



**Sport Management Association of
Australia and New Zealand**

20-22 November 2013

**Hosted by the School of Physical Education, Sport
and Exercise Sciences and Department of Tourism
University of Otago, Dunedin,
New Zealand**



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Welcome

SMAANZ President's Welcome

It is a little known fact that 'southern hospitality' originated in New Zealand's South Island. That southern hospitality is now most associated with the southern states of the USA, says more about globalisation than it does originality.

This is the first SMAANZ conference to be jointly hosted by two departments. I congratulate both the School of Physical Education, Sport and Exercise Sciences and the Department of Tourism at The University of Otago for this innovation. If sport is the toy department of life, then it should come as no surprise to see toys scattered all over the room. Sport does not sit nicely in a box. Sport intersects with many things - education, economics, community development, politics, media, technology, tourism and events. This conference will encourage us to think more closely, and critically, about sport's intersection with tourism and events.



The SMAANZ conference formula is well established: quality research by established and emerging researchers, professional network expansion and consolidation, and opportunities to learn and be inspired. And all these occur within a supportive and positive environment. No Muppets allowed.

I thank the conference committee - Dr Sally Shaw, Professor James Higham, Diana Evans and Kimberley Lamond - and their wider team for all their efforts.

SMAANZ is delighted to be back in Dunedin. Game on.

Geoff Dickson

SMAANZ President

Welcome from the Chairs of the Organising Committee of the SMAANZ Conference

Tēnā koutou katoa

Welcome to SMAANZ 2013! We are delighted to welcome delegates to Dunedin for the first time since the SMAANZ conference was last hosted at the University of Otago a decade ago in 2003. SMAANZ 2013 is co-hosted by the School of Physical Education, Sport and Exercise Sciences and the Department of Tourism at the University of Otago. We are pleased to welcome over 90 delegates from New Zealand, Australia and around the world. As importantly, we have over 30 student registrations, which speaks to a strong future in sport management. Many thanks are due to our dynamic organising team of Diana Evans and Kim Lamond and to the volunteers who you will see and interact with throughout the conference. We are looking forward to a stimulating conference programme, which features a range of high quality academic and applied keynote speakers, as well as a social programme that aims to facilitate networking and provide all delegates with opportunities to experience the University of Otago, and the city of Dunedin and its surrounds. Most of all we hope that you enjoy your stay in Dunedin and have time to have a good look around while you are here.



Sally Shaw
SMAANZ 2013 co-convenors



James Higham

Wednesday 20th November

12.00noon – 5.30 pm	Registration in Atrium, Level 2 of the Commerce Building, cnr Union and Clyde Streets.
9.45 am onwards	Golf Tournament: Chisholm Park Golf Course, Tahuna Road, Dunedin
1.00 pm – 4.00 pm	Postgraduate workshop Seminar Room 213/214 55 Union Street West, Dunedin
6.00 pm – 7.30 pm	Conference Opening Mihi Whakatau by Mark Brunton, Office of Māori Development Discovery World Tropical Forest, Otago Museum, 419 Great King Street North, Dunedin
7.00 pm – 9.00 pm	7-9pm SMAANZ Board Meeting 213/214 55 Union Street West, Dunedin

Thursday 21st November

8.00 am - 8.30 am	Registration in Atrium, Level 2 of the Commerce Building, cnr Union and Clyde Streets.				
8.30 am - 9.45 am	WELCOME and KEYNOTE LECTURE – Professor Kristine Toohey Sport Event Legacy: Promises and Realities (Commerce 222)				
9.45 am – 10.15 am	Morning Tea Commerce Atrium				
10.15 am -11.55 am	Marketing & Communications (Commerce 219) Chair: Michael Naylor	Sport Development (Commerce 221) Chair: Graham Cuskelly	Sport Technology (Commerce 220) Chair: Orland Hoerber	Governance (Commerce 203) Chair: Danya Hodgetts	Football (1) (Commerce 204) Chair: Borja Garcia Garcia
10.15 am -10.40 am	Eric Schwarz and Brenda Pitts Revitalization Sport Marketing: The Role of Sport in Advancing Community Objectives	Andrew Martin Sustaining Organisational Culture: A Case Study of Outwards Bound New Zealand, 1962-2012	Larena Hoerber Picture This: Using Photographs in Sport Management Research	Trevor Meiklejohn, Lesley Ferkins The Role of Governance and the Influence of Boards in High Performance Sport	Hunter Fajak Maximising the Value of Broadcast Rights: A Content and Ratings Analysis of Football Telecasts
10.40 am - 11.05 am	Do Young Pyun, Hyungil Harry Kwon The Mediating Role of Perceived Value in Two Different Price Settings	Matthew Allan, Paul Gastin What is the Impact of Modified Rules Sport on Children’s Physical Activity? Implications for Sport Managers	Ashleigh-Jane Thompson, Andrew Martin, Sarah Gee, Andrea Eagleman Social Media as a Site for Brand Building and Developing Fan Relationships: A Case of the Australian Open	Ian O’Boyle, David Shilbury Collaborative Governance in Non-Profit Sport	Ross Booth, Brad Humphreys, Stefan Szymanski Gate Revenue Sharing and Competitive Balance in the Australian Football League

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11.05 am - 11.30 am	Daniel Lock The Activation and Abstractions of Team Identification	Paul Turner The Dynamics of Restructuring a State Sporting Competition	Laura Cousens Exploring the Value of Mobile Applications in the Context of Community Sport Events	Geoff Schoenberg, Graham Cuskelly, Chris Auld The Influence of Individual Attributes in Board Member Performance	Peter Ochieng, Issac Mwangi, Bob Stewart Is Playing Football Beneficial for Kenyan Student-Athletes? A Capital Improvement Approach.
11.30 am - 11.55 am		Ariki Tibble Enhancing the Systems Intelligence of Staff Working in Regional Sports Trusts	Michelle Anne O'Shea Sport Management Students in 'The Hot Seat': A Preliminary Analysis of the Opportunities and Challenges Associated with Using Virtual Learning and Teaching Environments	Luke Macris A Rock and a Hard Place: Government, Performance Measurement and Community Sport	
12.00 pm - 12.45 pm	Lunch (Atrium) & SMR Board meeting (Commerce 222)				
12.45 pm - 2.00 pm	Marketing & Communications (Commerce 219) Chair: Daniel Lock	Strategic Management (Commerce 221) Chair: Ross Booth	Football (2) (Commerce 220) Chair: Luke Macris	Event management (Commerce 203) Chair: Trish Bradbury	International perspectives (Commerce 204) Chair: Paul Jonson
12.45 pm - 1.10 pm	Gerd Nufer Ambush Marketing in Sports	Hunter Fujak Strategic Implications of Population Change: NRL Club Composition in the Sydney Market	Borja Garcia Garcia, Jo Welford Whose Football is it? Supporters Engagement in English Football Governance	Symposium : Helen Jefferson Lenskyj Sporting Mega-Event Legacies: The Good, the Bad and the Ugly	Majhed Alamad, Bob Stewart, John Tower Constraints on Participation of Saudi Arabian High School Students in Sport and Physical Activity

