before, during and after the staging of mega-events.

\*This research is in progress. Further results will be available at the conference.

**Keywords:** spectators, social-psychological well-being, PERMA, mega-events.

## **The implications of female sport policy developments on the community sport sector**

**Rochelle Eime\* <sup>1,2</sup>, Meghan Casey <sup>1</sup>, Jenna Fowlie <sup>1</sup>, Melanie Charity <sup>1,2</sup>, Jack Harvey <sup>1,2</sup>**

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Males participate in sport at double the participation rate than females (Eime, R., Harvey, J., Charity, M.J., Payne, W., 2016). As a result of this participation disparity, state and national governments, as well as health and sporting organisations have developed policies and associated investments in an attempt to improve female sport participation rates (Sport and Recreation Victoria, 2015; VicHealth, 2018; Tan and Miller 2016). In order to improve female sport participation, it is important to understand the sport policy developments and their impact on participation trends, and in doing so investigate the capacity of the sport sector to meet sport participation demand. This research investigated changes in sport participation among females over a five year period (2011-2015) within five popular sports, by age and region. It also identified challenges community sport face in increasing female sport participation. De-identified participant registration data for the five sports were obtained and analysed according to age, gender and geographical location (metropolitan v non-metropolitan) within the state of Victoria, Australia. All data were integrated and sports analysed collectively to produce a broad participation profile whilst maintaining confidentiality of membership data for individual sports. Interviews were also held with community sport stakeholders (n=17) across a low socio-economic metropolitan and non-metropolitan region to understand challenges associated with improving female sport participation. Across the five sports there were a total of 466,661 registered members in 2011 and 677,213 in 2015. The results showed female sport participation levels increased over the five year period, with greater proportional increases among the youngest age group (4–9 years), which is the common entry age into organised sport through modified sports programs. Retention of females into adolescents and adulthood remains a challenge. Community level sport face challenges to accommodate growth in female sport participation in terms of availability and quality of sport infrastructure and volunteer capacity (human resources to deliver sport and organisational capacity to devise and implement strategies to recruit and retain females). Sport policies that encourage female sport participation demand need equal consideration for the supply of sport participation (infrastructure and volunteer capacity). Sport infrastructure modelling to meet current and future sport participation demands must account for demographic characteristics of communities and the changing nature of sport participation over the lifespan and by gender.

**Keywords: Sport policy, female participation, community**



## **Management Challenges and Benchmarks for Sport and Recreation Centres**

**Professor Dr. Chin Yi Fang<sup>1</sup>**

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Utilizing the private enterprises to operate-and-transfer (OT) management for public sports facilities are the major government strategy to make the public sports and recreation centres (SRC) more efficient. To attract more citizens having a regular sport habits in a SRC is also another essential objective for establishing healthier communities. The extant studies focused on the customer behaviour and satisfaction from customer viewpoints, neglecting the performance assessment of SRC from the management perspective. This paper utilized the operational and financial data for 22 SRC in Taiwan ranging from 2016 to 2017 to identify the management challenges and benchmark for the SRCs. Firstly, this paper established the context-dependent data envelopment analysis model including three inputs (asset, operating expenditure, space) and two outputs (net revenue and number of visitor) to evaluate the operating performance for SRCs. At the second stage, the paper involved the annual customer complaints as one of outputs of this model in order to assess the quality of the service level of each SRC. The empirical results indicated the average efficiency scores of SRCs in Taiwan are more than 80%, leading almost 20% improvement to achieve the efficient frontier for the first stage model. However, after including service quality indicator at the second stage, the average efficiency scores are less than those of the first model indicating that the service level of SRCs in Taiwan to be improved. The one-way ANOVA statistically showed that ownership had the significantly positive impact on the efficiency score of sports indicating that proficient experiences on the sport courses management had the advantage on the management of SRCs. Future research could extend more SRCs from the other countries in order to generalize this model.

***Keywords:* Sports and recreation centres, Customer complaints, Service quality, Ownership.**

## **A fine line between research and emotional baggage: the challenges of autoethnography in exploring women's experiences of sport and mental health**

**Kirsty Forsdike, Department of Management, Sport and Tourism, La Trobe Business School, La Trobe University, Melbourne, Australia**

An individual's personal experience can help explore and understand experiences of others (Daly, 1992; Dupuis, 1999). Allen-Collinson's (2008) definition of sociological autoethnography emphasises the in-depth analysis of the researcher's own experiences, which is used to reflect on society more broadly. Autoethnography spans a spectrum from the evocative ethnography of Ellis, Bochner and Olson to traditional analytic ethnography of Garrett, Karp and Murphy, who have explored experiences of death, abortion, domestic violence, anorexia, depression and spinal cord disease, respectively. Although the autoethnographic study of challenging human experience is well established in many fields of social science, it is a relatively emerging method in sport management research (Cooper, Grenier and Macaulay, 2017; Shaw and Hoeber, 2016).

Several sport researchers have used autoethnographic methods (Allen-Collinson and Hockey, 2001; Granskog, 2003; Pavlidis and Fullagar, 2016; Wacquant, 2004). They have given unique, in-depth and somewhat unseen insight into sport such as injury and identity, female participation, and the embodied experience. These studies suggest individuals have a deep emotional connection with sport.

Research shows a connection between sport and mental health (Schuch et al., 2016), yet women's wellbeing through leisure is rarely clear cut (Fullagar, 2008). There are few autoethnographic studies that have examined the connection between sport and mental health nor have they reflected upon the personal challenge and consequence, before and after a study, of observing oneself for research.

I explored women's experiences of playing field hockey in a club and their mental health through ethnographic methods. Using a combination of evocative, including emotional introspection (Ellis, 1995), and analytical autoethnographic approaches, I strived to gain in-depth emotional insight of playing hockey and my mental health, examining my story alongside those of other women.

Bolin and Granskog (2003) considered the auto-ethnographic researcher as an "extreme ethnographer" with the key challenge being intense familiarity with oneself and environment; "defamiliarisation", distancing from oneself as the participant, is required in order to undertake reflective analysis. Yet, there is still the potential to overlook the negative or a reluctance to lay oneself bare. Successful introspection, particularly concerning sensitive matters such as mental health and all the events that may occur in one's life during research, can be emotionally painful for the researcher (Brackenridge, 2001).

I faced several unexpected challenges in undertaking such deeply personal and emotional work, both during and after field work. The process of research became intertwined with my own mental health (Karp, 1996). I found the extent of emotional introspection required, laying it all bare, was deeply disturbing. I also feared whether my experience and what I said was either "believable or even useful" (Garrett, 2008). One person's story may be another person's emotional baggage, yet what also needs to be addressed is the distress or conflict experienced by autoethnographic researchers from initial conceptualisation through to the presentation of findings.

**Keywords: Autoethnography, women, mental health, sport**

## **BARRIERS TO ADOLESCENT FEMALE PARTICIPATION IN CRICKET**

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Research that investigates barriers to adolescent female participation in physical activity have only focused on physical activity and sport in general (Casey et al., 2009; Craike et al., 2009; Eime et al., 2010). There are recent policies and strategies aimed at increasing female participation in traditional male-dominated sports (Cricket Australia, 2018; VicHealth, 2017). However, there is little research specifically investigating the barriers for adolescent female participation in traditional male-dominated sports. Whilst there may be similar barriers in sports in general, there are likely to be some barriers that are specific to male-dominated sport. The aim of this study was to identify barriers to adolescent female participation in cricket.

Semi-structured focus-group discussions were held with 20 female adolescents aged between 10-12. The socio-ecological model was implemented to assist in developing the question guide and to assist in understanding behaviours of adolescent females and their perceptions of cricket. The data was coded into the themes of the socio-ecological model which include intrapersonal, interpersonal, organisational, environmental and policy.

The results indicated that there are key barriers within each of the socio-ecological model that influence participation in cricket for adolescent females. Intrapersonal factors include skill level, having fun and confidence. Interpersonal factors include boys, family and friends. Organisational factors include schools, pathways for development and opportunities to participate. Environmental factors include the club environment. Policy factors include having a girls' only competition.

The findings suggested that whilst there may be similar barriers for adolescent females in sport, they are exacerbated in male-dominated sports because females have not had previous opportunities to play due to societal expectations that cricket is not a sport for them. The socio-ecological model can provide a guide to address key barriers. To enhance participation in cricket for adolescent females, it is recommended that the following be considered; implementing skill development for adolescent females so they are able to compete confidently and competently; develop a females' only cricket competition which can facilitate friendships and provide a choice to play with females or males; having a clear and visible pathway across the lifespan for females; sporting clubs providing a supportive, encouraging and inclusive environment which values and recognises female achievements; and policy makers developing female competitions with appropriate rules to encourage success.

**Keywords: Physical Activity, Barriers, Female, Adolescents, Cricket**

## **Conceptualisation and sizing the ‘sport market’**

**1- Mr Hunter Fujak, 2- Dr Stephen Frawley, 3- Dr Daryl Adair  
1-3: University of Technology Sydney**

Sport markets are becoming more dynamic and competitive than ever yet there has been a scarcity of scholarly research to understand the consumer structure of such markets (Baker, McDonald, & Funk, 2016). Rather, existing sport consumer research has typically focused upon more engaged and active sport fans (Park, Mahony, & Kim, 2011). Through this research we address these interconnected gaps by proposing a conceptual approach in order to understand the competitive positioning of the sport market, followed by a segmentation of such a market. To do so the sport preferences and attitudes of 27,412 Australians were modelled utilising Latent Class Analysis (Hagenaars & McCutcheon, 2002). The modelling produces 13 segments that distinguish consumers within the Australian sport market. Most significantly, the results confirm that a large component of the population reject sport (37%), with such rejecters more likely to be female and young. The absolute size of this group provides a counterbalance to the field’s narrow focus upon engaged sport consumers, identifying a large cohort which remain critically under researched (McDonald & Funk, 2017). The model also determines avid sport fans to exhibit a greater repertoire of sports that they maintain an interest in. Therefore, although sport practitioner’s endeavour to achieve more loyal and passionate fans toward their team avid sport fans are less likely to be singularly loyal to individual sports.

***Keywords:* consumer behavior, sport markets, Latent Class Analysis, segmentation**

## **Strategic Groups, Mobility Barriers and the Shooting-Star Phenomenon in Pro Team Sports**

**Dr Bill Gerrard (Leeds University Business School, UK)**

The win-wage relationship in many pro sports leagues is characterised by the shooting-star phenomenon (Gerrard, 2018) with teams forming a set of strategic groups (Porter, 1980) typically with a leading “star” group of big-market teams and a “tail” of smaller-market teams. The strategic-groups literature focuses on the dynamics of competition particularly the extent to which mobility barriers limit competition between strategic groups. From this perspective the traditional imperative of pro sports leagues to maintain competitive balance and high uncertainty of outcome can be interpreted as an attempt to lower mobility barriers using mechanisms such as salary caps, revenue sharing and centralised drafting to restrict the impact of differences in the economic size between teams. The objective of this study is to analyse the strategic-group structure in the English Premier League (EPL) and determine to what extent size-based mobility barriers can be reduced by efficiency gains in a league with a minimalist regulatory regime.

The EPL is the leading domestic soccer league in England and the biggest soccer league globally in revenue size. The data set consists of annual team-level data covering 22 seasons, 1995/96 – 2016/17, with 20 teams competing each season (sample size = 440). Performance is measured by league points, goals scored and goals conceded. Wage costs are sourced from the audited annual company accounts, adjusted pro rata if the reporting period has varied from 12 months. For teams undergoing bankruptcy proceedings during the sample period, wage costs have been sourced from the financial statements published by the court-appointed administrators. Although wage costs include coaches, support staff and business staff, the dominant component is player wage costs. It is widely accepted that total wage costs provide a good proxy for player wage costs (e.g. Szymanski and Smith, 1997). All wage costs are standardised using a mean adjustment to remove the effects of annual wage inflation with 1995/96 as the base year. K-means cluster analysis is used to identify strategic groups with regression analysis used to estimate sporting efficiency decomposed into attacking and defensive efficiency.

### **Key Results**

1. Cluster analysis is used to identify six strategic groups – Stars, Contenders, Established, Survivors, Threatened, Failing
2. The principal mobility barrier between Stars, Contenders and the rest is financial resource (i.e. wage expenditure)
3. The principal mobility barrier differentiating between Established, Survivors, Threatened and Failing is sporting efficiency
4. Defensive efficiency is the principal discriminator between the Failing teams and Threatened teams.

**Keywords: Shooting-star phenomenon; pro team sports; strategic groups; sporting efficiency; competitive balance**

## **Making Sport Management Matter More**

**Dr Bill Gerrard (Leeds University Business School, UK)**

### **Flyvbjerg on Phronetic Social Science**

Flyvbjerg's *Making Social Science Matter* (2001) sets out the case for a thoroughgoing redirection of social science. His basic argument is that social science should not attempt to imitate natural science in the search for explanation and prediction based on context-independent theory. Such a project suffers from a fundamental contradiction since human activity is always context-dependent and hence the exclusion of context necessarily renders social science unable to explain human activity. Flyvbjerg proposes that social science should be based on Aristotle's concept of phronesis. Aristotle distinguished between three types of knowledge – episteme (theoretical knowledge of universals), techne (craft knowledge of how to make things) and phronesis (practical knowledge of how to act). Flyvbjerg argues that Aristotle's notion of phronesis should be combined with the Dreyfus model of human behaviour which differentiates five levels of practical knowledge from the deliberation of the rule-bound, context-independent novice through to the intuition of the experience-based, context-aware expert. In addition Flyvbjerg draws on the understanding of power to be found in the work of Nietzsche, Foucault and Bourdieu.

### **Methodological and Pedagogical Implications**

Flyvbjerg provides methodological guidelines for the practice of phronetic social science. He stresses the importance of "getting close to reality" by developing an understanding of context. In particular he advocates the use of Foucault's genealogy as a method of developing historical (i.e. situational) understanding. This parallels the approach of the two political scientists, Neustadt & May (1986), who have developed a time-streams method to analyse issue history. There are also pedagogical implications of the phronetic approach in how best to develop expertise, starting with a focus on rule-bound, context-free knowledge before moving to the use of context-dependent case studies (akin to Neustadt and May's time-stream approach) and then gaining experience as a practitioner. There are also clear links with the emerging science of expertise and the development of expert intuition through deliberate practice (e.g. Ericsson & Pool, 2016).

### **Implications for Sport Management**

For Flyvbjerg the task is to make social science matter by taking up problems that matter to communities, effectively communicating the results of research back to the relevant communities and seeking to increase society's capacity for value-rational deliberation and action. In many ways the implications of phronetic social science for sport management are much less radical than for other fields of social inquiry. By its very nature, sport management is context-dependent. Phronetic social science provides an important warning about the dangers of a creeping natural-science tendency within the field exemplified by an accelerated move towards quantitative hypothesis testing of disciplinary theories using sports data at the expense of the development of context-dependent practical knowledge.

**Keywords: Phronesis; Dreyfus model; expertise; context; time-stream issue history**

## **African football: sport and spectacle**

**Ian Glenn, Emeritus Professor, University of Cape Town & Research Associate,  
University of the Free State, South Africa.**

The 2018 FIFA World Cup was a disappointment for African teams, all of which were eliminated in the group phases. Why does the continent seem to be falling further behind rather than fulfilling Pele's prediction that an African team would win the World Cup before the end of the 20<sup>th</sup> century?

This paper returns to Bourdieu's work on the 1998 World Cup to examine how the tensions he identified – between a British/North American neo-liberal model of football as spectacle and a French model of sport as practice – have grown even more acute.

What are the structural causes for the failure of countries like South Africa (which has the 10<sup>th</sup> best funded football league in the world) or Nigeria (with a population of 186 million and one of the biggest pools of talent) to rival European countries like Croatia or Iceland with lesser resources and much smaller populations? Through analysing media consumption of football as televised spectacle and subject of televised media analysis throughout Africa, it shows how the English Premier League has managed to dominate African football broadcasting and discusses the implications of that league's success in spreading the neo-liberal model.

Bourdieu called for sports clubs to be a motor for social integration in France, particularly for the children of immigrants, and the paper contrasts investments in youth training in various European countries and in Africa to suggest another reason for Africa's disappointing showing. It shows that the African failure to invest in local academies or training programmes, in spite of considerable funding being available in some cases, is linked to other structural problems, such as bribery of officials and domination of the sport by leading officials.

The paper draws on interviews with local football journalists and television presenters and on viewership statistics from DSTV that show that in Africa, only in South Africa is viewership of local football greater than viewership of the EPL. In returning to Bourdieu's analysis 20 years after France's last World Cup success, it confirms his suspicion of a triumph of a certain set of values linked to sport and how the tensions between these values play out in Africa.

**Keywords: Bourdieu, sport, neo-liberalism, media events; FIFA World Cup; DSTV; African football, football viewership in Africa**

## Australian High-Performance Sport – What the hell are we doing?

**Dr Lisa Gowthorp, Bond University**

The Australian high-performance sport system has been the focus of extensive research and evaluation by academics (Ferkins & Van Bottenburg, 2013; Green, 2007; Houlihan, 2013) and consulting groups (ASC commissioned reviews such as Crawford Report and reports conducted by Ernest & Young and The Boston Consulting Group), identifying the flaws and concerns of the system, offering recommendations and consideration for change. Yet, the complexity of the Australian sport system has inhibited the ability to change, or even disrupt the status quo.

The need for change is evident as international sport performances of Australian athletes, especially at the Olympic Games, are not meeting the desired targeted outcomes. There has been minimal disruption of current institutional practices despite new high-performance sport policy implementation every four years, which creates more work and costs for the current organisations within the system.

This enlightening talk examines the past 20 years of high performance sport policy to determine what influenced changes to sport policy (internal/external pressures); why performances have declined; and why continual policy change has had an impact on sport performance. Institutional theory provides a framework in which to examine the various sport policies, determining the institutional pressures (Oliver, 1991) that resulted in the creation of new high-performance sport policies.

The talk concludes with recommendations moving forward to better the Australian high-performance sport system, with the aim of improving international sport performances. The talk is aimed at provoking thought and providing a background to the challenges Australian high-performance sport has faced over the past 20 years.... And continues to face today!