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1.10 pm - 1.35 pm	Li-Shiue Gau, Yen-Feng Liu, Shih-Ting Cheng, Ya-Tan Cheng, Yung Dong Two Dimensional Analysis of Experiences in Watching Inter-Department and Inter-College Basketball Competition	Annette Sharp, Geoff Dickson, Sean Phelps Complex Adaptive System Modelling: An Approach to Understanding the NZ Sport Sector	Anthony Kerr, Matthew Nicholson, Kevin Brown A Colossal Challenge for the Australian Football League? Member Identification and the Greater Western Sydney (GWS) Giants FC.		Kozo Tomiyama The Impact of Team Reputation and Sense of Community on the Development of Team Identity
1.35 pm – 2.00 pm	Eric Schwarz, Nigel Jamieson, Brenda Pitts The Role of Demography and Migration in Shaping the Future of Leisure, Recreation, and Sport	Jo Mackellar An Examination of Collaborative Planning at a Regional Sailing Regatta	Peter Ochieng, Bob Stewart Underexposed? The Case for Football Club Financial Transparency Metrics	Kristen Rogalsky, Alison Doherty Role Perceptions of Sport Event Volunteers	Cathryn Claussen Drone Surveillance of Sport Spectators: Law and Policy Considerations
2.10 pm - 3.10 pm	<p>Student Paper Award: Nick Pye Griffith University “The Role of Sport Cities in the Provision of Social Benefits” Best Paper Award: Andrew Milne, Carolyn Cordery, and John Davies, Victoria University “The Cost of the Game? The Cost of a Game” (Commerce 222) Chair: Geoff Dickson</p>				
3.10 pm - 3.45 pm	AFTERNOON TEA Commerce Atrium				
3.30 pm	Free Afternoon or Otago Peninsula Trip.				

Friday 22nd November					
8.30 am – 10.10 am	Marketing & Communications (Commerce 219) Chair: Brenda Pitts	Sport for Development (Commerce 222) Chair: Annette Sharp	Tourism (Commerce 204) Chair: James Higham	Gender (Commerce 203) Chair: Larena Hoeber	Policy (Commerce 225) Chair: Sandra Hillas
8.30 am – 8.55 am	Junya Fujimoto, Munehiko Harada, Jeffrey James The Impact of Attitude Toward Spectating Behavior on Intention to Attend Games	Paul Jonson, Daryl Adair, Sandra Lynch Is There a Duty for an Elite Athlete to be a Societal Role Model?	Tatsuru Nishio, Harald van Heerde, Valentyna Melnyk The Impact of Japanese Rugby World Cup Fan's Motivation on Satisfaction and Intention: A Structural Equation Model with Interaction Effects	Michelle Anne O'Shea Revealing and Concealing Gendered Organisational Practices: An Exploration of the Gendered Effects of Recruitment and Selection Inequities in Australian Sport Workplaces	Terry Engelberg, Stephen Moston, James Skinner The 'Development' of Doping: Identifying the Antecedents of Performance Enhancing Drug Use in Young Athletes
8.55 am – 9.20 am	Sarah Cobourn CSR Reporting Practices in Professional Sport: An International Comparative Investigation	Kendall Stevenson Māori Leadership in Sport and Recreation Management. A Case Study of Aoraki Bound.	Kazunori Fukuda, Junya Fujimoto, Ken Sumida Destination Image and Diving Motivation of Sport Tourists: A Focus on Divers Visiting the Ishigaki Island	Akiko Arai, Yong Jae Ko The Impact of Maternal Support Policies on Intentions to Pursue Coaching Careers in Elite Sports	Jason Mazanov The Role of Sports Science in Australian Sport: Analysis of a Senate Inquiry
9.20 am – 9.45 am	Katherine Bruffy, Olan Scott, Michael Naylor A Multi-Stage Exploration of Social Media Strategy in Professional Sport: The Case of the New Zealand Breakers	F. Xavier Medina, Sixte Abadia, Susana Vega, David Fornons, Aleix Augé, Jaume Bantula, Ricardo Sánchez, Noé Bastida, Xavier Pujadas Running for Solidarity: The Case of the Intermón Oxfam Trailwalker 2013 in Spain.	Heather Gibson, Liza Berdychevsky, Heather Bell All-Female Sport Tourist Experiences Sport as a Purpose and a Means	Cynthia Stacey Diversity on Sport Governance Boards: The New Brunswick, Canada Situation	Daryl Adair, Johanna Adriaanse, Stephen Frawley, Paul Jonson, Nico Schulenkorf Human Rights or Human Right to Play Sport? The UN-IOC Relationship

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9.45 am - 10.10 am	<p>Millicent Kennelly, Alana Thomson 'Grey Power': An Analysis of Newspaper Coverage of the Sydney World Masters Games</p>	<p>Sam Richardson, Rochelle Stewart-Withers Unpacking the 'Rugby Dream': Rugby Union as a Sustainable Livelihoods Option for <i>iTaukei</i>, Indigenous Fijian.</p>	<p>Kim Werner, Geoff Dickson, Ken Hyde Coopetition and Knowledge Transfer Dynamics: New Zealand's Regional Tourism Organisations and the 2011 Rugby World Cup</p>	<p>Andrea Eagleman Media Portrayals of Male and Female Athletes in a Female Appropriate Sport: Gymnastics at the 2012 Olympic Games</p>	<p>Clare Hanlon, Tony Morris Perceptions from managers in local councils, program providers and women participants. Recruiting and retaining women in physical activity programs</p>
10.10 am - 10.40 am	<p>Morning Tea Hosted by The School of Physical Education, Sport and Exercise Sciences. Commerce Atrium</p>				
10.40 am - 11.40 am	<p>Keynote Lecture Kereyn Smith London 2012 and Events Legacy: On-Shore and Off-Shore Perspectives</p> <p>Martin Snedden Sports, Events and Tourism: A Framework for Growth (Commerce 203)</p>				
11.50 am - 1.00 pm	<p>AGM (Commerce 222) will be followed by lunch (Atrium)</p>				