*Surely, we aren't still hanging out hat on the Sydney 2000 Olympic Games?  
It's time for change people!*

**Keywords: Sport Policy; High Performance Sport; Institutional Theory**



## **The Changes of Interests in Sports and Sport Environment: Comparison Analysis between Japan and Korea**

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**Keywords: Sports participation, Sports spectatorship, Sports environment, Sports development policy, Comparison analysis**

Sports have substantial health benefits for people and positive social impacts on local communities (Babiak & Wolfe, 2006; Wilhite & Shank, 2009), which has led to extensive government policies for developing sport environments and increasing sport-related behaviors over many countries (Darcy et al., 2014; Skinner et al., 2008). More especially, Japan and Korea are two of the countries that have improved their sport development promotion for past decades by co-hosting FIFA World Cup in 2002 as well as hosting the Olympic games (e.g., Japan in 1998; Korea in 2018) and the Asian games (e.g., Japan in 2017; Korea in 2002). These events have been expected to increase people's interests in sports. Moreover, their sports organizations and governments have made substantial efforts for more sports participants through setting the national health objectives (Japanese Ministry of Education, Culture, Sports, Science and Technology, 2010; Korean Ministry of Culture, Sports and Tourism, 2016).

However, there are not many comparison studies between two countries on how big sporting events impact on sports participation and spectatorship in each country, and how these have been developed in terms of sports environment, especially facility building. Thus, this research aimed to analyze the changes of sports participation, sports spectatorship, and facility status of two representative team sports (i.e., baseball and soccer) between Japan and Korea.

Data were drawn from national surveys conducted by each country's sports-related research organization. The changes of three variables were analyzed by comparing between data in 2010 and in 2016. Results showed that Korea has shown a huge increase in baseball participation by 74.9% in the last six years in accordance with 335.3% increase in the numbers of public facility as well as 3.9% increase in the spectator numbers of domestic professional baseball league (per one game) during the same period. However, in Japan, the baseball participation was decreased to 10.3% while the numbers of spectator were increased by 13.6% in the last six years. In soccer, Korea has shown 27.7% increase in participation, but Japan has indicated 5.2% decrease. In terms of the spectator numbers of professional soccer league, both countries have shown decreased rates; 27.7% in Korea and 2.5% in Japan.

Although there have been launched extensive development promotions for baseball and soccer in both countries over the last decades, each country has shown different changes on two sports; Japan's population shrinks caused decrease in participation while professional baseball attracts more spectators. Korea is concluded as being in the developing stage in baseball and soccer shown huge increases in participation, although participation was not seen as a determinant of spectatorship of professional soccer.

## **Determinants of image fit: A study of sports and their governing organizations**

**Kirstin Hallmann<sup>1</sup>, Nadja Giesen<sup>1</sup> and Geoff Dickson<sup>2</sup>**  
**<sup>1</sup>German Sport University Cologne; <sup>2</sup>LaTrobe University**

The purpose of this study is to identify the determinants of images and image fit between a sport and its governing organization. Image refers to a person's beliefs, ideas, and impressions about an object (Kotler 1997). Image is central to how people perceive an organization. It is important given the prevalence of sporting scandals and their deleterious impact on consumer trust (Kelner, 2017). Image fit refers to consumer perceptions of similarity between the sport and its (national or global) governing organization. Image congruence is important because it facilitates positive image transfer (Grohs & Reisinger, 2005).

Theoretically, the study is underpinned by the Stimulus-Organism-Response Model (SORM; Nitschke, 2006; Chang, Eckmann & Yan, 2011). The SORM defines a stimulus as those factors that impact the internal states of the individual. Organism refers to internal processes and structures situated between the external stimuli and consumer's final actions, reactions, or responses. Response refers to the consumer's final decisions.

Data were collected from 2,996 individuals using online surveys. Each of the surveys focused on one sport and one governing organization (i.e., Biathlon and German Ski Federation, Formula One and FIA, football and FIFA, football and German Football Association, athletics and IAAF, athletics and German Athletics Federation, cycling and German Cycling Union, cycling and UCI, tennis and German Tennis Federation, tennis and ITF).

Results revealed divergent sport-image, organization-image and image-fit scores. The highest image score (standardized between 0 and 100) of a sporting governing organization was achieved by the German Ski Federation ( $M=60.80$ ) whereas the lowest score was provided for the FIFA ( $M=27.16$ ). The highest fit was observed between cycling and the German Cycling Union ( $M=0.83$  on a scale from 0 to 1; cf. Musante et al., 1999) and the lowest for women's football and the FIFA ( $M=0.67$ ). Regression analyses with three different dependent variables (i.e., image fit, overall organization image and sport image) were conducted; separately for all sports and also in a single model across all sports. The overall model for the organization's image ( $F(8, 2,977)=532.42$ ;  $p\leq.001$ ) was well explained by all predictor variables as  $R^2$  amounted to 65.47%. Trust ( $\beta=13.56$ ;  $p\leq.001$ ), age ( $\beta=-.032$ ;  $p\leq.015$ ), gender ( $\beta=1.69$ ;  $p\leq.001$ ), and higher education ( $\beta=-1.84$ ;  $p\leq.001$ ) significantly influenced the overall image of the organization. Trust was also significant in all models with the dependent variable image of sport governing organization.

The results indicate that the image of sport governing organizations is problematic because organizational images were always lower than sport images. This finding complements the findings of previous research that people are distrusting sport organizations (Könecke et al., 2016). The image of sport organizations could be enhanced by evoking positive emotions at events and managing the sport organization transparently (Kral & Cuskelly, 2017). Future research should pursue qualitative insights into determinants of the negative image perceptions and generate knowledge about how to achieve positive image transfer between the sport and the governing organization.

**Keywords: scandal, trust, sport federations, integrity, image congruence**

## **Exploring the Impact of Sports Facilities on Satisfaction and Revisit Intentions for Resort Visitors**

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Due to long working hours, leisure time has become less and less. In order to help people to release their stresses and increase life quality, the package tours in the past have gradually become single-site travel and a different resort pattern to cater for market demand. However, as there are now more and more all-inclusive resorts than ever before, few extant studies have analyzed how sports facilities affect resort visitors' satisfaction and revisit intentions. This research is the first study to examine the correlation among sports facilities, resort visitors' satisfaction and revisit intentions. Thus, the purpose of this study was to investigate the determinants of resort visitors' satisfaction and revisit intentions. The paper adopted a questionnaire survey based on literature review and experts' validity, a pilot test was conducted by randomly selecting fifty tourists, a total of 218 valid online questionnaires were collected from overseas and domestic visitors who had experiences in resorts. The response rate was 72%. The collected data was analyzed using multiple regression model. The empirical results suggested that sporting activities are positively affecting visitor satisfaction and revisit intention. Sports facilities play an important role in the resort because of better outcomes for most of visitors, including body health and satisfaction. The findings of this study could be used to create marketing strategies of resorts with unique and diversified sports activities. Resort managers should focus on the enhancement of ambient conditions of sports facilities in order to increase the visitors' satisfaction and revisit intention. Destination marketers should emphasize the benefits of sports facilities to visitors and encourage them to revisit these resorts with promise of unique experience they could get.

**Keywords: resort, sports facilities, satisfaction, revisit intention, multiple regression analysis**

## New design archetypes for Canadian NSOs

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In the 1980's, the Canadian sport system underwent significant changes to increase its professionalism and performance, changes documented by Slack and colleagues (e.g., Amis & Slack, 1996; Kikulis et al., 1989, 1995a, 1995b, 1995c; Slack & Hinings, 1992, 1994; Thibault et al., 1991, 1992, 1993, 1994). Their work argued that three design archetypes existed for Canadian NSOs, labelled as kitchen table, boardroom and executive office. Some thirty years on from the period when the data for these studies was gathered (1984-1988), the operating environment for NSOs has changed dramatically. NSOs must now deal with things such as greater stakeholder scrutiny, targeted government funding schemes, increased competition, increased compliance and operating constraints and a range of inter-organizational issues under largely federated governance structures.

In the context of a larger study designed to understand the interrelationships between governance, brand and social media in Canadian non-profit sport organizations, we report our first tranche of results that point to a new set of design archetypes for Canadian NSOs.

Our data comes from a comprehensive data set compiled from an online survey administered to Canadian NSOs, along with supplementary document analyses. Of the 58 invited NSOs, 32 participated in an online survey (response rate =55%). The 32 NSO represented four segments: (1) small (n=7), (2) medium sized (n= 15), (3) large (n=8), and (4) very large (n=2). Small NSOs are defined as NSOs with no more than 5 employees and a budget below \$1 million CND (e.g., the Canadian Weightlifting Federation). Medium sized NSOs employ between 5 and 20 people and manage a budget between \$ 1 million and \$4.5 million CND (e.g., Squash Canada). Large NSOs employ between 20 and 50 people and manage a budget between \$4.5 million and under \$20 million CND (e.g., the Canadian Snowboard Federation). Rugby Canada and Curling Canada were two outliers (i.e., very large NSOs) with respectively 64 and 53 employees, and budgets of \$21.5 million CND and \$24 million CND.

Descriptive statistics were used to analyze the data. Significant differences between the four types of NSOs were tested by calculating ANOVAS for the ordinal scale variables. Chi-square analysis (for categorical variables) could not be performed because of multiple cells with frequencies below n=5. Further analyses is to be conducted over the coming months that will enable us to report on a new set of design archetypes that more accurately reflects the contemporary landscape of Canadian NSOs; an important step that will underpin subsequent stages of our larger study but also point out the current status of NSO design archetypes

**Keywords: National Sport Organisations, Organisational structure, Design archetypes**

## **Exploring the Antecedents of Choosing Live Streaming to Watch the Super Bowl**

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Live Streaming technology is used extensively in different fields nowadays, including sport broadcasting. The National Football League (NFL) is the largest professional football league in the world, and the 30-second advertisements which were played during the Super Bowl cost US\$ 5 million, reflecting the fact that the market of NFL is literally a cash cow. It has been an important issue for the sport industrial stakeholders and the network operators to have a better understanding for live streaming spectators. This study was based on the uses and gratifications theory (UGT), aiming to identify the influential factors of using live streaming technology to watch the Super Bowl. The paper adopted a questionnaire survey, a total of 425 valid questionnaires were collected from the internet. The collected data was analyzed using reliability and validity analysis, as well as multiple regression analysis. The results indicated that the motive for seeking sport events, and the style of the sporting events anchor had significantly positive impact on both users' tendency and watching satisfaction. Quality of live streaming had a significantly positive impact on users' tendency as well, but this has led to lower satisfaction levels in the user base. This implies that the main purpose of Taiwan's spectators using live streaming watching sport games addressed on the content of sport event. These findings provided suggestions for the Taiwan sports media industry to purchase the sport broadcast rights and further collaborate with the Internet celebrity enterprises through cultivating internet celebrities to live-stream programs. The managerial implications and the future research are also discussed.

**Keywords: Live Streaming, Sport Events, Super Bowl, Social Media, UGT**

## **Exploring the Two Factors That Determine Customer Satisfaction and Loyalty in Sports Centres**

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Sports activities are more popular now in pursuing a healthier lifestyle. There are more sports and recreation centres to fulfil people's need to exercise. The extant literature had found that people to sports centers for various reasons: exercise, be healthier, reduce stress, be more confident, and to socialize (Hill & Green, 2012). The extant studies discussed the dimensions of process quality; however, few extant studies addressed the outcome quality of sports activities in Asia. Howat and Assaker (2016) found that the outcome quality included 5 dimensions: Competition success, social, health and fitness, relaxation and stress release, and skill/self-esteem. The process quality included 4 dimensions: Facility presentation, core services, parking, and staff. This study aimed for examining customers' perceptions of civil sports centres and how outcome and process qualities influence customer satisfaction and loyalty. The paper used purposive sampling to collect 128 questionnaires from 12 sports recreation centres in Taipei city. This research used multiple regressions including two constructs (nine sub-dimensions) to examine customer satisfaction and loyalty. The results suggested that the process and outcome quality has significant positive impact on the satisfaction and loyalty. Moreover, the coefficient process quality is larger than that of outcome quality for customer, especially on staff performance and core services. The results showed that sports and recreation centres need to enhance the skill and performance of their staff and provide a diversified and up-to-date activities to increase customer satisfaction and loyalty. However, the outcome quality is also important, where sports and recreation centres need to promote the outcomes of activities.

**Keywords: sports and recreation centres, quality, satisfaction, loyalty**

## Approaching ‘wicked problems’ in sport management through the use of design thinking

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**Nico Schulenkorf**      **University of Technology Sydney**  
**Stephen Frawley**      **University of Technology Sydney**  
**Katie Schlenker**      **University of Technology Sydney**

Design thinking has gained popularity among practitioners and researchers over the past decade as a method of generating user-centred innovation in non-design fields. The process of design thinking makes the ‘thinking’ and ‘doing’ of expert designers accessible to non-designers as a means of creating artefacts and/or meaning, solving complex problems, engaging in reflexive practice, or making sense of things (Johansson-Sköldberg, Woodilla, & Çetinkaya, 2013). Design thinking has been shown to generate positive outcomes in the diverse fields of management (*e.g.*, Brown, 2009; Carlgren, Rauth, & Elmquist, 2016), education (*e.g.*, Huq & Gilbert, 2017; Tan & Wong, 2012), and healthcare (*e.g.*, Eckman, Gorski, & Mehta, 2016; Takaoka & Aoki, 2016), but it has yet to be empirically studied in the field of sport management.

As a problem-solving technique, design thinking is an effective means of approaching so-called ‘wicked problems’ – problems that are too complex to be optimally solved through the use of traditional approaches (such as inductive or deductive reasoning). This study has discovered that such ‘wicked problems’ currently exist in sport management and are categorisable under one or more of five major categories: management, marketing/sponsorship, program design, venue management, and sport management curricula. One example (of several that will be discussed) of a wicked problem in the marketing/sponsorship category is the need to maximise the utility of a plurality of stakeholders in sponsorship networks (Nicolas, Michel, & Geoff, 2016). The user-centred approach of design thinking is uniquely suited for attempting to overcome this challenge, as there are at least two primary groups of users that need to be satisfied (sponsors and sponsees) and a third that must be considered at the same time: the target audience for a sponsorship. By keeping these user groups at the centre of the design thinking process, universally-beneficial outcomes can potentially be reached; outcomes that traditional problem-solving techniques have yet to generate.

Preliminary findings will be shared from an ongoing qualitative case study of a sport organisation implementing design thinking into their practice. The Sydney Sixers manage professional teams in both Australian domestic T20 cricket competitions: the [Men’s] Big Bash League (BBL) and the Women’s Big Bash League (WBBL). The organisation is facing complex challenges both internally (the hiring of a new general manager) and externally (changes to the structure of both competitions). They are also attempting to make the most of manifest opportunities – such as a large geographic catchment for junior clubs – that contain embedded challenges, such as the isolation of many of these areas from the Sydney CBD where the organisation is headquartered. The user-centred approach of design thinking is expected to prove a powerful means of helping the Sixers approach these challenges and opportunities.

**Keywords: design thinking, management, sponsorship, sport program design**

## **Sport [for] development as an innovation challenge for undergraduate design thinking students**

**Greg Joachim      University of Technology Sydney**

This presentation will recount the experience of the author as a ‘client’ in the undergraduate coursework unit ‘Design Thinking for Social Innovation’ (DTSI) at the University of Technology Sydney (UTS) and the implications of that experience for using design thinking in sport management classrooms in higher education. Design thinking allows practitioners to generate user-focused innovation by employing the ‘thinking’ and ‘doing’ of expert designers in fields other than design (Carlgren, Rauth & Elmquist, 2016; Johansson-Sköldberg, Woodilla & Çetinkaya, 2013). The process has been shown to be an effective means of enhancing outcomes in higher education (*e.g.*, Huq & Gilbert, 2017; Tan & Wong, 2012).

DTSI is offered as a final-year elective to students in the School of Communication at UTS. Student-practitioners form teams and generate a solution to a problem as pitched by a real-world client. The structure of the class is aligned with the design thinking process developed at the Hasso Plattner Institute of Design at Stanford University, a.k.a. the d.school. Each session of DTSI is dedicated to one phase of that five-phase process: empathy, defining, ideating, prototyping, and testing (d.school, 2010). The class meets fortnightly for a highly interactive five-hour session, freeing the students to work independently and/or meet with their client in the ‘off’ weeks. The students work as a team throughout the semester, with each team ultimately presenting their solution to their chosen client at the end of the semester as a component of their final assessment.

The author participated in this subject as a client during the Autumn 2017 semester, the first time the subject was offered. The specific challenge posed to students was to develop a single sport program that achieved both a sport development goal (maximised skill development) and a sport for development goal (maximised social capital generation). Two teams accepted the challenge.

Both teams ultimately developed a mobile application (app) as part of their solution, but toward achieving very different outcomes. One group’s app facilitated ‘impromptu’ games of Ultimate [frisbee] as a means of bringing people together and developing their skills in an accessible sport, while the other team developed an articulated program (of which the app was but one component) to facilitate the teaching of culturally-diverse sports as a means of integrating recent migrants into the local community in the Sydney suburb of Ashfield.

The experience of the author as a client in DTSI foregrounds the value of design thinking in an educational setting. This case study indicates that the design thinking process can be successful as a means of preparing sport management students for the complex realities in which they will come to pursue careers. Drawing on the author’s experience as a client in DTSI, as well as his ongoing PhD research into design thinking in a sport management context, suggestions will be offered as to how design thinking can be effectively used in the sport management classroom.

**Keywords: design thinking, sport for development, social innovation, pedagogy**



## **Perceived Event Impacts and Support for a Major Sport Event**

**Mel Johnston, Auckland University of Technology**  
**Michael Naylor (Supervisor), Auckland University of Technology, Geoff Dickson**  
**(Supervisor), La Trobe University**

Local resident support is critical for the successful hosting of major sport events (Alm-Emadi et al. 2017; Gursoy and Kendall, 2006). Local residents' support can transform a major sport event into a very positive experience for a community. However, a lack of support can have devastating effects on the host community by turning it into a highly charged political and social event. Despite being such a crucial component for hosting a successful major event local residents are usually not consulted before bid submissions. Instead, bidding decisions are often made by a small group of government officials, without any transparency, and more often in the interest of global politics rather than local communities (Gursoy, Milito & Nunkoo, 2011). However, widespread public discussion in the pre-bid process, can lead to a better understanding of local resident's perceptions on the benefits and costs of hosting. Support for a major event bid may be linked to perceptions of the events impacts. A triple-bottom line approach of perceived social, economic and environmental impacts, have previously been linked to one's ultimate support for hosting a major event (Fredline, Jago & Deery, 2006). An understanding of community members' perception of event impacts can be used to by key decision makers to ease concerns about hosting and ultimately community support for events.

This research is contextualised around a potential New Zealand Commonwealth Games bid for the event to be hosted in either Auckland or Christchurch. Perceived impacts of hosting the Commonwealth Games are explored, and the relationship between those impacts and support for bidding to host. Data were collected via questionnaires distributed by a market research company to a sample of Auckland (n=302) and Christchurch (n=301) residents. Following the research design of Fredline, Jago and Deery (2006), local resident perceptions of event impacts were measured by 14 items on a three-part scale. First, respondents were asked if they agree or disagree with statements relating to their perception of each impact. Those respondents who agreed with each statement were then asked to what extent that impact would affect their personal quality of life and the community as a whole.

Results showed that a majority of residents (69.5%) supported hosting the Commonwealth Games, with no significant difference between Auckland and Christchurch. ANCOVA analyses revealed that 13 of the 14 event impacts were significantly related to support for hosting. Further analysis of the data is currently taking place and will be presented at the 2018 SMAANZ conference.

**Keywords: Perceived Impacts, Major Sport Events, Commonwealth Games**

## The Role of Perceived Value of Ticket Price in Attendance Intention

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**Keywords: Perceived value of ticket price, Team identification, Attendance intention, Heterogeneous data**

Since ticket sales are considered as one of the critical incomes for sport teams, it is important for team marketers to improve ticket sales (Howard & Crompton, 2004). One of the ways for increasing ticket sales could be to encourage spectators' intentions to attend future games (i.e., attendance intention). More specifically, spectators' perceptions of ticket price can be critical in deciding to purchase a ticket (Biscaia et al., 2013). For example, if a spectator had perceived the ticket price to be inexpensive, his/her attendance intention would be more likely high. In contrast, expensive ticket prices would reduce the attendance intention.

It, however, has been unclear how perceived value of actual ticket price influences attendance intention, despite the importance of ticket pricing strategy. Extensive literature have examined to find out the antecedents of attendance intention; evaluation of a game, satisfaction with a game. Although a spectator positively evaluated a game, he/she might not want to attend more games if ticket price was perceived as expensive. Thus, this research aimed to examine the effect of perceived value of actual ticket price on attendance intention. Furthermore, this study also investigated how team identification moderated the above effect because the degree to which a spectator is identified with a team plays an important role in his/her attendance intention (Matsuoka et al., 2003).

A set of questionnaire surveys were conducted to collect heterogeneous samples from twelve Japanese rugby games ( $n = 949$ ). Three (perceived value of ticket price: expensive / reasonable / inexpensive)  $\times$  Two (team identification: high / low) research design was performed for statistical analyses. The results of ANOVA indicated that spectators who perceived ticket price inexpensive had higher attendance intentions than those who perceived it expensive did ( $M_{\text{inexpensive}} = 4.73$ ,  $M_{\text{expensive}} = 4.53$ ,  $p < .01$ ). Those who perceived ticket price reasonable, moreover, had higher attendance intentions than those who perceived it expensive did ( $M_{\text{reasonable}} = 4.66$ ,  $p < .05$ ). Regarding the role of team identification, the effect of perceived value of ticket price on attendance intention was moderated by team identification ( $F(.979) = 3.264$ ,  $p < .05$ ).

This research suggests that spectators' attendance intentions can be influenced by how they perceive ticket prices. More especially, lowly identified spectators with a sport team more highly put their priorities on the value of ticket price in deciding their attendance intentions than highly identified spectators do.

## **LINKING SENTIMENT OF UNSTRUCTURED TEXT AND CONSUMER BEHAVIOUR MEASURES IN SPORT SERVICES**

**Adam Karg, Heath McDonald, Chelsey Taylor, Swinburne University**

Access to open or unstructured text data via digital sources is increasing (Liu, 2012), allowing researchers to generate and capture high volumes of data to better analyse consumer experiences and behaviours (Zhang et al, 2011). Assisting this are Natural Language Processing (NLP) techniques, including data and text mining of sentiment and opinion (Lui, 2012) where open text from a range of sources can be considered from a topic (i.e.; what people are talking about) or sentiment (i.e.; is opinion positive or negative) perspective (Nasukawa & Yi, 2003). While such approaches are becoming more frequent in sport contexts (e.g.; Chang, 2018; Hoerber et al., 2016) most research to date has been limited to social media data, and looked at data from groups of consumers (e.g.; an aggregation of data collected via Twitter or a similar social media source).

Data was collected via online surveys and analysed with a focus on two sets of consumers; 1) n=1250 members or season ticket holders of a professional sport team, and; 2) n=1250 members or subscribers of a sport and leisure/fitness centre. A range of items was included in the collection tool, including demographics and behaviours, as well as measures for satisfaction (McDonald, Karg & Vocino, 2013), likelihood to recommend (Reichheld, 2006) and likelihood to renew (Juster, 1969) for each service. In addition, we included three questions to elicit qualitative data from each individual. These questions asked members to use open text to describe; 1) how they were feeling about their team/centre membership; 2) what words came to mind when they thought about the team/centre, and; 3) any other comments on services related to the team/centre membership. Qualitative responses were analysed using NLP to produce a sentiment score for each response (from -1.0 to +1.0) based on the words used. Sentiment scores were then used as inputs to determine the correlation and predictive ability relative to other consumer behaviour measures. Analysis revealed sentiment was positively and significantly correlated with consumer behaviour measures in professional sport ( $r = .51 - .75$ ) and leisure ( $r = .27 - .48$ ) settings. Further, sentiment provided significant but moderate predictive value when used as an input to predict satisfaction ( $R^2 = 0.11 - 0.21$ ), likelihood to recommend ( $R^2 = 0.09 - 0.18$ ) or renewal intent ( $R^2 = 0.11 - 0.19$ ) in linear regression tests across the two settings. Results provide initial evidence of relationships between open text sentiment and heavily studied consumer behaviour measures in sport. The direction of the correlations are not surprising, but demonstrated predictive value should encourage further investigation of how increasingly available data in high involvement settings such as sport may assist researchers and marketers. Specifically, the major extension of this study is the individual level of analysis, allowing quantitative measures and open text from the same individuals to be analysed. The results present a unique contribution and opportunity for marketers where aligning open text (via social media, blogs, forums or other feedback mechanisms) to customer records can provide an enhanced understanding of sentiment and assist in projecting or strategising for recommendation and renewal behaviours. While results presented here are limited to sentiment analysis, topic analysis into specific themes within text that provide best predictive value provides a meaningful extension for future work. Such a focus would aid understanding how open text data on service quality, satisfaction or brand positioning may assist developing customised or individualised relationship management strategies.

## **Exploring occupational fraud in community sport: An international comparison**

**Lisa A. Kihl, University of Minnesota; Katie Misener, University of Waterloo; Graham Cuskelly, Griffith University**

Similar to other non-profits, community sport organizations (CSOs) worldwide are vulnerable to occupational fraud. CSOs are run primarily by volunteers and generally operate within an atmosphere of trust, have less business and financial expertise, and lack internal controls and resources that can prevent and detect fraud (Greenlee, Fischer, Gordon & Keating, 2007), thus making these nonprofits vulnerable to malfeasant activities (Archambeault, Webber & Greenlee, 2015; Douglas & Mills, 2000).

Occupational fraud is defined as “the use of one’s occupation for personal enrichment though the deliberate misuse or misapplication of the employing organization’s resources or assets” (Wells, 2005, p. 44). In the nonprofit sector, occupation may be synonymous with position/role, where governing boards are responsible for implementing financial controls (Greenlee et al., 2007). Wolfe and Hermanson’s (2004) fraud diamond explains fraud as the result of the conjunction of an individual having an incentive (pressure) to commit fraud, weak oversight that provides opportunity to commit fraud, the individual rationalizes committing fraud (attitude), and possess the capability (personal traits and abilities) to carry out fraud.

The Association of Certified Fraud Examiners (2018) reported that globally, skimming (stealing cash before being entered in an accounting system) schemes were more common in the arts, entertainment, and recreation industries than other industries (e.g., banking, manufacturing, health care or social services). Anecdotally, cases of CSO fraud have been reported in the sports clubs of netball and football (soccer) in Australia, ice hockey in Canada, and football in the United States. Limited research exists however regarding the actual incidence of fraud in CSOs. Arguably we need a better understanding of the nature of fraud and all of its types within the CSO context. The susceptibility of CSOs to organizational fraud warrants research on a global scale so as to prevent and manage such activities. Thus, the purpose of this research is to conduct an exploratory study of the nature and incidences of occupational fraud in CSOs. Specifically, we aim to answer the following research questions: (1) What types of fraud have been reported publicly?, (2) What methods are used to commit fraud?, (3) How is fraud detected within the CSO sector?, (4) What are the governance practices that make a CSO particularly vulnerable to fraud? and (5) What are the consequences of fraud for a CSO and an alleged or prosecuted party?

Data collection for this study is ongoing with CSOs in Australia, Canada, and the US in order to allow for international comparison across a number of jurisdictions. A content analysis of secondary data on CSO fraud will be performed by first searching all News Databases during the period January 1, 2008 to August 31, 2018, to identify news stories published about fraud or corruption in community sport. A period of 10 years was chosen in order to gain a range and scope of fraud cases. Data will be content analyzed (Miles et al., 2014) where data will be analyzed and compared to identify patterns and themes. The results will address an important gap in research by offering new insight into the patterns and consequences of fraudulent activities in CSOs. The presentation will identify opportunities for improved practice in order to prevent fraud and ensure the viability and integrity of this important sector.

**Keywords: Sport corruption, embezzlement, community sport, fraud**

## **Identifying a sport team's community initiatives that can make a social impact**

**Lisa A. Kihl and Yuhei Inoue, University of Minnesota**

A growing number of sport organizations have started to implement community initiatives to address key social issues and hence increase their positive social impact (Inoue, Kent & Lee, 2011). While existing studies focused primarily on community initiatives of professional sport organizations (Inoue, Funk & McDonald, 2017; Kihl, Babiak & Tainsky, 2014), an examination of the U.S. sport context suggests those initiatives are also commonly implemented by intercollegiate athletic departments as part of their student-athlete development programs (Huml, Svensson & Hancock, 2017). The potential impact of these initiatives is highlighted by the availability of on-campus resources (e.g., faculty expertise, infrastructure) that can be leveraged to enhance their social impact. However, there is a lack of knowledge regarding how intercollegiate athletics community initiatives can be designed to heighten their impact on the local community as well as how social impact is defined.

Social impact of sport-based initiatives has been defined as broad intangible benefits accruing to local communities, such as promotion of public support for charitable causes and enhancement of residents' health and well-being (Inoue, Heffernan, Yamaguchi & Filo, 2018). Moreover, based on an integrative framework of social impact assessment (Inoue & Kent, 2013), those intangible benefits can be analyzed at different units (i.e., benefits for individual residents vs. for the whole community) as well as at different timings (i.e., intermediate vs. long-term impact).

This study is part of a broader a community-based participatory research project (Minkler & Wallerstein, 2003) with a U.S. intercollegiate football program that aims to identify and develop community initiatives that will make a social impact. In this presentation, we aimed to the following research questions: (a) what are key features of program design that determine the impact of intercollegiate athletics community initiatives? and (b) how is the social impact of the initiatives on local communities defined?

Data collection in this study is ongoing. An exploratory concurrent design (Creswell & Plano Clark, 2007) is guiding study decisions. Semi-structured interviews were conducted with five community leaders who administer and deliver local community initiatives as well as the coaching staff (n=10) and their spouses (n=7). In addition, responses to an online survey were collected from 90 football players (75% of the original sample). Both forms of data collection were intended to assess the respective participants' perceived roles in the community, local community needs, and their understanding fo the meaning of social impact. Qualitative data will be thematically analyzed to address the research questions. Survey data will be analyzed using descriptive statistics to assess players' perceptions of community needs. All data will be compared to understand how the respective stakeholder groups define community needs and social impact and determine which community initiatives the football program should adopt and implement for making a social impact in the community.

The findings will highlight the contribution to the field by discussing how intercollegiate athletics community initiatives can be designed to be socially impactful.

**Keywords: Social responsibility, community relations, social impact, intercollegiate sport CSR**

## **Organizational Citizenship Behavior in Sports: Scale Development and Validation**

**Seungmo Kim<sup>1</sup>, Jingdong Liu, and Adam Love<sup>2</sup>**

<sup>1</sup> *Hong Kong Baptist University*, <sup>2</sup> *University of Tennessee*

Researchers have focused substantial attention on investigating factors that influence athletic performance in high-level competition. For instance, sport psychology researchers have often studied individual-level factors (e.g., personality, motivation, emotions), while researchers in sport management have examined organizational-level structural factors (e.g., policies, organizational support) related to the development of elite athletes. Recently, several leaders in the field have suggested that researchers and practitioners pay attention to organizational influences based on organizational psychology that contribute to the achievement of organizational goals in elite sports. Given the situation, the current study attempted to investigate the role of Organizational Citizenship Behavior (OCB), which include “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization” (Organ, 1998, p.4), in developing elite athletic performance as an organizational psychology approach. The current study has been designed based on the belief that extra-role behaviors in the context of sport may be unique in comparison to dimensions of OCB identified in other settings, due to the nature of the physical, mental, and social involvement and interaction required between teammates before, during, and after sporting competitions. However, there has been little research conducted regarding OCB and its relationships with other variables in elite sport, despite its potential positive impact on team performance. Thus, the main purpose of the current research as a pioneering study was to develop a valid and reliable measurement to assess OCB in sport.

This study includes three stages of scale development and validation: a) item generation and content validity, b) construct validity and reliability, and c) cross validation and criterion validity. Both qualitative and quantitative methods have been utilized to generate and analyze items. First, a series of interviews with 15 current or former athletes (11 women, 4 men) and an intensive review of existing OCB scales in the literature were conducted to generate 42 items initial with in the dimensions of bonding, encouraging, helping, courtesy, community service, and extra workout. Secondly, a total of 279 questionnaires were collected from current/former athletes at National Collegiate Athletic Association (NCAA) Division I institutions in the United States via an online survey. The results of Exploratory Structural Equation Modeling (ESEM) with six dimensions revealed no significant relevance for the “Courtesy” dimension in the context of sport. Subsequently, 19 items were removed due to low loadings and cross loadings. The results of ESEM with the revised survey with 23 items for five dimensions revealed appropriate goodness-of-fit indexes (CFI, TLI, RMSEA, SRMR). Finally, a new data set including the revised OCB scale, athletic satisfaction, commitment, and intention to quit will be collected and reanalyzed to confirm the retained items and evaluate criterion validity.

The findings will help researchers empirically examine the potential relationships between psychological antecedents and identified dimensions of OCB in the context of sport as well as provide practical guidance to professionals working with athletes.

**Keywords: Organizational Citizenship Behavior, Scale Development, Athletes**

## The impact of leisure card or discounted admission on sports centres

Shia Ping Kung and Simon Shibli

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'Prioritising demographic groups who are currently under-represented such as women, older people, disabled people and people from lower socio-economic backgrounds'; and 'tackling inactivity and creating regular activity habits' are two of the major principles underpinning the Sport England's 2017-2021 strategy *Towards an Active Nation*. In England, public sports centres are the major providers of indoor sporting opportunities. Financial constraints, such as the cost of entrance charges for public sports facilities is an obstacle to sport participation, be it an absolute obstacle for some groups of users or a relative barrier to in terms of limiting the frequency of participation. These obstacles can be alleviated through reduced fees and appropriate pricing decisions informed by management information and market research data (Coalter, 1993; Gratton & Taylor, 1995, 2006; McGuire & O'Leary, 1992). According to a study by Kung & Taylor (2014), disabled people having access to a leisure card or similar discount scheme appeared to have significantly higher frequency of participation in sport than those who did not. This effect was possibly the result of discounts having a positive influence on participants' satisfaction with the value for money of activities. Whether or not such a scheme has similar effect on participation by other demographic groups remains under researched. The analyses presented in this research paper are based on survey data collected from 29,545 users at 183 sports centres, and management information returns from these same centres, which took part in Sport England's National Benchmarking Service (NBS) for public sports centres in 2017. This research explores who actually benefited from such leisure card / discounted admission schemes by 1) analysing the frequency of participation reported by different demographic groups; 2) investigating the financial efficiency of sports centres by their level of visits via discounted admissions; and 3) investigating the performance of centres in catchment areas with higher rates of social deprivation. The wider goal of this research is to help inform pricing strategies to increase sports participation, particularly by underrepresented groups and in more deprived locations, without compromising the financial performance of sports centres.

**Keywords:** Leisure card; discounted admission; financial performance; sports participation; sports centre

## **Market segmentation of customer base at English public sport centres by satisfaction with service quality**

**Themis Kokolakakis and Shia Ping Kung**

**Sport Industry Research Centre, Sheffield Hallam University, Sheffield, S10 2BP, UK**

Service quality is an important factor affecting the level of satisfaction of customers with sport centre visit and experience. The level of satisfaction associated with visit experience is likely to influence customers' willingness to revisit the sports centre and future participation in sport (Hennig-Thurau and Klee, 1997; Lee, 2017; Yoshida, 2017). This research paper explores the relationship between service quality at English public sport centres and its customer base. It uses survey data collected from 31,350 users across 94 sports and leisure centres that were part of the Sport England's National Benchmarking Service (NBS) for public sports centres in 2014, which covers a wider range of service dimensions. The objective of this research is to allow prediction of the customers' behaviours by examining the characteristics of customers at public sports centres in order to attract customers strategically. This research uses NBS data and econometric modelling to investigate the priorities and views of different types of customer groups, under each specific NBS indicator. The paper adopts a systematic assessment of customer base and their levels of satisfaction, by demographic profile; patterns of participation and travel; and importance-weighted customer satisfaction with service dimension. The market segmentation presented in this research can potentially increase the competitive advantages of a facility through the development of marketing strategies that specifically correspond to the customer base and the existing perception of customer satisfaction (Walsh, 1994; Armstrong and Kotler, 2007).