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1.00 pm – 2.40 pm	Marketing and Communications (Commerce 219) Chair: Eric Schwarz	Sustainability (Commerce 222) Chair: Kathryn Hoskyn	Sport Development (Commerce 204) Chair: Emma Sherry	Policy HRM (Commerce 203) Chair: Russell Hoye	Leadership & Development (Commerce 225) Chair: Bill Richards
1.00 pm - 1.25 pm	Christopher Rumpf, Christoph Breuer The Impact of Color and Animation on Viewers' Attention in a Sport Sponsorship Context	Brian McCullough, Sheila Nguyen, Michael Pfahl Exploring Green Waves: Isomorphism of Environmental Practices in North America and Australia	Kylie Wehner, Pamm Phillips Coaching in Modified Sport: "What Skills do Coaches Require When They Are Allowed on the Field of Play and What are the Implications?"	Rebecca Shaw, Paul Jonson, Daryl Adair Exploring Transition from Professional Rugby	Shane Gibson, Keith Lyons, Lesley Ferkins Removing the Mask – Authentic Leadership in the Sport Setting
1.25 pm - 1.50 pm	Orland Hoeber, Larena Hoeber, Laura Wood, Ryan Snelgrove Visualizing Temporally Changing Sentiment on Twitter: A Case Study of Exploring and Analyzing Sport Fan Experiences	Rachel Batty Community Sports Events, Sponsorship and the Impacts of a Public Health Agenda	Kevin Filo, Graham Cuskelly, Pamela Wicker "We Were Very Sad to Start With ...": The Resilience of Community Sport Organisations in the Aftermath of Natural Disasters	Pamm Phillips, Matt Allan What is the Role of the Umpire in Junior Sport and How are they Trained?	Stephen Frawley, Daniel Favaloro Leadership Development and Australian Sport Organisations
1.50 pm - 2.15 pm	Andrea Eagleman, Lauren Burch Picture This: Olympic Athletes' Self-Presentation on Instagram	Jess Ponting, Danny O'Brien "Surfcredits": A Formalised Approach for Professional Surfing to "Give Back" to Host Communities	Aisling McCarthy, Paul Turner, Pamm Phillips High Performance Sport Development in Australia: What is the Impact When International Stakeholders are Introduced?	Sandra Hillas, David Shilbury The Elite Sport Selection System in Australia: Selectors' Perceptions	Alec Wilson HRM in the A-League: Developing Professional Recruitment and Retention Strategies for Small to Medium-sized Football Franchises
2.15 pm - 2.40 pm	Damien Whitburn, Adam Karg, Paul Turner Exploring E-Promotion in Australian National Sport Organisations	Jonathan Robertson, Hans Westerbeek, Rochelle Eime An Examination of Social Responsibility Expectations Across Ideal Type Sports Organisations: A Delphi Approach	Ik Young Chang Representing New Zealand as a South Korean Athlete: The Korean National Sports Festival, Return Visits and Transnational Identity	Shogo Tanaka, Ken Hodge Cross-Cultural Transition of Rugby Union Players in Japan and New Zealand	Paul Cummins, Tony Cassidy, Gavin Breslin 'A Social Identity Theory of Leadership Applied to Sport Coaching'.

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2.40 pm -3.00 pm	Afternoon Tea Atrium				
3.00 pm - 4.15 pm	Events (Commerce 219) Chair: Sally Shaw	Volunteers (Commerce 222) Chair: Terry Engelberg	Sport for Development (Commerce 204) Chair: Geoff Schoenberg	SMR Editorial Team Meeting (Commerce 203)	
3.00 pm - 3.25 pm	Lara Middleditch, Trish Bradbury Ensuring the Successful Delivery of the World Masters Games 2017: A Review of the Comparable Organisational Delivery Models	Georgina Brooke-Holmes, Emma-Louise Jex What Motivates a Long Term Volunteer?	Robert Baker, Pamela Baker, Anna Evmenova, Laura Harris Measuring the Multiplier Effect in Sport for Development Programs	Tracy Taylor Alison Doherty Geoff Dickson Danny O’Brien Graham Cuskelly	
3.25 pm - 3.50 pm	Danya Hodgetts, Mitch Duncan Examining the Influence of the London 2012 Olympic Games on Physical Activity in Australian Queensland Adults	Pamm Phillips, Kylie Wehner, Matt Allan Delivering Modified Sport Programs: What Sources of Information Do Volunteers Use?	Katie Rowe, David Shilbury, Lesley Ferkins, Erica Hinckson Supporting Women’s Cycling in Australia		
3.50 pm - 4.15 pm	Nico Schulkorf, Daryl Adair, Katja Siefken The Value of Highlight Events in a Sport-for-Development Context	Carolyn Cordery, Rachel Baskerville Voices from the Clubroom	Emma Sherry, Matthew Nicholson, Russell Hoyer Access Sport Access Health: Disability Sport in the Community		
6.00 pm for Tour 6.30 pm for Drinks 7.30 pm for Dinner	<p>Conference Dinner and Tour – Forsyth Barr Stadium <i>including Awards Ceremony – Best Paper, Best Student Paper, Service to SMR and SMAANZ 2013</i> <i>Distinguished Service Award - Terry Woods, Bond University</i></p>				

Thursday 21 November

WELCOME & KEYNOTE PRESENTATION	Room: CO222
Chair: James Higham	Time: 8.30 am – 9.45 am

Sport Event Legacy: Promises and Realities

Kristine Toohey
Griffith University, Australia

In her keynote speech **Sport Event Legacy: Promises and Realities**, Professor Toohey will provide an overview of the history and meanings associated with event legacy. She will examine the approaches and claims of organising committees and other stakeholders in legacy creation. Looking to the future, Prof Toohey will provide her thoughts on the Commonwealth Games in Glasgow, 2014 in which economic, civic, physical, and reputational legacies are promised. Closer to home, she will also comment on the development of the 2018 Gold Coast Commonwealth Games Legacy Plan.

Marketing and Communications	Room: CO219
Chair: Michael Naylor	Time: 10.15 am – 11.55 am

Revitalization Sport Marketing: The Role of Sport in Advancing Community Objectives

Dr. Eric C. Schwarz¹ and Dr Brenda G. Pitts²
¹Saint Leo University, USA and ²Georgia State University, USA

Numerous brands use revitalization as a strategy to redefine and rejuvenate. Cities and communities do this as well. With catchy titles as “City Beautiful”, “Urban Revival”, and “Smart Growth”, most city governments have come to rely on the title of “Downtown Revitalization” as the term that succinctly describes its strategies. Indeed, the United States Department of Agriculture website provides an extensive list of resources to help cities and communities in their planning efforts (USDA, 2013). Redevelopment, or revitalization, of a city or community is brand revitalization, which can be defined as a “strategy employed when a brand has reached maturity and profits begin to decline; approaches to revitalization may include one or all of market expansion, product modification or brand repositioning” (marketinginformationcentre.ca, 2013). Andrews & Kim (2007) describe it as a process that seeks to create a positive change in consumer perception on different elements of a brand as compared to the past negative consumer perceptions. In order for a brand to be successfully revitalized, there has to be solid leadership and all parties need to be on the same page. Larry Light, the global CMO of McDonald’s from 2002-2005, stated that the “six rules of brand revitalization include refocusing the organization, restoring brand relevance, reinventing the brand experience, reinforcing a results culture, rebuilding brand trust, and realizing global alignment” (Light, 2009).