**Keywords: market segmentation; customer satisfaction; customer demographic; service quality; sports participation**



**Exploring the determinants of women's preferences toward sport marketing messages on Instagram**

**Tzu-Chun Lin, Chin-Yi Fang<sup>5</sup>**

**Graduate Institute of Sport, Leisure and Hospitality Management, National Taiwan Normal University, Taipei City 10644, Taiwan**

The number of female members registered on the Nike APP worldwide has grown faster than the number of males (nikeinc.com, 2018). CNN (2018) has also pointed out that the world's largest economic growth power is female consumers. These statistics regarding purchasing power indicate that there is significant influence of female consumers in the sports industry. Launched in 2010, Instagram is a relatively young social media platform. There are over 500 million concurrent browsers on Instagram every day (Instagram, 2017). Instagram provides a platform that offers brand exposure opportunities and increases product popularity (Leung, Law, Van Hoof & Buhalis, 2013). For example, the business webpage of Nike "NikeWomen" on Instagram has over 7.6 million followers. This paper aims to find out the influential factors of customers' perception (including perceived enjoyment and usefulness) toward marketing messages on Instagram based on the dual coding theory (DCT). The DCT defines that message formats divide into textual and visual categories. The visual messages are claimed to increase the viewers' memory. However, there is a lack of extant research aimed at identifying the determinants of women's preferences using visuals on Instagram. The study used secondary data and collected 112 photos with the hashtag "nikewomen" on Instagram during 2017 and 2018. Utilizing the truncated regressions examined the antecedents of preferences of marketing messages on Instagram. The empirical results showed that sport clothing, wearable devices, text length and text readiness about the product had the significantly positive impact on the perceived enjoyment and usefulness, in contrast that brand logo and photo with models had the negative impacts on those dependent variables. The persuasive photo message on Instagram seems not attracting viewer's attention. This paper also discusses the managerial implication and future research.

**Keywords: Instagram, Dual coding theory, Truncated regressions with bootstrapped procedure.**

**The impact of safety legislation on major sport event volunteer management systems:  
An examination of two mass participation cycling and road running events in Cape  
Town, South Africa**

David Maralack<sup>6</sup>

South Africa hosts large mass participation sports events annually such as the Cape Town Cycle Tour (30 000 participants) and Two Oceans Marathon (33 000 participants) in addition to hosting mega events (such as the World Cup 2010) that depend on volunteers. The Cape Town Cycle Tour, started by volunteers in 1977 and Two Oceans Marathon in 1970, historically depend on volunteers for its presentation. Recently these and other volunteer events organisations have been challenged by new legislative and policy requirements. The Disaster Management Act (2002), Safety at Sport and Recreation Events Act (SASREA 2010) and an increasing number of health, safety and security regulations promulgated by local government has affected event risk management, raised liability concerns and appears to impact event financial viability.

In this context, event organisers are increasingly challenged to balance the virtues and passion inherent in sport event volunteerism with the need for heightened risk and brand management in South Africa. While volunteers have been and remain a core component of sport delivery, a closer analysis will show that the pool of volunteers is dwindling. Policies and legislation are becoming increasingly onerous, placing additional demands on event owners for volunteer procurement, retention and training. Inconsistencies between promoting volunteerism, which adds vibrancy and excitement to events, and restrictive risk management policies, promoting professionalization, increase paradoxes and present significant event management challenges.

In building this analysis, the paper extends Morgan's argument (2013:389) that the increase in bureaucracy and the battle for scarce resources to support sport provision significantly hinders the recruitment of sport volunteers. I build in particular on Wicker's suggestion (2017:334) that examining volunteerism and volunteer management in the sport sector requires an analysis of institutions managing volunteers, community characteristics and the effect of policy. The paper explores the impact of external political, legal, social and economic pressures on the role of volunteering in sport events in Cape Town, drawing on experiences in the Cape Town Cycle Tour and Two Oceans Marathon in responding to the increasingly regulated and bureaucratized nature of events. I explore the ways in which these events depend on the quality of volunteers at an organization's disposal (Hoye et al. 2010).

In sum, through these cases, the paper reflects critically on the accepted definition of volunteers (Freeman 1997) as 'people working for nothing'.

**Keywords: volunteer; sport events; safety regulations; Cape Town Cycle Tour; Two Oceans Marathon; South Africa**

## **Assessing positive and negative social impacts of hosting mega a sport event**

**Hirota Matsuoka<sup>1</sup>, Tae-Ahn Kang<sup>2</sup>, Daichi Oshimi<sup>3</sup>,**

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**Keywords: positive and negative social impact, attitude toward hosting events**

It has been examined and argued that sport events are able to not only deliver positive impacts to local communities (Inoue & Havard, 2014; Lee et al., 2012; Kim & Walker, 2012), but also bring negative impacts in the hosting cities (Balduck et al., 2011, Kim et al., 2015; Mao & Huang, 2016; Oshimi et al., 2016). Since community-wide supports became necessary for the hosting cities of mega sport events to secure monetary as well as human resources to make each event successful, it is important for host cities to enhance resident perceptions of positive social impacts resulting from hosting the events. At the same time, negatively perceived social impacts have to be weakened to reduce dissenting opinion for hosting events.

Although resident perceptions of social impacts have been examined in several recent studies, it is unclear how such perceptions influence residents' attitude toward hosting future sport events. Thus, the purposes of the present study were 1) to assess the both perceived positive and negative social impacts of an international sport event among local residents of the hosting city, and 2) to examine the relationships between the perceived impacts and the residents' attitude toward hosting another international sport event.

Data were collected from 639 residents of Sapporo in Japan a week after the 2017 Sapporo Asian Winter Games through a set of online questionnaire surveys. The confirmatory factor analyses resulted in a eight-dimension model with 30 items to assess perceived social impacts including five positive dimensions: (1) economic development; (2) cultural interest & new opportunity; (3) external image enhancement; (4) consolidation & pride; and (5) interest in sports, and three negative dimensions: (1) disorder & congestion; (2) security risks; and (3) economic cost ( $\chi^2/df=3.180$ , CFI=.952, GFI=.891, AGFI=.854, TLI=.940, RMSEA=.058).

Since Sapporo is one of the candidate cities for the 2026 Winter Olympic and Paralympic Games, the residents were asked a question regarding their attitude toward hosting the event. The results of multivariate regression analyses found that consolidation & pride ( $\beta=.259$ ,  $p<.001$ ), interest in sports ( $\beta=.243$ ,  $p<.001$ ), and external image enhancement ( $\beta=.128$ ,  $p<.05$ ) had positive effects on attitude toward hosting the event. On the other hand, economic cost ( $\beta=-.217$ ,  $p<.001$ ) had a negative effect on the attitude. More specific findings and their academic and practical implications will be presented.

## LPGA\*USGA Girls Golf: A Case Study

**Robbie Matz – University of Georgia, USA; Jepkorir Rose Chepyator-Thomson –  
University of Georgia, USA**

The purpose of this case study was to understand how the landscape of golf has changed for girls and women due to the creation of LPGAUSGA Girls Golf: an initiative aimed at introducing girls to golf through female programming centered around social interaction and fun. The program is a joint partnership between the Ladies Professional Golf Association (LPGA) and the United States Golf Association (USGA). Previous research on girls/women in golf has primarily focused on barriers and discrimination (Apostolis & Giles, 2011; Crane, 1991; Danylchuk, Snelgrove, & Wood, 2015; Hudson, 2008; Janiak, 2003; Nylund, 2003; Song, 2007; Wolter, 2010). Void from the research is understanding how these problems have been addressed. Due to the deeply embedded history and traditions of golf, disrupting the highly institutionalized rituals and practices of golf is no small task. This study was framed through an institutional lens with institutional entrepreneurship (Hardy & Maguire, 2008) as the focus for understanding the creation and dissemination of LPGA/USGA Girls Golf. Institutional entrepreneurs are “those actors to whom the responsibility for new or changed institutions is attributed” (Hardy & Maguire, 2008, p. 198). A central question with institutional entrepreneurship is how do actors deeply embedded in a field project new practices and how do they persuade other actors in the same field to adopt the practices (Hardy & Maguire, 2008). Actors can refer to individuals, groups of individuals, organizations or groups of organizations responsible for change (Battilana, Leca, & Boxenbaum, 2009).

In order to understand the role LPGA/USGA Girls Golf has played in shifting the institution of golf for girls/women, an intrinsic case study design (Stake, 1995) was used. Semi structured interviews were conducted with 40 participants using an interview guide (Patton, 2015), coupled with document analysis (Bowen, 2009) of news articles and internal documents. Participants included LPGA/USGA Girls Golf site directors, top female instructors in the United States and golf journalists. Interviews lasted between 30-65 minutes with all interviews transcribed verbatim. Analysis of the data was juxtaposed against the institutional entrepreneurship process model of Battilana et al. (2009). The model addresses enabling conditions for institutional entrepreneurship (field characteristics and social position), possible emergence, divergent change implementation (vision creation and ally mobilization), and possible diffusion of divergent change (Battilana et al., 2009).

The findings indicate the ability to build a coalition of agents (i.e. Girls Scouts of America, LPGA, USGA, The First Tee) assisted in the diffusion of the divergent change. The creation of the LPGA/USGA Girls Golf program appears to have succeeded partially due to the divergent change having components of diagnostic framing (Suddaby & Greenwood, 2005), prognostic framing (Suddaby & Greenwood, 2005), and motivational framing (Misangyi, Weaver, & Elms, 2008). Within the field of junior golf programming for girls, LPGA/USGA Girls Golf has become fully institutionalized within the United States as a vehicle to introduce girls to the game of golf.

**Keywords: institutional entrepreneurship; institutional theory; girls golf**

## **How can governance design options be developed for new and emerging sports? The case of Stand Up Paddling in New Zealand**

**Trevor Meiklejohn (Unitec Institute Technology), Lesley Ferkins (Auckland University of Technology), Ian O' Boyle (University of South Australia)**

Adopting an action research methodology, this research explores governance design options for new and emerging sports. The research takes place in partnership with New Zealand Stand Up Paddling (NZSUP), a relatively newly formed national governing body for the sport. More specifically, through a series of action research phases, this project seeks to understand the context and examine key issues and tensions pertaining to the emerging governance design of Stand Up Paddling in New Zealand. As an outcome, this research intends to help develop, implement and review governance design actions or interventions for this new and emerging sport.

Underpinned by a multi-theoretic perspective this research presents the concept of governance design via a model that has been adapted from Vangen, Hayes and Cornforth (2015). This model includes overlapping design elements of stakeholders, structure, processes and cooperation and thus provides a suitable platform for the systemic (multi-layered) approach to sport governance that this study takes. This multi-organisational view of governance signals important new directions for not for profit governance research (Cornforth, 2012) which has tended to focus more on the governance of singular organisations rather than the systems or networks within which they reside (Hoye & Doherty, 2011; Shilbury, Ferkins & Smythe, 2013). Furthermore, this model assists to capture the interorganisational relationship complexities that underpin the governance of such sport networks (Dickson, Arnold & Chalip, 2005; Ferkins & Shilbury, 2010; Hoye & Cuskelly, 2007; Hoye & Doherty, 2011; Soares, Correia & Rosado, 2010; Shilbury, Ferkins & Smythe, 2013).

The changing sport and recreational landscape is also highlighted in this research and responds to concerns that there is a dearth of knowledge as to how new and emerging sports are governed compared to 'mainstream' sports (Kellet & Russell, 2009; Newland & Kellet, 2012). Peak governing bodies for sport such as Sport New Zealand and the Australian Sport Commission have also highlighted such changes and emphasise that governing bodies may need to explore new structural forms that look outside of traditional and long standing governance models to better serve these new sport communities (Australian Sport Commission, 2013; Sport New Zealand, 2015).

This presentation will provide an overview of this research project and its progress to date. In particular, it will provide detailed explanation of the context analysis and issue identification phases of the action research process and highlight key themes that have emerged from the data collected thus far. In doing so it will shed considerable light on the context and issues pertaining to the emerging governance design of stand up paddling in New Zealand. Further, given the timing of this presentation, it will discuss actions and interventions that are being developed and or contemplated for implementation by the research team and NZSUP. Lastly, key learnings relating to the use of the action research methodology will be shared in this presentation and therefore may be of interest to those considering adopting this method for other research.

**Keywords: Sport governance, systemic governance, new and emerging sports, action research**

## **Social Impact Capacity in Nonprofit Community Sport**

**Katie Misener (University of Waterloo), Kathy Babiak (University of Michigan),  
Kristen Morrison (University of Waterloo), & Patti Millar (University of Windsor),  
Micheal Shier (University of Toronto)**

A growing body of research on organizational capacity in community sport organizations (CSOs) highlights the multidimensional factors that nonprofit clubs must consider in order to achieve their primary missions related to sport participation-based programming (e.g., Doherty, Misener, & Cuskelly, 2014; Jones et al., 2018; Millar & Doherty, 2016; Wicker & Breuer, 2011). However, the role of CSOs also extends beyond sport service provision, as recent research reveals that CSOs are broadening the scope of their efforts to address wider social problems and develop social engagement opportunities in their communities and beyond (e.g., Skille, 2010; Skinner, Zakus, Cowell, 2008). Examples of their efforts include increasing their members' awareness of socio-economic issues such as poverty and privilege by engaging in humanitarian efforts, and engaging in environmental conservation (Misener & Babiak, 2015; Sharpe, 2006). This evidence highlights how CSOs are affecting social change within local communities and for those whom they do not directly serve; however, research to date has not examined the particular management capacities that are required to deliver this wider social impact agenda alongside sport service delivery.

The purpose of this study is to uncover the critical dimensions of capacity for impacting social change through CSOs. We define social impact capacity as the ability to draw on organizational assets and resources to achieve social impact, understood as any effort that contributes to addressing social concerns and/or enhances the wellbeing of individuals and groups, particularly underserved stakeholders beyond the organization's member base. The study builds on the theoretical bodies of nonprofit organizational capacity (Doherty et al., 2014) and discretionary social responsibility (Babiak & Wolfe, 2009, Carroll, 1999) to understand the organizational resources and competencies required to undertake a socially-minded agenda which may exist on the periphery of a CSO's mandate yet serves to build a critical link between these organizations and broader society. The study is guided by three research questions: (1) What is the nature of CSOs social impact efforts? (2) What are the critical capacity elements which support or hinder social impact activities in CSOs? (3) How do these capacity elements influence the ability of CSOs to achieve their desired social impact agenda?

Semi-structured interviews are currently underway with a purposeful sample of Presidents of the Board of Directors of 30 CSOs from a range of sports across Ontario, Canada. Two-thirds (20) of the clubs were identified as engaging in two or more social impact initiatives, while the other ten clubs are not currently undertaking purposeful social change efforts. Intentionally sampling discrepant cases provides enhanced understanding of the key capacity elements that support or hinder these efforts by considering the capacity elements present (or lacking) in each case (Eisenhardt & Graebner, 2007). Data from the interviews will be inductively analyzed to identify capacity dimensions and sub-elements of a new framework of social impact capacity in community sport which will subsequently inform further empirical testing.

The presentation will highlight the unique management domains that facilitate and/or constrain the ability of CSOs to contribute to the overall well-being of their communities and create social change through sport, thereby generating knowledge that may assist CSOs in maximizing the positive outcomes of these practices.

## **Why is homophobic language so common in male team sport? The role of team and institutional norms**

**Erik Denison, Kerry O'Brien, Ruth Jeanes, Nick Faulkner**

Sport is a key setting where gay and bisexual (GB) youth experience homophobic abuse. This has been shown to deter participation and increases risk of self-harm. GB youth are half as likely to participate in team sports and 3-4 times more likely to attempt suicide than peers. Although the impacts are clear, there is a paucity of research investigating the factors that influence the use of homophobic language in sport. Understanding why this language remains common is the first step toward developing effective solutions for use by sport administrators, coaches, and others. Research examining homophobic language in other social contexts suggests attitudes, education, and social norms could be key factors.

This study examines the relationship between the use of homophobic slurs by young male athletes and multiple factors (injunctive norms, descriptive norms, attitudes toward gay people, awareness of harm, and influence of coaches). We use data collected from a total-population sample (n=329) of male rugby players, aged 16 – 20, from two Australian states (one identified as gay). Homophobic language was commonly heard and used by participants, with 77.8% reporting teammates had used homophobic slurs, such as “fag” or “poof,” in the past two-weeks, while 59.4% admitted to using these slurs themselves.

We found strong relationships between the use of slurs and social norms (both injunctive team norms and team descriptive norms). In contrast, there were relatively weak or no relationships between language use and the other factors examined, including negative attitudes toward gay people.

Our findings suggest interventions targeting social norms could be effective in reducing the use of homophobic language in male team sport.

## **Surfacing Implicit Leadership Theories in a Professional Sporting Context: A Comparison of Four Research Techniques in a Bundesliga Handball Club**

**Jacky Mueller**

Implicit leadership theories (ILTs) are people's mental models of the characteristics that they believe leaders should possess (Foti et al., 2017; Lord, 1985; Tavares et al., 2018). People implicitly compare actual leaders to their mental model to determine whether they perceive them as leaders or not (Alipour et al., 2017; Lord et al., 1984). From these assessments, followership and other behaviour follows, which is particularly important in a sport context given the significance of coach-athlete relationships (Billsberry et al., 2018; Welty Peachey et al., 2015; Jowett, 2002).

Various techniques to analyse ILTs have emerged over the years, including but not limited to, quantitative questionnaires (Epitropaki & Martin, 2004; Offermann & Coats, 2017), interviews (Den Hartog et al., 1999), drawings (Schyns et al., 2012), and focus groups (Curtis et al., 2013). While those measures do have some overlap, they also vary in important ways (Schneider, 1973). These different techniques have not been tested in a professional sporting setting. To this end, the goal of our study is to compare these different methods in a professional sport context to assess their varied success and usability to research leadership in sport contexts.

This research trials four different methods for surfacing ILTs (in-depth interviews, focus group, drawings, and questionnaires) with the on-field and off-field staff of a professional German handball club. Members of the club were randomly allocated to the various methods. Each participant experienced one qualitative method and all participants were invited to fill out the quantitative survey at the second stage of data collection. In total, 23 people comprising 13 on-field, and 10 off-field participated in the first phase of the study.

Two of the methods did not provide a rich picture of the participants' ILTs. A projective technique in the initial part of the focus group presented the biggest challenge. We showed the participants (4 on-field; 4 off-field) four photos each of leading handball coaches (2 male; 2 female), and in the second round of the process, photos of leading handball players. The participants responded by saying that their perception of these individuals was predominantly formed by the media, and they could therefore not make an accurate assessment of their leadership characteristics. Even re-directing them on their own impressions of these people did not remove this problem. Further, the focus group did not deliver a rich understanding of ILTs, primarily because the group process prohibited personal expression of anything sensitive and because the focus on a group ILT diverted away from the content of personal ILTs; the participants were seeking common themes.

We considered the drawings to be of limited success as they lacked complexity. Moreover, some participants did not engage with the task seriously. However, the discussions leading up to the drawings exercise contained some meaningful information regarding individuals ILTs. Individual interviews were successful, on average they lasted 45 minutes, and produced an idiosyncratic picture of each person's ILTs. The questionnaire has yet to be sent to the participants at the time of abstract submission. In reviewing the approaches tested so far, interviews were shown to be the best practical option in this environment.

**Keywords: Implicit leadership theory, research methods, focus groups, interviews**



## **On the same page? Examining executive-level perceptions of social media within national sport organizations**

**Michael L. Naraine (Deakin University), Milena M. Parent (University of Ottawa), Ashley Thompson (University of Ottawa), Russell Hoye (La Trobe University), Marijke Taks (University of Ottawa), and Benoit Séguin (University of Ottawa)**

The national sport organization (NSO) landscape has experienced a significant shift in recent years with technological advancements in stakeholder communication. Social media, in particular, has presented unprecedented challenges experienced by sport managers (e.g., Naraine & Parent, 2016a, 2017), including unmediated, simultaneous connections to multiple stakeholder groups (Naraine & Parent, 2016b). However, the majority of these studies have sought out perceptions of the social media managers within these organizations, and has been limited to a subset of the population (i.e., less than 20%). What is unclear is whether chief executive officers (CEOs) within these organizations are also espousing similar perceptions related to social media as compared to their subordinates. Thus, we seek to understand how social media is perceived by upper-level managers, as this may be different from lower-level managers.

This study is framed by Kietzmann, Hermkens, McCarthy, and Silvestre's (2011) notion of social media functionality. Sport organizations communicate internally and externally using a variety of means, but one of the more prominent components of organizational communication with various publics has been social media. This platform has been known to stimulate conversations, foster relationships, and develop reputations. As scholars have uncovered, there are various ways in which sport organizations, NSOs in particular, have operationalized their social communication (e.g., Naraine & Parent, 2016a). Yet, little is known about whether the challenges facing these organizations are congruent with upper-level and lower-level staff.

A total of 32 CEOs (or Chairs of the Board) in Canadian NSOs responded to an online survey, representing over 50% of the total population. Respondents were asked questions related to governance, branding, and, social media, the latter of which is the focus in the present study. Specifically, the executives were asked to identify perceived strengths of their social media use, other stakeholders they try to mimic, and to rank the uses of their social communication as well as the challenges with this new form of stakeholder communication. Responses were collated and parsed using NVIVO 11 and SPSS (for open responses and frequency data, respectively).

In-depth results will be presented at the conference, but executives believe social media is used for competition promotion, live updates, and sponsorship activation. They believe the connectedness, control, and cost effectiveness of social media are strengths, while concurrently indicating having appropriate human and financial resources remains a challenge. The findings seem to align with Naraine and Parent's (2017) findings, but raise further doubts about whether NSOs are applying traditional organizational challenges generally to new developments (i.e., social media as a cost effective tool, but a drain on financial resources simultaneously).

**Keywords: social media, upper management, non-profit organizations, Canadian sport**

## **INTERNATIONAL COMPARISON BETWEEN NEW ZEALAND AND JAPAN OF SECONDARY SCHOOL CLUB SPORTS \***

**Tatsuru Nishio<sup>a</sup>, Kozo Tomiyama<sup>b</sup>, Susan Hassall<sup>c</sup>, Nigel Hotham<sup>c</sup>, Marie Gordond  
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The Japanese secondary school sports system (BUKATSUDO) has a special form with a long history. It deals with different types of sports compared with Europe, North America and Oceania (DeKnop, 1996; Nakazawa, 2011; Sasakawa, 2015). Secondary school students in Japan have to choose and belong to only one sport or culture club, and are expected to continue with the same sporting activity for a whole year (Nishio, 2013, 2016). The aim of this study is to compare the secondary sports school system in New Zealand and Japan and to consider student's preferences. We collected data from students attending two secondary school in both New Zealand (N=469) and Japan (N=681). The data collection items in this study included demographics, lifestyle habits, training time, and 25 sports club activity factors (using a 5-point Likert scale) including sports enjoyment, environment, coaching, skill, stress, constraints and facilities based on previous Japanese sports club research (Nakazawa, 2011; Nishio, 2016). As a main feature of the analysis, we developed the Secondary School Sports Club Activity Scale (SSSCAS) consisting of six sports club factors (1. Enjoyment of Club, 2. Personal Growth 3. Coaching, 4. Training, 5. Pressure and Constraints, 6. Sports Facilities) using factor analysis. The research results have certain implications. First, 58.7% of the students in Japan preferred a multisports system rather than a single sports one. The Japanese students felt a degree of stress due to the long time spent training and the lack of game opportunity. Second, the Japanese students tended not to enjoy their chosen sporting activity compared to the New Zealand students. Given that students tend not to enjoy their chosen sport in Japan, a focus on the satisfaction of each student is required to improve the current conservative sports system in Japan.

**Key Words: International Comparison, Secondary School Sports; Multi-sports**

## **NEW AGE OF SPORT MANAGEMENT EDUCATION IN EUROPE** **(NASME project)**

**Jana Nová<sup>1</sup> & Berit Skirstad<sup>2</sup>**

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CEDEFOP European skills & jobs survey conducted in 2014 in all EU28 Members States was the first survey on skill mismatch. It revealed that about 30% of European employees possess qualifications that are not well-matched to those required by their jobs, while about 45% of EU adult workers believe that their skills can be better developed or utilized at work. Based on these striking facts EU Commission announced various EU level actions to tackle skills mismatches and gaps in the EUs labour market. However, the existent approaches lack focus on the Sport Management. There is also just limited number of studies or initiatives tracking the employment of sport management graduates, as an important indicator of the mismatch between the education and labour market needs (Taks et al, 2003; Packheiser and Hovemann, 2015; Skirstad, 2004; Skirstad et al 2018; www.karjera.lt) and the employment of sport managers is not even tracked separately in Employment in sport, Eurostat, 2017.

That was the reason why 9 countries across EU (Denmark, Norway, Finland, Czech Republic, Greece, France, Lithuania, Germany and Spain) decided to carry out the ERASMUS + project that would address the issue of improving relevance of Sport Management education in order to improve the match between obtained skills through sports education and demand in the labour market.

The aim of this project is to be fulfilled by 3 rounds of data collection in 9 countries in order to develop Sport Management curriculum that is designed to improve the match between sport management education and demands in labour market - New Age Sport Management Education (NASME). Moreover the situation within NASME project will be compared with the situation described by the AEHSIS Thematic network in 2004 that was the first trial to foresee the market demand of sport management.

The first and second rounds of the data collection finished in February 2018. On line survey was realized using the Webropol tool and 558 respondents from 4 sectors (local sport managers in a city or municipality, non-profit sport clubs, professional clubs and private enterprises) identified skills required for current and future sport managers. Thus, comparative data on the present and future expectations regarding skills needed in the sports business area in 9 different countries are available. Moreover the experts from each country submitted the national sub-reports describing the situation with regards to the current situation in sport management education and unemployment of sport management graduates.

The project will continue with face to face interviews with experts from variety of sports organizations and the final results of the project will be available at the beginning of 2019. But the data that has been collected so far are worthy to be presented so to pave the way for NEW AGE OF SPORT MANAGEMENT EDUCATION IN EUROPE.

**Keywords: Sport management education, current and future skills, employment, labour market needs**

**How to structurally incorporate gender equality within culturally patriarchal systems, when those currently in power benefit from maintaining the status quo? Case study: Football Federation of Australia (FFA)**

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Combining a sports law perspective and an ethics of care approach, this original research involves a phenomenological enquiry. Through semi-structured interviews, twelve Australian women on national and/or regional or international sport boards were asked: “whether” and “how” more women on boards might lower sports integrity risks. This analysis is then applied to the current conundrum confronting countless national and international boards, including those outside of the sports industry: “How to incorporate a broader diversity and skills mix required for best practice governance?” In 2017, the international federation for football (FIFA) threatened to dismiss the board of its member federation, the Football Federation of Australia (FFA). The board would be replaced by a “normalisation committee” until a solution to what FIFA perceived as a lack of democratic representation was found. FIFA’s Statutes require that national legislative bodies, at a minimum: “be constituted in accordance with the principles of representative democracy and taking into account the importance of gender equality in football”.<sup>1</sup> FIFA has focused on the body whose primary responsibility is to vote on the FFA Board known as “the Congress”. The Congress is composed of ten men representing: “nine State body members and one A league club member”.<sup>2</sup> For the FFA Constitution to be amended, eight out of the ten men currently on the Congress must vote for significant change to create gender equality and “representative democracy”. In November 2017, after months of deliberation, the Congress failed to approve an expansion proposal. FIFA has given the FFA one last chance to comply with the FIFA Statutes and agreed to assist the FFA to establish a Congress Review Working Group (CRWG). This paper will specifically address the question confounding the all-male CRWG and female independent Chair: “How to structurally incorporate gender equality within culturally patriarchal systems, when those currently in power benefit from maintaining the status quo?”. FIFA has given the FFA until 7 September 2018 to adopt the CRWG’s 31 July recommendations. A critique of the outcomes of this process will be included in the Conference paper.

**Keywords: gender equality; governance; integrity; football; democracy**

1 FIFA Statutes, April 2016, Article 15J

2 FFA Constitution, December 2017, s6.5 <https://www.ffa.com.au/sites/ffa/files/2017-12/20171130%20FFA%20Constitution%20-%20Final.pdf>

## **Motivational Factors Affecting Sport Fans' Participation in UEFA Euro 2016 Soccer Championship**

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Sport has an immense influence on the community. In constrained periods, it has the potential to reunite people, strengthen the countries and constitute society (Dhurup, 2010). It has been stated that sport creates the feeling of loyalty and attachment to somebody or something (Baldwin & Norris, 1999; Hutchinson & Wexler, 2007; Jones, 2000; McMillian & Chavis, 1986). Moreover, sports turn into a crucial part of our daily life as a result of the efficient methods in sport marketing techniques (McDonald et al., 2002). In North America, 26.17 billion US Dollars were spent on spectator sports (King, 2002). Similarly, a lot of soccer fans all over the world go to Europe to attend professional soccer games (Matsuoka et al., 2003). In other words, it is obvious that soccer was turned into a huge and expanding industry in which 3 percent of the world economy is engaged with it (Naghshbandi et al., 2011). Thus, individuals have different motivations for consuming sport (Cottingham et al., 2014; Trail & James, 2001). Hansen & Gauthier (1989) stated that enhancing the attendance is the key issue for the sports organizations. Indeed, professional sports organizations are in a high level of rivalry, and they like to control the attendance of spectators which is one of the most important elements for generating income. Therefore, it is very important to identify these motivational factors.

In this context, the aim of this research was to examine the motivational factors affecting sports fans' participation in UEFA Euro 2016 Soccer Championship in France. The Fan Motivation Scale (FMS) which was developed by Al Thibiti (2004) used to determine motivational factors of English, Irish and, Welsh sports fans (N= 644) who were participating group stage games of UEFA Euro 2016 Soccer Championship. The results revealed that entertainment, quality of the game and, socializing with others were the most important motivational factors affecting sports fans' decisions to attend soccer games. On the other hand, sports atmosphere, escape from the daily routine with the help of soccer games and boredom avoidance were identified as the least important factors affecting the participation decision of sports fans to UEFA Euro 2016 Soccer Championship. Moreover, there were differences among the three nationalities; English spectators had higher motivations than Irish spectators in the quality of game motive and social motive. Likewise, English sports fans had also higher motivations than Irish and Welsh sports fans with regard to entertainment motive. Similarly, English supporters had higher motivations than Welsh sports fans in terms of sports atmosphere motive.

The main conclusions of this paper are: a) fans' interest must be kept alive toward attending soccer games; b) since the majority of the soccer fans are looking for entertainment, soccer clubs and organizations should ensure much better entertainment opportunities for their fans; and c) sport marketers should organize some social events in order to attract possible new sports fans and to establish mutual relations with their sport clubs.

**Keywords: Soccer, motivation, sports fan, spectator attendance, sports marketing**

## **Paying the price: ticket purchasing at sports events**

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**Dr Aila Khan, School of Business, Western Sydney University**

**Dr Jessica Richards, School of Business, Western Sydney University**

As discussed by Parry et al (2018), many Australian sports teams are struggling to convince a sedentary population to attend live events, a problem that is exasperated by the increasing amount of sport available on television and via the internet (Rowe 2018). The decision to attend a sporting event can be a complex one, with spectators weighing the required time commitment, the quality of the facilities (Hall, O'Mahoney & Vieceli 2010; Slavich, Dwyer & Rufer 2017) and the costs of purchasing a ticket (Scott 2005), transport, and food and beverages against the expected pleasure to be had at a match. The experience of attending a sports match begins before a spectator enters a venue (Parry 2012), yet many studies fail to consider important aspects of the spectator experience. The start of the experience is the decision to attend and it can continue even after the last ball has been kicked or thrown. Issues and frustrations at any stage of the experience will impact on the overall satisfaction of spectators. However, aside from discussions on the secondary ticket market (see Drayer 2011; Shapiro & Dreyer 2014; Stein 2014; Kemper & Breuer 2015), the first step in this process, the act of purchasing a ticket is not well understood and under researched. This paper aims to fill this gap in our understanding by identifying the factors that are associated with sport fans' satisfaction with the ticket-purchase experience.

A concurrent, mixed-methods approach was adopted using an online survey, distributed via social media. The survey contained 18 items, capturing demographic information, ticket purchasing preferences and experiences, and a Likert-scale item to assess satisfaction. The final section provided respondents with the chance to provide their thoughts of the most positive and most negative aspects of the ticket purchasing experience via two open-ended questions. 219 participants (males 75%; females 25% approximately), took part in the study.

Results revealed that, aside from memberships, just over half of the fans predominately purchased tickets via ticketing companies, with a hefty 85% being able to complete their transaction at the first attempt. Findings reveal significant associations between geographical region and future purchase preferences, with NSW fans indicating their preference to use a ticketing company more than any other region. Meanwhile, the older age group (46 and above) are more likely to purchase tickets at the box office. Fans consider the ability to choose a seat and the ease of making online purchases to be positive aspects of the ticket purchase-experience. However, our results also revealed variable levels of satisfaction with ticketing. Qualitative responses revealed frustrations with booking fees and badly functioning websites. Perhaps as a result of these frustrations, 20% of respondents admitted to purchasing tickets via scalpers.

In view of results from our pilot study, we propose a model for satisfaction with the ticket-purchase - time involved, mode of purchase, ticket format, and the purchase of ticket insurance are the key contributing factors. The findings of this study provide valuable, empirical evidence for sporting organisations and ticketing companies to further refine the sports fan experience.

## **Community sport governance: The “Integrated Board Strategic Cycle”**

**Jordan Peel, Manchester Metropolitan University**

In recent years, there has been recognition that national sport organisations, such as Sport England, can develop their ability to function and develop by engaging with local government and health services. The new approach has progressed from traditional policy delivery networks in the United Kingdom such as County Sport Partnerships and National Governing Bodies, to a direct partnership approach through a power sharing regional board. An example of the new approach is the partnership between Sport England, Greater Manchester Combined Authority and Greater Manchester National Health Service. Exploration of this unique partnership between national and regional entities represents a suitable setting to contribute to the sport governance literature on strategic capability in the community sport context. Specifically, how national sport boards can enact their strategic priorities through regional and local networks” (Ferkins and Shilbury, 2010:253). A qualitative case study approach has used twenty three semi-structured interviews to collect national, regional and local insider perspectives in the United Kingdom and corroborated using documentary analysis. Empirical data was collected on the influences on board strategic capability identified by Ferkins and Shilbury (2015) in the theory of board strategic balance. The empirical data, was thematically analysed using NVIVO software and produced themes that both support and extend the theory of board strategic balance. Findings provide empirical evidence for the notion that national board strategic capability and regional capability is developed through collaborative partnerships between national and regional entities. Key contributions of this research include the requirement for vertical and horizontal integration within a regional system using systems leadership. “In its simplest formulation, systems leadership is an attempt to effect change for the social good across multiple interacting and intersecting systems, resting on the assumption that better and more efficient public services can result from more joined-up working across multiple service sectors” (Ghate et al, 2013:6). In addition to the importance of learning and continuous learning cycles to optimise the board’s ability to function and develop. As a result, a multi-theoretical conceptualisation of the “integrated board strategic cycle” is proposed. The results contribute to our understanding of how national sport organisations and regional entities can utilise regional and local integration to facilitate sport participation for social outcomes and implications for practice.

**Keywords: Strategic Capability, Partnership, Integration, Systems Leadership, Learning Cycles**

## **Financial Wellbeing of women in sport**

**Pamm Phillips (Deakin University) and Roslyn Russell (RMIT University)**

Opportunities for women to earn money through playing professional sport in Australia have increased exponentially. However, the financial wellbeing of Australian sportswomen has not yet been considered or explored. This research provides the first step in examining the factors that impact financial wellbeing of women in sport. Financial wellbeing refers to the ability to meet current financial commitments, to feel financially comfortable, and have financial resilience to cope with economic shocks in the future (Kempson, Finney & Poppe, 2017). Financial wellbeing is an important contributor to overall wellbeing and is inextricably linked with physical and mental health (Capic, Li & Cummins, 2017).

Although financial wellbeing has not been directly examined in professional sport, there is evidence to suggest that the professional sport environment may impact financial wellbeing of athletes. Empirical research has suggested the hazard rate for bankruptcy in NFL players is higher than for the general population of the same age (Sullivan, Thorne, & Warren, 2001). Stories about the financial ruin of (largely male) athletes have become so prolific (e.g., Corben, 2012; Goldman, 2012) that popular media suggests “sport stars have become synonymous with bankruptcy” (Moore, 2014). Industry research notes that 78% of former NFL players are either bankrupt or under financial stress within two years of retirement, and 60% of former male NBA players are broke within five years of retirement (Torre, 2009). The amount of money earned, or time in a sport does not protect athletes from bankruptcy (Carlson, Kim, Lusardi & Camerer, 2015). Despite the importance of identifying the incidence of financial decline of athletes it doesn't provide any lessons as to why this is the case, or how it might be changed.

Current knowledge of financial wellbeing in sport, whether empirical or normative, is based predominantly on male athletes. This is perhaps not surprising as there have been fewer opportunities for women to participate in professional sport leagues, and therefore fewer professional female athletes. Gender inequality and the financial vulnerabilities women in general face are becoming more widely recognised, it is timely for the financial situations of women in sport to be better understood. This research seeks to advance our knowledge of financial wellbeing of women in sport.

Expert interviews were conducted with 15 participants from sports where women compete at the highest levels of competition. Eight were from sports where athletes were paid directly through the sport (corporate or professional sports), and 7 were from sports where athletes were paid indirectly—through sponsorship, grants, or self-funded (non-corporate sports). Participants included representatives from sport organisations, player associations or manager groups, as well as current and retired athletes. Results suggested that sport, regardless of its corporate or non-corporate status, is a complex and unique socio-economic environment. Elite athletes in this study described sport as being the central pillar of their development and maturity such that the pursuit of sporting excellence was a primary focus from a very young age. Other factors that might have shaped decisions about financial wellbeing (such as education, work, and other development and career opportunities) were secondary to sporting excellence, and this was accepted and rewarded in sport. In other words, socialisation through sport impacted knowledge, behaviour, and attitudes towards managing money and careers and ultimately financial wellbeing. The consequences for athletes, as well as the impacts and responsibilities of sport organisations, player associations, and athletes are discussed.