In most redevelopment efforts, sport plays a significant role. Hence, revitalization sport marketing plans become a significant element of the plan. Using the works of Chapin (2004), who studied sports facilities as a significant part of urban revitalization, Robertson (1995), whose works proposes downtown redevelopment strategies, Sparvero and Chalip (2007), who argue that professional sports teams are a significant element of revitalization, and Wallace (1956), whose seminal work provided a model on revitalization movements, the purpose of our research has been to develop a model for revitalization sport marketing. Thus, we present the developing Sport Marketing Revitalization Model with (1) existing revitalization sport marketing projects, the Baltimore Camden Yards/Inner Harbor and Cleveland Gateway projects (Chapin, 2004); (2) current plans to

build a new \$1 billion sports facility for the National Football League's Atlanta Falcons which, according to Atlanta Mayor Kasim Reed, is desired to revitalize the Martin Luther King Jr. Drive section of the city to become "one of the most attractive streets in America" (King, 2013); and (3) ideas for how the city of Christchurch, New Zealand, after the devastating earthquakes of 2011, might use sport as one element for revitalization.

The Mediating Role of Perceived Value in Two Different Price Settings

Do Young Pyun¹ & Hyungil Harry Kwon²

¹Nanyang Technological University, Singapore and ²Chung-Ang University, South Korea

The sport team licensed merchandise industry has continued to generate significant amount of revenues. To maximize the profit, sport marketing scholars have investigated the possible constructs supposed to influence consumer's purchase behavior of team licensed products. Kwon, Trail, and James (2007) examined the constructs of team identification and perceived value of product as the proposed indicators of the sport fan decision making of sport team licensed apparel and showed an interesting result that team identification alone did not predict consumer purchase intention, supporting a full mediator of perceived value between team identification and purchase intention. The previous assumption was that both team identification and perceived value would influence purchase intention. Kwon et al. (2007) diagnosed this unexpected finding and concluded that the full mediation effect could be due to the presentation of overpriced apparel during the survey. Thus, the respondents of the study had to consider the value of the product before they formed an intention to purchase overpriced team licensed merchandise. In other words, a direct relationship between team identification and purchase intention might have emerged if the price of the T-shirt was reduced to a certain level (e.g., prevailing market price). The purpose of this study was to investigate the mediating effect of perceived value in the relationship between team identification and purchase intention of sport team licensed apparel in two different price settings (market price vs. 40% higher than market price). On the basis of adaptation level theory, cognitive dissonance theory, and dual information processing, the study hypothesized that the direct influence from team identification to purchase intention would emerge when the price of a product decreased. Data were collected from 124 Korean fans of Manchester United of English Premier League. The researcher and two assistants visited the fan club's gatherings three times during the English Premier League season and collected the questionnaires using a convenience sampling method. Two models (i.e., partial mediation and full mediation) were constructed in each price setting and were tested using structural equation modeling (SEM). The results indicated that a partial mediation model better fit the data for 70,000 Won setting ($\chi^2[24] = 39.37$, GFI = .94, TLI = .97, CFI = .98, RMSEA = .072) and a full mediation model fit better for 90,000 Won setting ($\chi^2[25] = 41.21$, GFI = .94, TLI = .97, CFI = .98, RMSEA = .073). From a managerial perspective, one of the most important implications is while team identification plays a more significant role in consumer decision making when a product retains a market price level, sport marketing can create marketing strategies to enhance perceived value when implementing a premium pricing practice for their licensed merchandise.

Keywords: team identification, perceived value, purchase intention, sport team licensed apparel

The Activation and Abstractions of Team Identification

Daniel Lock

Griffith University, Australia

Social identity theory has been a central framework for research into sport consumers. In its original form, Tajfel and Turner (1979) articulated a clear deviation from reductionist approaches to individualist psychology, arguing that an individual's group memberships have a pervasive influence on his or her behaviour. As such, social identity theory explains group behaviours that individual psychological approaches cannot. Despite this theoretical approach, much [not all] sport-based literature has operationalised [social] identification as a psychological connection with an attitudinal object (i.e., a sport team), which has connotations for an individual's self-esteem and self-concept, but little emphasis on group membership. The aim of this paper is to

develop on previous group-based theorisations of team identification (Heere et al. 2011) to develop understanding of how group identification influences attitudes and behaviours in sport. To do so, I draw on social identity and self-categorization theories – commonly referred to as ‘the social identity approach’ in social psychology – to present two conceptual arguments designed to progress applications of the social identity approach, to sport consumers.

Firstly, I seek to discuss the situational activation of group identification in contrast to considering team identification as a persistent construct. The social context or frame of reference encountered by consumers, in any given situation, is fundamental in ‘switching on’ specific identity groups. As such, increasing the accessibility of team identities in consumers cognitive structures (e.g., Bruner, 1957) should be a critical area for marketing action (e.g., Reid II, 2002). Using this theoretical basis, sport marketers have the scope to utilise identity dynamics to understand that the facets of a group identity that are important to consumers are fluid; premised on comparisons with relevant outgroups (that can change week-to-week); and – through activation – a tool to leverage supportive behaviours favouring the ‘ingroup’.

Secondly, previous work on team identification has predominantly focused on consumers association with a team or brand. In self-categorisation theory, Turner (1985) argued that a person’s social identity operates at varyingly inclusive levels of abstraction – in a continuation of point one – that activate in relevant social contexts. As such, the team-level identity is the most inclusive group that consumers may belong to; however, formal (i.e., fanatical crowd elements) and informal subgroups (i.e., friendship, colleagues etc.) also represent salient identity collectives that can sustain and nourish the team identification. Tyler (2013) and Bernache-Assollant et al. (2011) have explored identity groups that exist within broader fan-bases, albeit focused on highly involved fanatical crowd elements. Through the discussion of this second point, I seek to articulate a theoretical basis for marketers to understand the varying identity groups that sport consumers may belong to, at varying levels of abstraction (i.e., team, to formal, to informal groups). In doing so, I seek to provide a framework for marketers to leverage multiple group memberships that exist within ground and online fan environments as a means to nourish team identification.