**Keywords: financial wellbeing; professional sport**



**Exploring the Influencing Factors for Senior Citizens' Willingness to Pay for Exercise in Sports Centres Outside of Free Welfare Hours**

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In 2015, there were 901 million people aged 60 or over, comprising 12 per cent of the global population. The populations of aged 60 or above are growing at a rate of 3.26 per cent every year. The percentage of senior citizen participating in sports, recreation and leisure activities is increasing. They are so active in various sports and fitness activities because they recognize the importance and benefits of keeping health. The sports centres locate mainly in a metropolitan area and consist of indoor sports offering people's daily exercises. The extant literature examined the consumer behaviours, neglecting the studies on elder people. This study based on the theory of willingness to pay, aiming to exploring the influencing factors for senior citizens' willingness to pay for exercise in sports centres outside of free hours. The paper adopted a questionnaire survey, collected 187 valid questionnaires from the sports centres. The collected data was analysed using multiple regression analysis. The empirical result indicated that motivations had positive impact on willingness to pay for senior citizens. Improving the concept of exercise would get their body health by the elderly. The results of this study provide managers with decision-making reference. They can increase their motivation to participate in sports, and they can raise their willingness to pay for sports consumption outside of a scheduled program period. This paper also discusses future research opportunities.

**Keywords: Senior Citizens, Willingness to Pay, Sports Centres, Free Welfare Hours**

## **An Institutional Perspective of LGBT Inclusion in Cricket**

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The aim of this paper is to develop a theoretical framework to underpin social change practice (e.g., LGBT inclusion) in sport. We draw on institutional constructs (arrangements, bias, work, entrepreneurialism, and change) to advance the institutional work theoretical perspective and link it to social change practices. Starting from the perspective that institutional arrangements can be exclusionary (or biased) toward groups in society, our research investigates how the actions (work) of individual change agents (entrepreneurs) variously enact and resist changes to institutional arrangements over time. Specifically, we investigate how institutional entrepreneurs create, or maintain, (in)equitable institutional arrangements in sport over time. The central premise of this research is that sport institutions can be biased in a number of dimensions (Henry, 2010). These dimensions include, but are not limited to, gender, race, ethnicity, sexuality or the intersections of any of these dimensions (Walker & Sartore-Baldwin, 2013; Sartore & Cunningham, 2010; Trussell, Kovac, & Apgar, 2018; Walker & Melton, 2015). To investigate institutional bias, we explored LGBT groups in cricket and interviewed 17 individuals including managers, players/past players, media, and coaches at local, state and national levels of men's and women's cricket. Interviews were thematically coded into the five institutional constructs outlined above with a specific focus on the varying types of work carried out by actors in the field.

The key findings were that the institutional arrangements of cricket were historically biased toward masculinity and heteronormativity but are slowly changing to be more inclusive of diverse groups. Social change within cricket was framed as a dialectical relationship between stability (i.e., the maintenance of existing institutional arrangements) and change (i.e., the creation of new institutional arrangements). Maintenance work was underpinned by embedding and routinizing cricket's normative foundations into day-to-day routines (e.g., heteronormative language such as 'wives and girlfriends' for the men's team partners and 'husbands and boyfriends' for the partners of the women's team) (Lawrence & Suddaby, 2006). Conversely, the work that led to the creation of new institutional arrangements largely involved the education of individuals to change the normative associations around LGBT individuals in women's cricket (e.g., unconscious bias training, role models, using LGBT athletes in advertising).

These findings have several implications for future research. Theoretically, we advance Lawrence and Suddaby's (2006) institutional work framework and link the notion of social change to the theoretical phenomenon of institutional change. Drawing on this body of work, we are then able to outline how biased institutions are maintained and what steps need to be taken for more equitable institutional arrangements to evolve. In doing so, we are able to identify pathways and suggestions for practice such as unconscious bias training for managers, and changing embedded and routinized language and artefacts (e.g., WAGs).

## **Temporal variations in the relationship between positive legacies and support: A longitudinal case study in Rio 2016 Olympic Games**

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The International Olympic Committee (IOC) and organising committees have strived to build popular support for the Olympic Games (OG), because they know that local support is the single most important variable to host successful Games. As the discourse of private funding has proved to be a fallacy for most hosts, residents' support has worked as a seal of approval for public money investment in sport mega-events like the OG. Local residents' support creates legitimacy for government investment in sport mega-events. Preparation to host the OG takes so many years that attitudes and behaviours toward the Games are very likely to fluctuate over time. Scholars have advocated for longitudinal studies to better understand how popular support is built in communities hosting the OG (Mihalik & Simonetta, 1999; Ritchie, Shipway, & Cleeve, 2009; Waitt, 2003). When locals perceive that benefits will stay for the local community because of hosting, they tend to support the event. This is consistent with the basis of the social exchange theory, which holds that human relationships are based on potential exchanges – acts of giving something to receive another thing with important value in return (Blau & Scott, 1962).

The purpose of this research was to describe temporal variations in Rio residents' support for the 2016 OG and in the relationship between perceptions of positive legacies and support for the event.

A longitudinal trend study was designed. Four multistage stratified random samples of Rio residents were surveyed in 2012 (n = 900), 2014 (n = 900), 2016 (n = 723) and 2018 (n = 550). Despite the budget cuts, all samples had a margin of error below 5% at a confidence level of 95%. Tangible legacies and intangible legacies are second-order latent variables represented respectively by economic, tourism and structural legacies, and sporting, cultural and psychological legacies. Environmental legacy is a first-order latent variable. Four items indicated each of the seven first-order latent variables (dimensions)—economic, tourism, structural, environmental, sporting, cultural, and psychological legacy. Five items indicated local residents' support for the Rio 2016 OG, a first-order latent variable. Data was analysed based on descriptive statistics, MANOVA, and covariance-based structural equation modelling.

Results showed that expectations and evaluations of positive legacies and support for Rio 2016 OG decreased progressively from 2012 to 2018. Different types of legacy affected intentions of support in different moments of the Rio 2016 OG. In early stages of preparation, in 2012 and 2014, perceptions of intangible and environmental legacies were predictors of intentions to support. In the year of the event and two years after the event, perceptions of tangible legacies were predictors of support. Considering the importance of popular support to prepare and host Olympic Games, findings suggest that plans and actions of sport mega-events' organisers should change. To garner support in local communities, they should focus on attainable tangible legacies and on effective actions to deliver intangible and environmental legacies.

**Keywords: legacy, Olympic Games, popular support, sport mega-events**

**"Sponsor Integration in Social Media Communication in Professional Football - An Empirical Analysis of the Success Factors and the" financial value "of Social Media Marketing Activities"**

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Technology & Arts Prof. Dr. Florian Kainz; International University Network  
IUNworld**

Social networks have established themselves as a tool of communication in today's society. As part of a literature study, Valos et al (2015) identify its flexible and adaptive nature as one of its unique characteristics as well as the multimedia content, the high message frequency, as well as various interaction mechanisms. In professional sports the channels are operated to use them for goals like fan communication but meanwhile also “to benefit from additional marketing and publicity efforts” (Geurin, 2016, p 70). Sport organisations, such as professional football clubs have built their channels into interaction tools that can reach millions of people as you can see on the example of the Facebook channel of the German football club FC Bayern Munich, which has generated nearly 42 Mio. follower in the end of the year 2017. However, the high-frequency use of these channels also requires personnel resources, why the question of direct sources of refinancing is justified. Since a permanent goal of sports sponsoring is according to Nufer und Bühler (2013) the increase in awareness about contact quantity and contact quality, the monetization of these digital reaches is close by the sponsor integration in the posts of the specific club. This connection is also emphasized in the “editor’s note” (2012) of the Sport Marketing Quarterly concerning the role of social media marketing in professional sports. As the strengths of these social networks include authentic and non-commercial fan-talk, an empirical study examined whether it is possible to integrate sponsors into social media communication in such a way that the sponsoring goals are achieved and fan interests are also maintained.

The research project shown here should contribute to the discussion about the “monetary value” through sponsor integration via social networks in professional sports and identify critical success factors for this measure. In the context of the central research questions, the empirical part of the study analyzes how the digital reach generated in professional sports can be capitalized as a new sponsorship platform, without disturbing the authentic fan communication of these channels. In addition, a value basis for the monetary valuation of these measures is derived from the results of the investigation.

The research project is conducted on the basis of the clubs in the 1st and 2nd german soccer division. This field of research was chosen because football is a sport with a high level of professionalization and commercialization. As a result you can find a high activity in both sponsorship and social media marketing due to the high public interest. The methodological research design consists of four sub-studies according to a mixed methods approach, in order to grasp the perspectives of the sponsored, the sponsor as well as the fans (recipients) which are named by the sponsoring literature (Bruhn, 2010) as the participants in a sponsoring process. The first substudy is an analysis of the status quo of sponsor integration via social media channels, in which all posts of the german first and second division teams are analyzed on the most frequented social media channel facebook for a period of 12 months. All posts with active sponsor integration were recorded qualitatively and quantitatively, analyzed for 21 variables (such as formal post design, content of the post, content of the sponsors integration, sporting success of the team at the moment of the post, post time, negative fan comments against the sponsor and further) and documented together with the corresponding digital fan

reactions and interactions. This sub-study provides a descriptive overview of the status quo of sponsor integration via social media channels. In addition, it contributes to the identification of the success factors by examining the different aspects of post design inferential statistics on their effects on digital fan behavior. As part of the second sub-study, 13 qualitative expert interviews have been conducted with the social media managers of the first and second division clubs, which address both success factors and the monetary evaluation of sponsor integrations via social media channels. In the third sub-study, the perspective of the sponsors is evaluated using a quantitative online survey. The questionnaire contains questions about the importance of social media channels in relation to traditional sponsoring platforms, about the importance of various formal or content-related design parameters as well as questions about the concrete pricing of these measures. Both a modified thousand-contact-price and possibly further value assessment factors as well as - in the context of a conjoint analysis - a preference function could be derived. The fourth sub-study is a fan survey on sponsor integration on social media channels. After evaluation of the sub-studies, the results are integrated in the sense of a triangulatory approach. In doing so, matches and differences of the different perspectives can be identified. After that a derivation of central success factors and methods to measure the financial value of sponsors integration via social media channels in professional sports takes place.

## **Expanding the Concept of ‘Fan-Actors’ to Local Professional Sports Supporters: Hosting Overseas Visitors during Australian Football League Regular Season Games**

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Globalisation and glocalisation processes (Giulianotti & Robertson, 2004; 2007) and the internationalisation of sport tourism (Schwarz, Jamieson, & Pitts, 2015) are changing the way professional sport is consumed, therefore managers and academics working in the global sport industry need to take these forces into consideration to remain competitive, relevant, and innovative. Both at the global and local levels, fans are key actors in the competitiveness of the professional sport team. In the studies that explored the internationalisation of professional sport teams, Richelieu (2013, 2016) recognised “fan-actors” as a key component of a sport team building its brand in overseas markets. “Fan-actors” refer to fans that “are involved in the communication process with the club and other fans and thus become co-creators and ambassadors of the brand by communicating the team’s brand” (Richelieu, 2016).

At the local level, sport fans are also a critical component of the success of the sport team brand (Bauer, Sauer, & Schmitt, 2005; Richelieu, 2016; Richelieu & Desbordes, 2009). New ways to engage local fans is a growing concern (Euchner, 1993; Foster & Hyatt, 2008). An innovative way of developing sport products could be to leverage on the processes of glocalisation “whereby the specificities of the local culture generatively interpenetrate the contingencies of global networks and flows.” (Andres, Batts, & Silk, 2014, p. 261)”. Another key influencer has been the growth of the internationalisation of sport tourism as related to engaging fans (Schwarz, Jamieson, & Pitts, 2015). Recent studies have indeed pointed out that people travel overseas to attend professional team sports (Nishio, Larke, van Heerde, & Melnyk, 2016; Smith & Stewart, 2007).

Building on the trends of globalisation and glocalisation, as well as the global sport travels and engagement of local fans, the purpose of this study, was to explore whether there are opportunities for professional sport teams of the Australian Football League (AFL) to engage fans with international travellers. In particular, the aims were to identify (1) whether highly engaged local AFL fans be willing to host a traveller at a regular season game, (2) what factors drove the fans who were interested in hosting a traveller at a regular season game, and (3) whether these factors could expand the concept of “fan-actor” to local professional sport supporters.

In July 2017, an International Sport Consumption survey was sent online to 10,000 Australian Rules Football League (AFL) members of the ‘AFL Fan Focus’. This is “an online community set up by the AFL where selected fans have the opportunity to regularly provide their opinion and share their ideas and experiences with the AFL through interactive surveys, topical discussions and other research activities” (AFL, 2017). The response rate was 22.6% (n=2261). One section of the survey focused on the interest of AFL members in taking (hosting) an international tourist to a home game of their club. Of the 2261 AFL community members who participated in the survey, 77% (n=1740) responded that they would be interested in taking an international tourist to a home game of their club. These respondents were asked in an open-ended box format to explain what interested them the most about hosting an overseas traveller to an AFL home match. A thematic and content analysis (Bran & Clarke, 2006) of the qualitative data set was performed to develop categories (thematic analysis) and identify the prevalence of these categories (content analysis) in the sample (Symons, O’Sullivan, & Polman, 2016).

Results showed five major themes as to why AFL members would be interested in hosting international visitors at an AFL regular season match including (1) the experience; (2) the qualities of the game; (3) intrinsic opportunities for the AFL fans; (4) the culture and national/local identity/lifestyle; and (5) the passion, pride, and love of the game. These results have led to a further exploration into the connection of these themes to the concept of fan-actors (Richelieu, 2016), which could offer opportunities for sport organisations that aim to build the reputation and affinity of the brand to a global audience. There may also be applications for destination marketing organisations (DMO) in consideration of regular season AFL matches being a driver of international travellers to host communities.

**Keywords: Professional Sports; International Tourism; Hosting; Fan-Actors; Glocalisation**

## **Abusing the third team; social norms that present unacceptable identities**

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Match officials, which include umpires, referees and linesmen, are colloquially known as the third team. An anecdotal phrase - *without umpires there is not a game* - highlights the importance of officials to sport systems worldwide. Without a sufficient number of officials to oversee matches, the frequency and quality of organised sport would be reduced. In turn, this has the potential to impact the general health of populations and decrease the talent pool and quality of athlete development. Consequently, the recruitment and retention of officials is of critical importance to the survival and value of sport (Kellett & Shilbury, 2007; Warner, Tingle & Kellett, 2013).

Historically, umpires have been slighted, harassed, stereotyped and verbally and physically abused by players, coaches and spectators. This situation has impacted on popular culture and has become socially acceptable across a variety of sports worldwide (e.g. Rainey & Cherilla, 1993; Taylor & Daniel, 1987; Smith 1997). Consequently, umpires are not perceived positively within the community; they are seen as unsociable (Kellett & Warner, 2011). Research into officiating has been conducted largely in an inherent negative paradigm and ignored the possibility that umpiring can be associated with enjoyment, leisure and other positive aspects (Kellett & Shilbury, 2007). More recently, the literature has accepted the positive aspects of officiating (Kellett & Shilbury, 2007) and status as a leisure choice (Phillips & Fairley, 2014). Contemporary officiating literature suggests that abuse is a component of sport that can contribute to, but is not the sole cause of, officials leaving their role (e.g. Warner, Tingle & Kellett, 2013). However, the literature has not extended to include strategies on how practitioners can reduce the level of abuse that is present at matches instead focusing on strategies officials can use to cope with abuse on field, internally and through social networks of fellow officials.

This research proposes that the promotion of the positive aspects of officiating should be performed at a macro level and a change in the perception of the identity of an official is recommended. Grounded in identity based theories and using the three part awareness stage of the Theory of Participation (TOP) (Beaton, Funk, & Alexandris, 2009), this research seeks to establish if the social norm of abusing officials leads to a negative connotation and identity of officiating roles which subsequently hinders recruitment. The purpose of this paper is to validate a new theoretical lens to view officiating recruitment issues. To date, the literature has not addressed the recruitment of officials using an identity theory lens or incorporated the TOP framework previously. Based on the TOP, potential participants imagine their participation and perform an evaluation of the activity. It is hypothesised that this assessment will result in a reluctance or refusal to take up officiating duties due to negative perceptions of the role. The acuity of officials created through an abusive culture in sport participation has developed into a problematic situation which has received scant direct attention. This paper seeks to instigate discussion on culture shift, amongst other initiatives, in order to enhance and promote officiating as an attractive and positive career option. It is envisaged that reducing the inappropriate treatment of officials in community sport could change the perception of the officiating role in society and increase the appeal for potential participants.



## **Market-driven Immorality: Should Nutritional Supplement and Sports Drinks Companies be Sponsoring Sport?**

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**Constantino Stavros, RMIT University**  
**Bob Stewart, Aztek Consulting**

The close association between sport and healthiness has encouraged considerable public and private investment by organisations seeking to leverage the nexus of activity and wellbeing. These alliances in the form of grants, advertising, and sponsorships can manifest as positive societal contributions when the outcomes are realised through increased levels of exercise or facilitating consumption of 'healthy' food and drink products.

Not surprisingly, a glance at the sporting landscape suggests that potentially less healthy products have also capitalised on the power of sport to instil commercially desirable consumptive behaviours. Such relationships can facilitate the connection of a healthy activity with a 'risky' product that obscures possible dangers while promoting consumption (Maher et al., 2006). While alcohol and gambling links to sport remain a concern, observers have also noted a preponderance of other products broadly identified as fast foods and sugary drinks (Kelly et al., 2012). Research into junior sports has found that the association with sport and high fat and high sugar products is often successfully created through sponsorships; an association that has spin-offs in children's eating and drinking choices (Pettigrew et al., 2013). Understandably, these associations between brands and sport via sponsorship are increasingly being queried.

Another, often overlooked category of sports investment - sponsorship by dietary and nutritional supplement (DNS) companies - provides enough cause for concern that its role in sport sponsorship should be interrogated. DNS cover a wide variety of substances, and range from concentrated mineral capsules, vitamin tablets, and carbohydrate bars, to fatty acid compounds, protein drinks, and plant extracts (Williams, 2015). There is little regulation over DNS use, and as a result, the claims that are made for their health and fitness-giving properties are frequently extravagant, and often short on evidence. Sport sponsorships and partnerships are integral to the perceived need for specialised DNS consumption. As a result, sport may find itself lending credibility and positive health associations to products that may not be seen as either efficacious or healthy without such endorsement.