Keywords: Team identification, social identification, sport consumers

Sport Development	Room: CO221
Chair: Graham Cuskelly	Time: 10.15 am – 11.55 am

**Sustaining Organisational Culture: A Case Study of Outward Bound
New Zealand, 1962-2012**

Andrew J. Martin
Massey University, New Zealand

For Outward Bound internationally there has been an increasing trend towards shorter courses. For Outward Bound New Zealand (OBNZ) there have also been major challenges, particularly in the 1990s, which required significant organisation governance change and a diversification of courses. However, their core business remains the traditional 3-week course. In his book *Organisational culture and leadership*, Edgar Schein (2010) asserts that artefacts located at the surface of a culture, which are visible or tangible but sometimes not decipherable, are realisations of underlying values that in turn are manifestations of deeper assumptions. The aim of the investigation was to evaluate the key factors of organisational culture (artefacts, values & beliefs, and core assumptions) that have led to OBNZ’s sustained success over the past fifty years. Primary data for this case study was obtained through the use of semi-structured, in-depth interviews with past and present School and Executive Directors. A key finding is that OBNZ has stayed true to the original values of Kurt Hahn, which have been reviewed and formalised through the ‘fundamentals’ of greatness, compassion, responsibility and integrity. Important visible symbols of the OBNZ brand are the compass logo and motto of ‘to serve, to strive and not to yield’. The core course assumption is still focused on self-discovery and the OB motto ‘there’s more to you than you think’. Leadership, by the course facilitators, regarded as special passionate people, has been a key factor in the organisation’s success and changing over 54,000 people’s lives. These findings provide insight into the culture within the OBNZ organisation, which has been largely independent of political

influence, but responsive to the current needs and expectations of society. Safety has been a priority throughout and communication technology innovations have assisted compliance, which is formalised and audited. It is anticipated that these findings related to the importance of artefacts, values, beliefs, and core assumptions will be transferable to other contexts and assist in the organisational development of effective leadership and culture.

Keywords: Organisation, culture, leadership, Outward Bound

What is the Impact of Modified Rules Sport on Children's Physical Activity? Implications for Sport Managers

Matthew Allan & Paul Gastin
Deakin University, Australia

The introduction of modified rules has steadily increased across all sports since the 1980s and is now widely used in junior sport (Chalip & Green, 1998; Shilbury & Kellett, 2011). Modified sport programs are those where the rules; equipment; and overall environment is adapted to meet the needs and abilities of children as participants. Such programs can be more enjoyable for children (Meisterjahn & Dieffenbach, 2008) who experience the activity as well as an attractive choice for parents who purchase these activities on behalf of their children (Green, 1997). Introducing modified rules sport programs that may be attractive choices for physical activity coincides with the globally recognised need to increase participation in the fight against childhood obesity. In line with this, the Australian government has produced national guidelines for physical activity and suggest that for 5-12 year olds, at least 60 minutes (and up to several hours) of moderate-vigorous physical activity is required each day. This particular age group is the same age group that most modified rules programs are designed for. Although the implementation of modified rules programs is assumed to be positive for children's experiences and their development in junior sport, research has not considered how physical activity is impacted when rule modifications are implemented. This research fills that gap in knowledge by comparing player movement in a junior sport program with both modified and non-modified rules.

In Australia, the Australian Football League (AFL) has provided a comprehensive set of modified rules for junior Australian Football (AF) players. The AFL implements a beginner modified rules program (Auskick) for 5-8 year olds. The next progression (and the program that is the focus of this research) is AFL Junior Match Play - modified rules for 7-12 year olds including modifications such as reduced ground size, shorter match duration, modified tackling and the restriction of players to positional zones. Leagues around the nation are currently allowed to choose whether or not they implement the AFL Junior Match Play policy which provides a natural setting for comparison. Therefore, this study compared player movement in junior AF leagues that implement the modified rules policy and those that do not implement the modified rules policy.

GPS tracking technology was used to record several variables pertaining to player movement including total distance covered, high-intensity running distance (>14.4km/h) and frequency of high-intensity running efforts. GPS data from 48 players (aged 7-8 years) was analysed across four junior AF leagues in the two separate conditions (compliant with modified rules and non-compliant with minimal rule modification).

When participant age, height, weight and BMI were controlled for, significant differences were found between participants in compliant and non-compliant leagues for variables of total distance covered during match play ($p<0.01$), distance run per minute, ($p<0.01$), high intensity running distance per minute ($p<0.01$), and high intensity running efforts per minute ($p=0.02$). In all cases, modified rules led to participants running shorter distances at a lower overall intensity, with fewer high intensity occurrences. Rule modifications, particularly the size of the ground and the use of zones, limits the extent and intensity of physical activity in modified rules junior AF compared to non-modified playing conditions. In an era of increasing focus on encouraging children's activity, modified rules programs play an important role. The need to find a balance between developing

programs that will aid skill development and be attractive to children (and parents) while also ensuring they allow for appropriate physical activity needs to be further considered. Implications for research, practice, and education in sport development will be discussed.

Keywords: sport development, modified rules, junior sport, match analysis, player movement

The Dynamics of Restructuring a State Sporting Competition

Paul Turner

Deakin University, Australia

Most organisations undergo a major restructure at some stage during the organisational life-cycle. This may arise through a review of the organisations governance and board structure where the size, structure, expertise or strategic direction of the organisation enforces change in its governance. Much of the literature in the sport area has focussed on the requirements of restructuring organisations taken from the board perspective; be that the leadership required to implement change (Hoye, 2006; Lorsch & Clark, 2008); the professionalism of the board membership in initiating decision-making (Ingley & Van der Walt, 2001); through to gender, power or influence associated with people involved in the board (Pettigrew & McNulty, 1998). While this has been the approach taken in most of the literature, the impact of a major restructure on the actual organisations' activities has received less attention.

The case identified here reviews a State-based response to a national program [the National Premier Leagues (NPL)] initiated by the National governing body for football in Australia (Football Federation Australia – FFA). This program was established in order to provide a nationally-based second tier program for Australian senior elite football development. The NPL is a direct outcome of the National Competition Review (NCR) which sought to re-brand state-based competitions and create consistency across the top leagues of the Member Federations across Australia. To participate in the NPL clubs were required to meet uniform national criteria reflecting on; the number of teams and age groups; youth development practices; coach accreditation criteria; organisational planning; oversight of registration fees; facility standards and; adoption of player points system.

While most state bodies implemented the program in 2013, Football Federation Victoria (FFV) released the Victorian model of NPL in April 2013, with a view to implementing the initiative in season 2014. Victoria added a further dimension to their approach to the NPL with the addition of including women and girls in the requirements for admission, which had not been part of the original criteria. Expressions of Interest (EOI) were required to be submitted by May 31 2013, and at the time of closing FFV had received 44 EOIs. Nine of the EOIs came from regional areas with the remaining 35 from within metropolitan Melbourne (which included the majority of current Victorian Premier League clubs).

The NPL is explained and examined in light of the sport development and competition structure approach being initiated, and is examined from the perspective of three clubs that completed an EOI and three others that didn't. Semi-structured interviews were carried out with the Presidents of each of the clubs in which they were asked for their views on the NPL and its perceived benefits (or otherwise) to their club. The reasons their club chose to submit and EOI or not were also examined. Further, an examination into the possible establishment of a rival competition structure as a result of the shift to the NPL is raised.

Results indicate that support for the NPL is divided and there are many questions that the Presidents' felt were unanswered in order for them to commit to a radically overhauled competition framework. Discussion centres on the requirement for change and impact on the development of the sport.

Keywords: organisation restructure, change management, state sporting organisation, sport development

Enhancing the Systems Intelligence of Staff Working in Regional Sports Trusts

Ariki Tibble

Sport Bay of Plenty, New Zealand

Wicked problems are complex problems that are contingent upon a multitude of factors, require a non-linear approach to problem solving, and for which there is never one right solution. Regional Sports Trust (RST) workers, because of the complex environment in which they operate, are frequently faced with managing wicked problems. Systems intelligence refers to an individual's ability to comprehend the demands of the multitude of systems to which they belong and their capability to influence positive systemic change in complex environments. Therefore, high systems intelligence may equate to a greater ability to successfully manage wicked problems. Likewise, an individual's approach to dealing with wicked problems could indicate the extent to which they operationalize aspects of systems intelligence. Jones and Corner (2012) developed a theoretical framework which maps out six stages and dimensions of systems intelligence. In 2012, researchers in Finland developed and trialled an inventory for measuring trait-systems intelligence as a step towards gathering experimental data to validate whether the concept has merit as a personal quality that can be explored and developed (Törmänen, 2012).

The data collection phase of this mixed methods study began in May 2013. In the first instance, a systems intelligence questionnaire (Törmänen, 2012), was used on workers from 16 RSTs across New Zealand to identify a sample for semi-structured interviews. From the questionnaire respondents, 10-15 RST workers were identified and selected to undertake the semi-structured interview phase of the research (in progress).

The purpose of the interviews will be to identify the types of wicked problems that RST workers face, and the desirable characteristics that RST workers should possess in order to resolve these problems effectively. The resulting characteristics will be mapped against Jones and Corners (2012) Stages and Dimensions of Systems Intelligence framework to provide empirical data for the parameters and to determine whether the interview process could provide the basis of a potential SI assessment tool in the future.

This presentation provides the rationale for investigating systems intelligence in the RST context and discusses some of the preliminary findings to date. Note: at the time of submission of this abstract, data collection had just been completed for the first phase of research and so preliminary findings from the data analysis cannot be outlined.

Keywords: systems intelligence, wicked problems, complexity, knowledge management.

Sport Technology	Room: CO220
Chair: Orland Hoerber	Time: 10.15 am – 11.55 am

Picture This: Using Photographs in Sport Management Research

Larena Hoerber

University of Regina, Canada

The visual culture is a prominent element of social life, and photographs represent a significant component of that culture (Pink, 2007; Rose, 2012). For example, in the sport industry, photographs are an important element in the areas of communication, marketing, and memorabilia, and contribute to the aesthetics of facilities, events, and organizations. Nevertheless, the use and study of photographs is not widespread in sport management research. The exception is studies in sport communication and sport media (e.g., images in sport media - Buysee & Wolter, 2013; Clavio & Eagleman, 2011; Cuneen & Sidwell, 1998; Lebel & Danylchuk, 2012). A content analysis of the abstracts from recent sport management conferences found that the use and analysis of photographs were explicitly identified in only four studies at the 2012 EASM conference, four studies at the

2013 NASSM conference, and no studies at the 2012 SMAANZ conference. Perhaps this situation is not surprising given that others (Ray & Smith, 2012; Warren, 2002) have noted that photographs are not often used in organizational research. While there may be many reasons for the underutilization of photographs in sport management research, Stiles (2004, p. 127) suggested that words and numbers, which are seen as objective data, are privileged and valued over images, which are seen as “a subjective, inferior, or even eccentric form of data.”

The purpose of this presentation is to discuss the benefits and challenges of using photographs in sport management research. Drawing upon my experience with photographs in three separate projects, and referring to scholars who have written extensively on visual methodologies, such as Rose (2012) and Pink (2007), I will demonstrate that photographs can serve as a source of data and a means of eliciting data (e.g., photo-elicitation interviews) (Collier, 1957). Additionally, photographs can be created by the researcher(s) or the participant(s), analyzed from archives, or employed in a hybrid approach (Phoenix, 2010; Ray & Smith, 2012).

The objectives of this presentation are to encourage the adoption of photo-based research in more streams of sport management, such as leadership, organizational theory, organizational behaviour, and policy analysis and to call for thoughtful treatment of the methodological aspects of using photographs in research.

Keywords: photographs, photo-elicitation, visual methods

Social Media as a Site for Brand Building and Developing Fan Relationships: A Case of the Australian Open

***Ashleigh-Jane Thompson, Andrew J Martin, Sarah Gee and Andrea N Eagleman
Massey University, New Zealand***

Social media is becoming increasingly important to sports organisations, events and marketing professionals with regards to how people experience sports and sporting events. It provides sports entities with the opportunity to support a relational approach in their marketing communications with their sporting publics. However, there is currently limited research on these social media sites and their use as a brand and relationship marketing tool. The few studies currently exploring social media use in sports, both from an academic and practitioner standpoint, primarily focus on what athletes are posting on social sites, and how these sites offer sports brands a new medium to enhance their relationships with fans (Clavio & Khan, 2010; Hambrick et al., 2010; Pegoraro, 2010). Additionally, current research has been predominantly situated within an American context, centring on American sports and personalities. There is also a distinct lack of research focusing on social media use in sporting events. Given the growing importance that sport entities and consumers are placing on social media, there is a clear need to better understand its use and application within this section of the sports industry.

This study examined the Australian Open’s use of two specific social media platforms, Facebook and Twitter. Emerging social media platforms are gaining popularity within the social sphere, but Facebook and Twitter remain as two of the most dominant forms, especially within the sporting industry, and their use and increasing dominance is changing tennis (Lawless, 2010). The aim of this research was to explore how these two social media platforms served as sites for branding and relationship marketing. It also sought to determine whether different strategies were used on each platform in an effort to execute these marketing goals. Tweets from the official Australian Open Twitter account (@AustralianOpen) and posts from the official Facebook page (<http://www.facebook.com/AustralianOpen>) were collected during the two week period of the 2013 event (n=3351 – Twitter, n=304 –Facebook). A content analysis was conducted to analyse and categorise the posts in relation to brand awareness and relationship marketing dimensions identified in previous research. Initial findings indicate Facebook is used to deliver more visual content (photos and videos), while Twitter provides more fan interaction. While both sites focus their marketing strategy on player coverage, Twitter is used more than Facebook for providing in-game coverage. Different strategies are used on both sites to build relationships with fans, including behind the scenes content, and fan polls and surveys. The next stage of this

research continues with data collection outside the event period in order to explore whether different strategies are utilised during this time.