This paper examines the main concerns over DNS use in sport with respect to efficacy, health implications, and the risks of doping. It is suggested that while these concerns, in themselves, do not warrant the restriction of sponsorship by DNS companies, sports authorities may have an obligation to re-examine the appropriateness of DNS sponsorship for the greater good of sport and the broader message that this propagates to sports supporters.

**Keywords: supplements; sponsorship; health; nutrition; policy**

## **Exploring the Efficiency of Sport-Related Trade Shows**

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According to the statistical data of UFI in 2018, the total indoor exhibition space in the world in 2017 has reached 34.8 million square meters, with a total of 1,212 stadiums, and it has been increasing year by year. It is evident that the industry has shown a trend of vigorous development which is widely recognized as a global high-value-added industry and beneficial to the country's economy and competitiveness. However, the cost of attending a trade show is very high for exhibitors that trade shows' efficiency is necessary in order to define the decision-making process for the exhibiting firm. With the aim of evaluating the efficiency indexes of operating trade shows, this study applies data envelopment analysis (DEA) including three inputs (number of booths, number of exhibitors, gross exhibition space) and one output (number of visitors) to assess the differences in efficiency levels by various exhibitions. Among 32 observed trade shows, there are three sport-related trade shows at Taiwan in 2017. Although the results showed that the sport-related trade shows were inefficiency compared to 32 main trade shows. The research findings can improve the efficiency of sport-related trade shows. Efficiency and performance evaluation can be used as a reference in the decision-making process for exhibitor firms in order to define the basis for any improvements. Moreover, the evidence allows provide managerial implications and future developments.

**Keywords: Efficiency, Sport-Related Trade Shows, Data Envelopment Analysis (DEA)**

## Assessing the Digital Maturity of Australian Sport

**Paul Templeman, PhD Candidate, University of Technology Sydney**

This paper presents preliminary research from a review of the digital maturity of Australian sport. The research looks at digital maturity at an individual organisation level, at an individual sport level, and at an overall industry level.

Chanias & Hess (2016, p. 4) define digital maturity as “the status of a company’s digital transformation”. Before embarking on a digital transformation program, organisations should undertake a digital maturity assessment to understand where they sit on a digital maturity model, in terms of digital capability, and provide an indication of the organisation’s digital capacity and current state (Berghaus & Back 2016; Brown, Fishenden & Thompson 2014).

At an industry level, different levels of digital maturity exist across different industries, with some industries exhibiting greater levels of digital maturity than others (Westerman et al. 2012). Research on digital transformation within German industries found that digital transformation required four key capabilities; understanding trends in the digital economy, realising efficiencies within existing business models, creating new business models, and significantly shifting organisational culture to support the transformation (Berger 2015).

Relatively little research on digital maturity has been undertaken on or within the Australian sport industry. Evans & Smith (2004) looked at the use of the internet within four Australian professional sport leagues and its impact on competitive advantage. In research commissioned by the Australian Sports Commission, Thompson et al. (2009) examined the levels of eCapability maturity of eleven Australian National Sporting Organisations (NSO). And more recently, Australian Sports Commission research assessed a number of NSOs using MIT’s digital maturity model (Westerman, Bonnet & McAfee 2014; Westerman et al. 2011) as part of their Industry Digital Vision (Australian Sports Commission 2017).

The co-creation of value within sport (Woratschek, Horbel & Popp 2014) and the complexity of governance and sport management within federated sport structures (Shilbury 2000; Shilbury, O’Boyle & Ferkins 2016; Stewart-Weeks 1997) present real challenges to the digital transformation of sport organisations, individual sports, and the industry as a whole. SportNet, a digital platform joint venture in the late 1990’s, highlights the challenges of digital initiatives within such complex environments (Stewart et al. 2004).

This paper extends the previous research on sport digital maturity, allowing for the co-created and federated nature of the industry, and shares preliminary empirical results.

**Keywords: digital maturity, digital transformation, industry transformation, digital capability**

## **#SharingOurBeliefIsNotHating: Framing discussions about religious freedoms in sport**

**Dr Ashleigh-Jane Thompson and Dr Geoff Dickson  
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The nexus between organisational values, freedom of religion, and freedom of speech is fraught with complexities (King, 2007). Freedom of speech generally refers to the ability to express an opinion without censorship, restraint, or legal penalty. Freedom of religion generally refers to the ability to manifest a religion without government influence or intervention. Organisational values refer to beliefs about desired behaviors, processes, and outcomes that guide the selection and/or evaluation of events on a day-to-day basis (Hofstede, 1980; Schwartz, 1992). The intersection of these freedoms within sports organisations has not yet been explored. As part of a wider study investigating faith-based conscientious objection in sport, this study uses social media comments and narratives to frame discussions about the intersection of freedom of religion, freedom of speech and organizational values.

The study uses a case study approach to examine the conflict between a national sport organization and one of its employees. The Australian Rugby Union (ARU) publicly backed efforts to legalise same-sex marriage (ABC News, 2017). The ARU's commitment to the LGBTIQ community was indirectly challenged by Israel Folau, a member of the men's national team. Using social media, Folau condemned homosexuality and homosexuals, using biblical references to justify his views. His actions created a significant dilemma for the ARU, with the ARU's CEO describing the Folau situation as "singularly the most difficult thing I've ever had to deal with" (Phillips, 2018).

A dataset of 3,900 comments was collected from key Facebook posts related to Folau's comments and analysed using a thematic approach (Bals, Campbell, & Pitt, 2012). This 'bottom-up' model of framing changes the focus of framing studies from traditional media and hierarchical gatekeepers to ordinary, everyday individuals that easily and regularly produce (online) media, and who ultimately become "active contributors, creators, commentators, sorters, and archivers of digital news content" (Nisbet, 2010, p. 75). Research suggests that content circulated on social media cannot only follow and repeat official agenda items and media frames but also reciprocally enter the mainstream media agenda and lead framing of certain items and issues (Meraz, 2011). Some of the preliminary themes to emerge include: 1) support for faith-based arguments; 2) intolerance of faith-based arguments; 3) duality of individual and organisational rights and values; and 4) biased mainstream media framing. These findings have implications for negotiating social issues in sport, specifically complex issues associated with sport, religion, and both employee and employer rights.

**KEYWORDS: homophobia; religious freedom; freedom of speech; values**

**Planning and policy to secure facility legacies from a large-scale sport event:  
Preliminary findings from the Gold Coast 2018 Commonwealth Games and the  
Coomera Indoor Sport Centre**

**Alana Thomson, Graham Cuskelly, Kristine Toohey, Millicent Kennelly, Paul Burton,  
Liz Fredline and Jason Doyle  
Griffith University, Queensland, Australia**

Host governments typically emphasise the lasting benefit of sport event venues for the host community to justify public investment in major sport events and venues and major infrastructure (Alm, Solberg, Storm, & Jakobsen, 2016; Crompton, 2014). At present, the empirical evidence to support positive claims about the legacies of venue delivery is scant, especially in relation to the long-term benefits provided by venues to residents. As such, this research seeks to add to knowledge surrounding the perceived and actual impacts emanating from hosting major events.

Specifically, the aims of this research were to: i) Explore what is meant by a ‘sport venue legacy’ and how it is planned and implemented from the bid phase to event delivery and forward planning for post-event; and ii) Examine the preparedness of venues for the post-event legacy phase by looking at governance arrangements, strategic planning and community engagement.

To achieve these aims, this study draws on established bodies of policy and planning literature, which have considered infrastructure legacies more broadly (c.f. Flyvbjerg, 2004; Flyvbjerg, Bruzelius, & Rothengatter, 2003; Pollack, Biesenthal, Sankaran, & Clegg, 2017). The planning and policy settings surrounding large-scale sport events are notoriously political and involve interdependencies between a range of stakeholders at different levels of analysis. Hence, such a complex system requires a theoretical framework that can assist in explaining their influences on realising sport event venue legacies. Flyvberg’s (2004) ‘phronetic planning research’ framework guides the conceptualisation for this project, and is supplemented by stakeholder theory, inter-organisational network theory and social exchange theory.

We used a case study design which included analysis of official documents and in-depth interviews with key stakeholders involved with the planning, implementation and ongoing management of the Coomera Indoor Sport Centre, built as part of the venues program for the Gold Coast Commonwealth Games. We will present preliminary findings from empirical work carried out in 2018. Emergent themes we are currently refining through our iterative data analysis include: i) facility context (social and spatial); ii) evolving legacy concepts; iii) tensions between stakeholders; iv) interpersonal relationships and pragmatism. We will also highlight practical implications for future host cities, including Birmingham, the next Commonwealth Games host city.

**Keywords: sport event legacy; facility legacy; policy; planning; implementation**

## **Retention pattern in club-based tennis among children and adolescents**

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**School of Health and Life Sciences**

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Promoting sports participation is a national policy in Australia aimed at achieving sport and health outcomes. Improving participation in organised sport, more specifically club sport, is of priority for sport and more broadly for health due to its positive association with the overall wellbeing of participants (Mullan et al, 2012; Eime et al, 2009, 2013, 2015). Club-sports participation is high among children, but it is seen to decline sharply during adolescence (Eime et al, 2016).

Similar to other sports, participation in club-based tennis also declines during adolescence followed by a peak participation rate at 5 to 9 years of age (Eime et al, 2016). Little is known about the status in the participation, retention and attrition (dropout) in community level club-based tennis players aged 10-18 years, and the factors that influence this age group in making their choice. The aim of this study is to investigate the trends and determinants of the participation, retention and attrition (dropout) in community level club-based tennis for players aged 10-18 years in the Australian state of Victoria.

This quantitative study investigated the demographic distribution (region of domicile, age, gender and socio-economic status) in the retention pattern of children and adolescents in club-based community tennis participation with a sample size of 24,303 players aged between 10 to 18 years from all 659 tennis clubs registered with Tennis Australia in Victoria.

The results of the study revealed a significant association between each variable and retention in the club-based tennis participation. Highest retention rates were observed among male participants aged around 12 years of age living in the metropolitan region with a low social deprivation index.

The study uniquely provides the pattern of participation, retention and attrition as well as the key determinants of participation based on census approach, within a specific age cohort for a particular sport (tennis) in a club-based setting across Victoria. The findings will assist Tennis Australia in particular in developing strategies around retention of adolescent participants in club-based tennis, progressing towards the wider objective of community-wide health benefits through club-sport participation. As the trend in participation in club-tennis in Victoria is similar to the nationwide trend for all other club sports participation, the outcome of the study will be helpful in shaping strategies for all club sports in general.

**Keywords: Tennis, Retention, Adolescents, Attrition, Demographic**

## **Comparison among spectator segments: Focusing on knowledge of rugby and influence of hosting the 2019 Rugby World Cup**

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While the BBC reported that Japan's win against South Africa in the 2015 Rugby World Cup (i.e., 2015RWC) was the biggest shock in the history of the Rugby World Cup, the monumental victory was one of the delightful national news in Japan. After the 2015RWC, Top League, the most competitive Japanese rugby union league, recorded the highest number of spectators in the 2015-16 season, amounting to a total of 491,715, since the league started in 2003. The number of spectators, however, has been decreasing slightly after the 2015-16 season. Since the 2015RWC became a trigger for most spectators, the characteristics of spectators who came to the stadiums first time after the event must differ from those of spectators from old time. One of the foci of this study is the differences between old spectators (i.e., people who came to stadiums from old time) and new spectators (i.e., people who came to the stadiums first time after the event).

Another focus of the study is the differences between spectators and fans. Among people who attended rugby games, there are two types of attendees; 1) people who perceive themselves as fans of rugby, and 2) people who perceive themselves as non-fans. Attendees have different levels of attachment with a sport team (Hunt et al., 1999), which encourages marketers to figure out the differences. Thus, this study used the above two criteria to create segments of Japanese rugby attendees. The proposed segments were 1) old fan, 2) new fan, 3) old & non-fan, and new & non-fan.

It is also pivotal for spectators to understand the rules of sport and the situations of game in order to enjoy spectating the game (Funk et al., 2004). Therefore, marketers should know the spectators' degree of understanding a game of rugby.

After the 2015RWC, the Japan Rugby Football Union started to promote various campaign activities in and out of the stadiums for the development of the fan base, as preparations for the successful hosting of the 2019 Rugby World Cup (i.e., 2019RWC) in Japan. Marketers may also need to understand the impact of hosting 2019RWC on the interest in rugby of local spectators.

Therefore, the purpose of this study is to compare the degree of understanding a game of rugby (i.e., knowledge of rugby), the effects of hosting the 2019RWC on spectators' interest in rugby (i.e., the effect of 2019RWC), and the intention to attend the Top League games within a year (i.e., attendance intention), among four spectator segments.

"Knowledge of rugby" was composed of three items based on the definition of "knowledge" in terms of "Team Sport Involvement Antecedents" (Funk et al., 2004). The effect of 2019RWC was composed of three items in reference to the event excitement items (Kim & Walker, 2012). Attendance intention was measured using a single item. These items were scored on a 5-point Likert scale.

A questionnaire survey was carried out at nine stadiums for the Top League games. Data were collected from spectators for each rugby game. The valid samples were 2,627 of 2,961 (88.2%). Segment 1 (i.e., old fan) had 1,420 samples, Segment 2 (i.e., new fan) had 652 samples, Segment 3 (i.e., old & non-fan) had 119 samples, and Segment 4 (i.e., new & non-fan) had 436 samples. One-way analysis of variance (one-way ANOVA) was conducted in

order to compare the four segments. Concerning knowledge of rugby ( $F = 501.13, p < .001$ ) and attendance intention ( $F = 278.15, p < .001$ ), the mean scores of the old fan were significantly higher than other segments. Regarding the effect of 2019RWC, the mean score of the new fan was significantly higher than other segments ( $F = 24.34, p < .001$ ). Additional findings, discussions, and managerial implications will be presented.

**Keywords: segmentation, knowledge of rugby, attendance intention, Rugby World Cup**



## Measuring social impacts of co-hosted sport events

**Dr. Stefan Walzel, German Sport University Cologne**

Staging major and mega sport events is a challenge in many perspectives. Accelerating costs, security concerns, lack of credibility regarding the international sporting federations and concerns regarding the verifiable benefits of the sports events in relation to the costs are often mentioned as main reasons (Coates & Wicker, 2015; Koenecke et al., 2016; Langer et al., 2017). One strategy in order to share risks, to reduce costs and to use public financial support more efficiently is the co-hosting of sport events. This strategy, hosting major and mega events by two or more countries or cities, has gained enormous attention in Europe over the last years and a clear trend in this direction can be observed, in particular in team sport events, like recently the Ice Hockey World Championships 2017 in Cologne and Paris, the Euro Basket 2017 in Turkey, Romania, Finland, and Israel, the Handball Euro Championships 2020 in Norway, Sweden and Austria, and many more.

Heere et al. (2012), Horne and Manzenreiter (2004), and Kristiansen et al. (2016) were the first ones who analysed the management and impacts of co-hosted sports events. Kristiansen et al. (2016) looked at the stakeholder management of the co-hosted European Youth Olympic Festival in 2015 by Austria and Lichtenstein. In terms of social impacts of the event they identified reinforced cross-border relationships and closer and stronger ties between the people in this region. Heere et al. (2012) as well as Horne and Manzenreiter (2004) indicate in their studies that co-hosted sport events can have large positive societal consequences for the bilateral relationships of the hosting nations, for the national and cross-national identity. The research in regards to social impacts and legacy of sports events and particular of co-hosted sport events is very limited.

Considering the social exchange theory (Blau, 1964; Homans, 1961; Kelley & Thibaut, 1978; Thibaut & Kelley, 1959) sports events can act like an agent for social change with a greater social legacy when co-hosted. However, the management of social legacy in terms of the variety of social impacts, influencing factors etc. through co-hosted events is a research area which has not been a subject of intensive research yet. Therefore, the purpose of this study is to develop a theoretical framework which considers the specific characteristics of co-hosted sport events and their social impacts.

From preliminary analysis the review of the literature indicates a huge variety of aspects which can be considered for measuring the social impacts of co-hosted sport events, e.g. social capital on organisational level between the local organising committees, stronger social cohesion across national borders, effects of integration and socialisation, reduced prejudices and resentments against other nations, mitigated hostility toward strangers on individual and society level (Chalip, 2006; Heere, et al., 2013; Hiller, 2000; Kersting, 2007; Heyne et al., 2009). As it is a work in progress, an approach what and how to measure the social impacts of a co-hosted sport event will be presented at the conference which is going to be applied for the Handball World Championships in Denmark and Germany in January 2019.

This study is the first one which looks at the potentials co-hosting sport events can have with the focus on the management of social impacts and legacy. The possibility for co-hosting major sports events and the potential for a positive social legacy is an idea which should be carefully considered by international sporting federations as well as by the nations who are interested in hosting mega sports events.

**Keywords: sport events, social change, co-hosting, social legacy**

## **An examination of fan attitudes, brand perceptions, and attachment to a professional women's sport team**

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While professional women's sport in Australia has been in existence for several years, there have been recent growths that have resulted in unprecedented levels of commercial and consumer interest and exposure (Mason, 2017; Wellington, 2017). However, very little research exists that examines the consumer perceptions of individuals regarding women's professional sport, and particularly new women's sport teams. For organizations like the Australian Football League (AFL) who administer and market a professional women's sport product (AFLW), understanding these consumer motivations provides guidance in long term marketing strategies which can capitalize on recent levels of commercial growth, and produce long-term consumer loyalty and retention (McDonald, Karg, & Leckie, 2014). Within the focus of women's professional sport Funk et al. (2002) found that fans were driven by the sport, interest in a team, vicarious achievement, players serving as role models, and overall entertainment value key motivators of spectatorship. Funk, Ridinger, and Moorman (2003) furthered this understanding and brought forth concepts such as support for women's opportunities, escape, and socialisation. While the two studies provide considerable depth, there exists research opportunities to expand the context and scope of women's professional sport consumers. From these gaps in the literature, the authors present two research questions:

*R1: How do attitudes toward women's sport impact consumer's overall perceptions of the team brand?*

*R2: How do attitudes toward women's sport impact fan's levels and points of attachment to the team?*

Utilizing an existing working relationship with a new AFLW club, an online survey is currently being distributed via the team's social media channels (i.e Facebook, Twitter, and Instagram) during the current VFLW season. During this phase, respondents are incentivized to provide their email addresses in order to be contacted for second, third, and fourth data collections that coincide with the middle, end, and postseason. Within the survey, measures of brand associations (Wear, Hills, Heere, & Walker, 2018), points of attachment (Kwon, Trail, & Anderson, 2006), attitude towards women's sport (ATWS) (Mumcu, Lough, & Barnes, 2016), and brand related behaviour (Muntiga, Moorman, & Smit, 2011) are used. Through this longitudinal approach, analysis of how individuals' progression in regard to the aforementioned measures will be made utilizing growth curve modelling analysis (Singer & Willet, 2003). Additionally, structural equation models will be created to evaluate the impact that ATWS holds on overall team brand perceptions, points of attachment, and brand related behaviour.