Keywords: Social media, sport marketing, sports events

Exploring the Value of Mobile Applications in the Context of Community Sport Events

***Laura Cousens
Brock University, Canada***

The emergence of mobile devices such as phones and applications has created mobile commerce (m-commerce) environment that has widespread opportunities for sport event managers to enhance communication and event experiences for athletes, coaches, officials, corporate partners, and spectators. M-commerce has been described as a “disruptive” technology (Lee & Ho, 2010) given its capacity to re-framed economic transactions such that they can take place any time, anywhere, satisfy customer needs instantly, and offer unparalleled customization.

Sport events have emerged as a site the use and development of mobile technology to enhance spectator experiences and generate revenue. According to *PR News* (2010), mobile applications are “another weapon in an organization’s branding and awareness arsenal” given their capacity to measure results, track consumer behavior, and develop analytics of tracked data that is of value to sponsors and event managers alike. The interactive nature of mobile applications that enable fans to generate content by posting photos of life video and watching event-produced video content brings new forms of entertainment to sport events. *New Media Age* suggests that mobile services such as video clips and messaging will generate \$6.35 billion in revenue at the FIFA World Cup.

In Canada, the sport tourism industry is valued at \$7.8 billion in 2012. In 2006, 2.5 million people attended sport events in Ontario of which 1.9 million were sport tourists from across Canada. While the use of mobile applications at major sport events such as the Olympic Games, the need for and development of mobile applications for community sport events has yet to be explored. Therefore, the purpose of this research was to investigate the use of mobile applications in the context of community sport events.

To address the purpose of the research, a qualitative approach was undertaken. Six focus groups were conducted with sport event rights holders, staff of the tourism association/bureau of one of Canada’s largest cities, athletes, the parents of competitive athletes that attend multiple sport events, and representatives from tourism business such as hotels, restaurants, and attractions. In total, 50 individuals participated in the focus groups that were between 60 and 180 minutes in duration. The focus groups were digitally recorded and transcribed generating over 100 pages of single spaced data. The focus group guide enabled the researcher explore the need for mobile applications in the community sport context, the desired features of mobile applications that would benefit spectators, event managers, corporate sponsors and athletes, as well as the critical issues of event management that might be overcome through the use of mobile technology.

The results of this this research provided insight into the design and use of a mobile application for community sport events. The conceptual framework used to inform the results of this investigation was competitive strategy in mobile commerce. Themes emerging from the data included the capacity of mobile applications to track market transactions and gather data for use by event managers, sponsors, and tourism businesses. The capacity for data analytics was highlighted as a means to exploit the digital economy and illuminate new business models and strategies that link sport tourism customers and business that benefit from their patronage, and information that would enable event managers to enhance the sport event experience through real-time communication, GPS location information, and interactive features such as links to social media, instant messaging during the event, and photo and video sharing among others. Numerous suggestions regarding the value, use, and features of a mobile application for community sport events also emerged from the data.

Keywords: Strategy, Event management, Mobile commerce, Community sport, Event marketing

Sport Management Students in 'The Hot Seat': A Preliminary Analysis of the Opportunities and Challenges Associated with Using Virtual Learning and Teaching Environments

Michelle Anne O'Shea
University of Western Sydney, Australia

The emergence and spread of technology, including the internet, continued and rapid development of mobile phone technology and social media platforms are fundamentally altering the way contemporary sport and other service and entertainment orientated industries undertake their business activities. Against this and related backdrops, increasingly tertiary institutions are encouraging academic staff to consider alternative and less traditional approaches to learning and teaching. The use of 'blended' and 'online learning' where students are provided with flexible and alternative opportunities to learn characteristically in online and less frequently virtual learning environments are, in part, emerging in response to this call.

In light of these emerging contemporary technological and learning and teaching developments, empirical research addressing the issues, challenges and opportunities arising from the creation and use of this technology phenomenon has been slow, especially in sport management education settings. Further, although tertiary institutions are calling for the development and use of these learning and teaching environments for student outcomes, cost reduction and other rationales many academics remain cautious about their utilisation and purported benefits and opportunities.

The objective is to explore the emergent challenges and opportunities associated with constructing effective virtual learning environments for undergraduate sport management students. Understand student and lecturer perceptions and experiences of virtual learning and teaching contexts.

Preliminary exploratory case study of an undergraduate unit of study where a virtual/simulated sport organisational game 'The Hot Seat' was used for student learning and assessment. The game, in a virtual online context requires students to manage a professional football club. Students make decisions regarding but not limited to infrastructure developments, sponsorship and marketing activities, financial management as well as respond to off field issues including poor athlete behaviour and public relations issues. Using student assessments (cohort of 65 students) and lecturer experiences and interpretations, via an instructors log the study is used as a foundation to guide future research and the development of a best practice framework for virtual learning and assessment.

Opportunities emerging from the study include enhanced student engagement through student centred learning, collaboration between learners, practical application of academic theory and the construction of a less intimidating context where trial and error can be enabled and critical thinking encouraged. Challenges include academic knowledge (limited involvement with and experience using these technologies), scepticism about their value and associated student outcomes. Institutional resourcing, assessment policy frameworks and current licensing arrangements and costs are further challenges impacting the construction and use of virtual learning and teaching contexts.

Keywords: Virtual learning and teaching environments, Blended learning, opportunities and challenges, technology

Governance	Room: CO203
Chair: Danya Hodgetts	Time: 10.15 am – 11.55 am

The Role of Governance and the Influence of Boards in High Performance Sport

Trevor Meiklejohn, and Lesley Ferkins
Unitec Institute of Technology, New Zealand

High performance sport (HPS) management is a rapidly developing area of knowledge within the sport management discipline. It consists of a combination of elements that include financial and managerial support, talent identification and athlete pathways, training facilities and equipment, sport science, sport medicine, coaching and competitions (Sotiriadou & De Bosscher, 2013). Added to this are a myriad of stakeholders connected to HPS such as governments, media, sponsors, national and regional sport organisations, academic institutions, facility managers, HPS specialists, agents, administrators and sport fans, all contributing to a large and sophisticated HPS 'industry' (Sotiriadou & Shilbury, 2009) within which governance and board influence is a central piece of the puzzle (Ferkins & Bottenburg, 2013). This 'industry' whilst only containing a meagre percentage of the total number of athletes competing in sport, is highly visible, closely scrutinised and resource intensive.