It is important to note that this study is currently in progress, but will be ready for presentation at the 2018 SMAANZ conference. With the AFLW entering its third season in 2019, and with league expansion confirmed for 2019 and 2020, this study will provide a unique look into the impact of rapid commercialization of the professional women's sport product as it relates to consumers' motivations.

## Explanation of Dynamics in Doping Behaviour via Social Simulation

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Even though several hundred million US Dollars are invested annually in the anti-doping fight, doping abuse is still an enormous issue in competitive sport (Maenning, 2014). Several studies have revealed that doping in elite sport is not only a complex phenomenon, due to the complex social interactions between athletes and various actors, but that it is also difficult to examine because of its illegal nature (e.g. Ohl, Fincoeur, Lentillon-Kaestner, Defrance, & Brissonneau, 2013). In order to address this problem, a series of models has been developed to predict the behaviour of elite athletes regarding their doping intention, often based on theory on planned behaviour by Ajzen (1991) (for an overview see Ntoumanis, Ng, Barkoukis, & Backhouse, 2014) or a cost-benefit consideration by the athletes (e.g. Donovan et al., 2002; Strelan & Boeckmann, 2003). Despite the considerable amount of knowledge about doping behaviour gained from numerous studies, it is not yet possible to estimate the doping rate accurately, so that estimates of the proportion of elite athletes engaged in doping range from 3% and 62% (Ulrich et al., 2017; for an overview see de Hon, Kuipers, & van Bottenburg, 2015). This problem can be addressed by applying social simulations and integrating findings from previous studies into a simulation model, which, for the first time, makes it possible to depict doping behaviour as a complex phenomenon. Agent-based modelling as a kind of social simulation is applied in many sciences and incorporates elements of human and social behaviour. From such an approach a system-behaviour evolves that cannot be derived directly from the behaviour of the individual agent (Gilbert, 2008). Our multi-period agentbased model on doping behaviour is based on interactions between competitive athletes, an anti-doping laboratory and an anti-doping agency. The agency announces anti-doping rules and imposes fines and bans. The anti-doping laboratory executes doping controls under a system whereby control frequency and efficiency are imperfect, so that not every doped and tested athlete is detected. In each time period athletes compete for income in a rank-order tournament. We assume that using a doping substance increases an athlete's chance of success. Following Hokamp and Pickhardt (2010), we consider four agent types: (a) rational, (b) suggestible, (c) compliant and (d) erratic. Rational sportspersons may use doping substances with respect to an expected utility-maximizing approach by considering the costs and benefits of doping use. A suggestible athlete takes the doping behaviour present in his social network into account. In contrast, a compliant athlete always accepts and follows the anti-doping rules. An erratic athlete also wants to act rule-compliantly but may commit doping unintentionally.

Conducting a sensitivity analysis using the simulation results of various scenarios shows that suggestible athletes have the strongest effect on the doping rate, followed by rational, erratic and compliant athletes. The huge importance of social dynamics in the doping decision suggests that anti-doping organisations should not over-focus on sanctions. Based on the simulation results, we can derive important policy recommendations for the antidoping fight. In this way, the new insights on social dynamics can be used for the further development of measures such as education programmes or the optimization of target testing.

**Keywords: doping; competitive sport; agent-based modelling; computer simulation; social dynamics**

## **Examining potential change in participant psychological connection in Touch Football participants.**

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Participation in sport benefits individuals (Anderson & Ramos, 2018; Bloom, Grant, & Watt, 2005), communities (Bloom et al., 2005; Edwards, 2015; Skinner et al., 2008), and societies (Bloom et al., 2005) and has significant impacts on national and cultural identity (Bloom et al., 2005). The roles of engagement and disengagement have frequently been the site of study, whereby research has been conducted in several domains, including sport (Beaton, Funk, & Alexandris, 2009), education (Eime & Payne, 2009; Finn & Rock, 1997), and both paid (Kahn, 1990) and unpaid employment (Vecina, Chacon, Suiero, & Barron, 2012). However, these studies have failed to establish the processes influencing engagement and disengagement outcomes. The following study explores the roles of engagement and disengagement relative to Touch Football participants within the Touch Football Australia national database.

Most studies have focused predominantly on engagement with little investigation on disengagement. This is consistent across various settings. Additionally, there is a lack of research into the exploration of engagement and disengagement in sport simultaneously. Instead, they have been explored as single, non-relative constructs, and often in cross sectional rather than longitudinal studies. As such, studies have focused predominantly on the determinants affecting attraction and retention rather than individual processes.

The current study seeks to explore the concepts of engagement and disengagement simultaneously and is part of a collaborative longitudinal study involving the University of Canberra and Touch Football Australia. Data from the first stage of a three-phase study have been collected. Within this phase, the Theory of Participation was adopted to segment participants into one of four stages of psychological connection reflective of individual enjoyment and value. Responses of participants, and relevant stage-based categorisation will dictate participants of interest for further qualitative analysis.

Analysis of responses from surveys show that many respondents are within the stages of attraction or attachment reflecting a moderate to strong psychological connection with Touch Football. Stages two and three, which are yet to be completed, will investigate the processes effecting engagement and disengagement via interviews and focus groups. This will present the opportunity to track changes over time, and identify the processes driving change, or lack of change.

**Keywords: Psychological Processes; Engagement; Disengagement; Retention; Participation**

## Life satisfaction of German elite athletes in less commercialized sports

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With international sporting success being a sport policy goal in many countries (e.g., Green, 2007), previous research has stressed that factors at several levels, including macro-level factors (e.g., sport system, socio-cultural context), meso-level factors (e.g., policies, politics), and micro-level factors (athlete, personal environment), contribute to the production of sporting success (De Bosscher et al., 2006). The focus of this research is on elite athletes and their personal environment. Since athletes are expected to perform better when they are satisfied with their life circumstances, the purpose of this study is to examine elite athletes' subjective well-being across different dimensions and its influencing factors. This topic has been largely neglected in existing research on both elite athletes (e.g., Gaudrau & Antl, 2008) and wellbeing. The latter has focused on the general population and documented a positive effect of sport participation in general on subjective well-being (Downward & Dawson, 2016; Huang & Humphreys, 2012; Pawlowski et al., 2011). When distinguishing between different participation purposes, previous research has indicated that individuals practicing competitive sports report lower levels of well-being (Chatzisarantis & Hagger, 2007; Rasciute & Downward, 2010). However, elite athletes' well-being has not yet been studied systematically. Also, a detailed analysis of different well-being dimensions was neglected. The data for this study stem from a research project funded by the German Sports Aid Foundation which is dedicated to supporting athletes in less commercialized sports. Primary data were collected from March to April 2018 using an online survey. This survey included questions about athletes' time use, income and expenses, wellbeing, and socio-demographic characteristics. The Sports Aid Foundation invited over 4,000 funded athletes via e-mail. Altogether, 2,437 athletes opened the e-mail, 1,099 completed the survey, and n=1,087 could be used for the empirical analysis after data cleaning. The initial sample was weighted to make it representative to the total population of funded athletes in terms of gender (44.4% female), age (M=22.5 years), and squad (15.0% A-squad, 37.8% B-squad, and 40.5% C-squad). Initial results show that respondents' average life satisfaction is 8.42 on an 11-point scale. Satisfaction with health (M=8.38) and education (M=8.11) are similarly high, while respondents scored lower on satisfaction with income (M=6.04), leisure time (M=6.62), and family life (M=7.79). Average monthly gross income is €1,557, 53.7% have A-levels, and 15.6% a migration background. On average, respondents spend 8.7 hours per week on work and 15.1 on education. The correlates of well-being were analyzed using regression analysis. These results show that correlates of general life satisfaction resemble those of the general population and are not affected by sport-specific variables. Satisfaction with income is negatively associated with weekly hours dedicated to training and education, while females and international medal winners report higher satisfaction levels. Satisfaction with education is significantly higher in all squads than in the A-squad capturing top athletes. The number of weekly training hours and days travelled because of sport negatively affect satisfaction with leisure time. Olympic gold medalists report higher satisfaction with their family life and their health. The findings stress the importance of athlete support beyond training, yielding implications for sport managers and policy makers.

**Keywords: Elite sport; Happiness; Subjective well-being**

**“It’s not just cricket”: exploring cricket spectator engagement, expectations and experiences in Aotearoa/New Zealand**

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In a tribute to the late Phillip Hughes, an Australian batsman tragically killed whilst playing a domestic fixture in 2014, New Zealand’s former national captain Brendon McCullum claimed “Cricket isn’t a sport; it’s a community”. This study adds to a growing community of sports tourism scholars who have chosen to focus their attention on an international game that has travelled the world since 1877, comes in several different formats and has continually led the way in terms of embracing innovative technology to enhance the on-site spectator experience. More specifically, it builds upon Kruger and Saayman’s (2016) innovative attempts to segment and profile South African cricket spectator expectations based on their motivations and experiences. The applicability of the ‘Occasional, Selective and Comprehensive (OSC) experience typology was tested amongst two different group of cricket spectators and within two very different cricket settings. The expectations and experiences of over 300 Test Match Cricket spectators were collected through an online questionnaire sent exclusively to New Zealand and England fans who had provide their email to research assistants deployed during the 2017 Test Series. The two-match series, played over two consecutive weekends started in Auckland with the first Day-Night Test Match to be hosted in New Zealand. The weather effected fixture was played in a 50,000-capacity multi-purpose stadium that hadn’t hosted a test match in over three years. A week later the series concluded in Christchurch with a traditional Test Match played in an 9000-capacity cricket venue with white picket fence, grass embankments and temporary seating. Statistical analysis was performed in three stages, including two factor analyses, a cluster analysis and an analysis of significant differences between the experience-based clusters of the cricket spectators. Thematic analysis was also used to categorise the large number of comments provided both at the venue and in the spaces provided in the survey. The findings support Kruger and Saayman’s (2016) conclusions that cricket spectators should not be regarded as homogenous and that the type and format of the game greatly influence the market. The socio-environmental (e.g. the venue and timing of the fixture) and socio-cultural factors (e.g. the size of the crowd and atmosphere) were found to have a significant influence on the on-site experience of the travelling fans, whilst the local fans, who were more likely to be influenced by socio-economic factors (e.g. cost of ticket, food and beers). The conclusions and recommendations focus on the importance of treating test match cricket fans as a community of highly engaged individuals who truly value and respect the long-established rituals and traditions attached to this version of the sport, and seek a spectator experience that is built around the sporting contest on display as opposed to what is happening in the stands or what is being broadcast on television.

**Keywords: Market Segmentation, Cricket Spectators, Fan Engagement, Expectations and Experience**

**‘Taming Lions in the Land of the Long White Cloud’: exploring the legacies and lessons learned from hosting two ‘once-in-a-lifetime’ sport tourism experiences.**

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On June 1<sup>st</sup> 2017, the British and Irish Lions landed at Auckland International Airport, two days before the first fixture of a ten-match, five-week, tour of New Zealand, the land of the long white cloud. The post event impact study estimates that they were joined by over 25,000 sport tourists, the majority of whom were recorded as being first time visitors and free independent travellers (FITs). This discussion paper documents an attempt to build upon a piece of research conducted on the Lions’ previous visit to New Zealand in 2005. The original study examined the planning and promotional activities implemented by nine Regional Tourism Organisations (RTOs), uncovering a shortage of relevant experience and a concerning lack of collaboration. Twelve years on, a team of researchers set out to evaluate the extent to which the same RTOs were able to utilise the knowledge and experience gained from hosting previous sports events, including the 2005 Lions Tour. Individuals from six additional RTOs were also contacted in an attempt to increase the scope of the study. Unexpectedly, things didn’t go to plan. The lack of interest and sense of apathy encountered in August 2017 came as a complete surprise, considering how easy it had been to recruit participants for the 2005 study. Five potential respondents stated that they had nothing to do with planning or promoting the 2017 Lions Tour and recommended that we spoke to someone else, two stated that the relevant individual was no longer employed at the organisation, two failed to respond to either the initial email or the follow up phone call and one politely declined, stating that she was too busy working on other projects. Of the five who actually accepted the invitation, four also questioned whether they were the right person for the research. The thematic analysis that followed focused on the apparent evolution of New Zealand’s regional tourism sector over the past decade. Many of the RTOs first contacted in 2005, for example, appear to have followed Auckland’s lead and become one element of a multifaceted council controlled organisation/agency that incorporates events and economic development. Whilst the RTOs encountered in 2005 stressed the importance of both inter- and intra-regional relationships, the regional development agencies encountered in 2017 would appear to be solely focused on maximising the economic legacies attached to attracting event tourists into their area. The conclusion explores the opportunities created by Auckland’s emergence as an award-winning international sports event tourism destination. The recommendations mirror those first made in 2005, noting the need for New Zealand’s sports, events and tourism sectors to collaborate and combine their resources at both an inter and an intra-regional level. The fact that none of the respondents interviewed in 2005 were still around in 2017 also illustrates the importance of maintaining accurate records that can be transferred from one event planner to the next.

**Keyword: Sports Event Tourism, Regional Planning, Legacy, Knowledge Transfer.**

## **What motivates wheelchair basketball spectators towards 2020 Tokyo Paralympic Games?**

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In 2020, Summer Paralympic Games will be held in Tokyo for their second time. According to Tokyo Metropolitan Government (2018), since the 2020 games were decided to be held in Tokyo, interests towards adapted sports increased. Also the number of spectators for wheelchair basketball has skyrocketed in this six years (Japan Wheelchair Basketball Federation, 2018). Despite the enthusiasm towards disabled sports or Paralympic games, it still remains to be seen whether citizens would spectate the Paralympic games at the sporting facilities during the event. It is crucial to make an effort to increase the number of spectators and also those whom support it so that we can attract new sponsors for additional revenue.

There is a shortage of research exploring the disability sport spectators from consumer behavior context but several studies have looked into the motivation of adapted sports spectators. For example, Byon et al. (2010) and Byon et al. (2011) used the Motivation Scale for Sport Consumption (Trail and James, 2001) and tested towards wheelchair rugby spectators, however they stated that this disability motive scale lacked uniqueness and stated the necessity to create a new scale. Cottingham et al. (2014) developed a scale named Motivation Scale for Disability Sport Consumption (MSDSC), however also discussed how to utilize the MSDSC in order to provide both practitioners and researchers a better understanding of how to increase the market share of disability sport, such as spectating a mega sporting event (Brown et al., 2018).

The purpose of this research was twofold; first is to develop the Japanese version of MSDSC, and the second was to reveal the relationship between their motivation for spectating and their future intention to spectate the 2020 Tokyo Paralympic Games.

Researchers distributed questionnaires to spectators who attended the EMPEROR'S CUP 46<sup>th</sup> JAPAN WHEELCHAIR BASKETBALL CHAMPIONSHIP on Saturday, May 19<sup>th</sup> (499 valid samples) and Sunday, 20<sup>th</sup> (487 valid samples). 986 valid answers were used for the analysis in total. Of the sample, 42.3% were men and 57.7% were women. The average age of the spectators were 39 years old. Running the confirmatory factor analysis (CFA), two items were rejected from the model since the factor loadings were lower than .50 (Hair et al., 2010). The model fit indices were chi-square/df=3.80, CFI=.898, GFI=.870, AGFI=.822, RMSEA=.076. After the CFA, multiple regression analysis was used to test the relationship between motivation and intention towards spectating the Paralympic Games. The test resulted that acquisition of knowledge ( $\beta=.157$ ,  $p<.05$ ) and physical skill/aesthetic ( $\beta=.354$ ,  $p<.001$ ) performed to give strong influence to future intention towards the 2020 Paralympic Games. Adjusted R square was .178. For conclusion, it is important for the practitioners to inform spectators the uniqueness and singularity of wheelchair basketball.

**Keywords: wheelchair basketball, motivation, 2020 Tokyo Paralympic Games**



## **Evaluating the compliance of Chinese national sport-related policy and practices with the World Anti-Doping Code**

**YangKun (Stirling University)**

Despite the vast research on achieving high compliance of anti-doping policy (from World Anti-Doping Code to the national anti-doping regulation), little is known about the perspective of Chinese anti-doping policy. According to the information from WADA, China has made impressive progress in enforcing anti-doping regulations, which means that China demonstrates some degree of genuineness in promoting the true spirit of competitive sport. However, how are anti-doping policies and practices implemented in this country, which is one of the most populous places in the world and covering approximately 9.6 million square kilometres? This is always a hot topic. To address this, the research used policy 'stages model' and different types of policy analysis models in each stage to understand the WADC and Chinese anti-doping policy. Moreover, the factors that influence the policy process will also be illustrated in this research, including institutional theory and institutional pluralism.

The research employed qualitative approaches, and the study was conducted in China. Prior studies on Code compliance mainly focused on the general theory or from a historical perspective. This study focuses on China and presents a comprehensive evaluation of current policy implementation and code compliance. For the first round of interviews, a total of eight provinces and two municipalities were visited, and 37 interviews were successfully conducted. This research also attempts to include a fresh perspective by conducting an additional interview with staff from WADA and other NADOs. Therefore, the second round of interviews was added to the schedule, and five telephonic interviews were successfully conducted in the second round. The questions discussed in the interview covered four factors, namely doping education and prevention, doping testing and investigation, result management and punishment, and bilateral policy. The data collected was transcribed verbatim, open-coded, and analysed through thematic analysis.

The results of this research demonstrate in great detail how China implements WADA's anti-doping regulations in its particular context. Moreover, it explains how the main Chinese anti-doping policies are formulated within its political framework and administration system. The research also demonstrates how the government has an impact on the people's ideology and how this ideology influences the policy development and code compliance. All in all, this research hopes to fill the gap in existing Western literature about the process of Chinese sport-related policy-making and reveal the uniqueness of the Chinese anti-doping administration system and its impact on the relevant staff's ideology.

**Keywords: China, Anti-doping policy analysis, Code compliance, Governing body**