The success of individual athletes or teams depends increasingly on the performance capacity of the organisations and system from which they emanate and their effectiveness in using relevant resources for the benefit of elite sport (De Bosscher, De Knop, Van Bottenburg & Shibli, 2006). With this in mind, Sotiriadou (2013) suggests that national sport systems have moved beyond the narrow application of sports science and coaching to achieve sporting success, and a more strategic approach is required in the management and governance of HPS in order to achieve and sustain a competitive advantage.

This presentation seeks to explore the strategic management of HPS and create a platform of understanding in order to develop future research that will specifically look at the role of governance and the influence of boards in the success (or lack thereof) of HPS programmes. It draws on relevant HPS empirical literature with a particular focus on the SPLISS model (Sport policy factors leading to international sporting success, De Bosscher et al., 2006); sport governance and the strategic role of the board (Ferkins & Shilbury, 2010); and firm resources and sustained competitive advantage (Barney, 1991). The potential theoretical contribution of this research will be to advance our understanding in making important connections between sport governance, strategy and high performance sport with a view to posing questions about the enhancement of board capability in HPS.

Keywords: High Performance Sport, Sport Governance, Strategy, Competitive Advantage

Collaborative Governance in Non-Profit Sport

Ian O'Boyle¹ and David Shilbury²
¹University of South Australia, Australia and ²Deakin University, Australia

Current thinking within sport governance typically adapts theoretical and conceptual models from more established fields of inquiry primarily those within the commercial and non-profit literature bases (Ferkins & Shilbury, 2010). Theoretical frameworks including agency, institutional, resource dependence, stakeholder, network, and stewardship have all been applied in this way within previous studies (Dickson, Arnold, & Chalip, 2005; Henry & Lee, 2004; Hoye & Cuskelly, 2007; Mason, Thibault, & Misener, 2006; Soares, Correia, & Rosado, 2010). However, a notable absentee from the relevant theoretical suite that has yet to be applied within the non-profit sport sector is the area of collaborative governance.

Given the federated structure of non-profit sport in countries such as Australia and New Zealand, collaborative governance theory would appear to be a highly relevant framework to examine how various autonomous entities within a federated governing network can facilitate whole-of-sport decision making through a common vision, mission and strategic priorities. Employing collaborative governance theory also responds to criticisms that cite the narrow use of theory within the field of sport governance research (Hoye & Doherty, 2011).

In line with previous adapted frameworks from more mature areas of inquiry, the purpose of this research is to present a contingency model of collaborative governance (Ansell & Gash, 2008) derived from the extant non-profit literature and amended to be applicable within the non-profit sport domain. The first criterion in the proposed model is to examine the existing relationship between the federated autonomous bodies and the 'prehistory of antagonism or cooperation' between these entities. This is necessary as the delegate model of board composition that exists in many non-profit sport organisations has often resulted in an adversarial approach (Shilbury, Ferkins, Smythe, 2013) to governance that can create tensions between entities within the network.

The legally autonomous status of these organisations also requires an exploration of the 'institutional design' between the relevant parties and whether this facilitates or inhibits the collaborative process. The third component of the model is to examine 'leadership' capabilities and board composition (delegate, hybrid, independent) that best facilitates a collaborative approach (Shilbury et al., 2013). Finally, the 'collaborative process' itself forms the focal point of the model and examines issues including the techniques used to control autonomous entities within a network and how shared understanding, trust, and various processes impact an overall collaborative approach (Ansell & Gash, 2008). This model of collaborative governance is used to inform future research directions in relation to federated forms of sport governance.

Keywords: Collaborative Governance; Contingency Model; Leadership; Non-Profit Sport

The Influence of Individual Attributes in Board Member Performance

Geoff Schoenberg, Graham Cuskelly, Chris Auld
Griffith University, Australia

Research into governance has often focused on the board of directors as a whole through the examination of what influences board performance and the organisational effect of a high-performing board. To this stage, research on the individual board member has been limited and has focused on establishing the influence of a single factor on individual board member performance. Examples of these factors include individual commitment, board cohesion, and role ambiguity. However, there has been no effort to examine how these factors interact with each other to explain variations in individual board member performance (IBMP).

A conceptual model was developed that identifies individual attributes and board characteristics as the two primary contributors to IBMP. A four part study has been designed to test and further develop a conceptual model of IBMP. This presentation focuses on study one, the relationship between individual attributes and individual board member performance.

This research seeks to examine how a variety of individual attributes impacts the performance of individual board members in State Sport Organisations (SSO) in Australia. A random sample of SSOs from each Australian state and territory will be selected and approached for participation. Board members will be asked to respond to an online questionnaire which measures individual performance, commitment, competencies, skills, and experiences. Measures have been adapted from other sport and nonprofit contexts to suit the SSO environment.

This study will offer a better theoretical understanding of the individual attributes that differentiate high and low performing board members and will advance understanding of sport governance. Additionally, future research may examine the findings in the broader nonprofit context. Managerial implications include guidance for boards in recruiting board members and for policy makers in the ongoing development of governance practices.

Keywords: Board Performance; Board Member Performance; Individual Attributes; Australian SSOs

A Rock and a Hard Place: Government, Performance Measurement and Community Sport

Luke Iliia Macris
University of Otago, New Zealand

Performance measurement is a pervasive and ubiquitous management technique within private and public sector organisations and a key concern within New Zealand and the realm of sport policy. The introduction of New Public Management techniques in the late 1980s saw New Zealand move from a system of procedure-based bureaucracy to one focused on results (i.e., quantifiable output/outcome measures and performance targets). The sport sector followed accordingly – the language of performance and accountability, as well as the requirement to specifically set and monitor performance targets, have become significant features of Sport NZ policies and strategies.

To implement a performance system is a policy decision in and of itself but, more importantly, the wording and selection of specific performance indicators can also become *de facto* policies and strategies over time. This is because as an institution, performance measurement produces routine processes of recurring modes of action which can create ‘logics of appropriateness’. That performance measurement is touted as objective, rational, and meritocratic obscures the fact that the process is political by nature and a contested terrain.

The purpose of this research is to investigate the tensions and challenges for Sport NZ officials that arise as a result of performance measurement systems within community sport. Qualitative data will be collected through semi-structured interviews with Sport NZ Relationship Managers, who as boundary spanners, operate at the interface between the state (i.e. Sport NZ and Treasury) and civil society organisations (i.e. National Sport Organisations / Regional Sport Trusts). Relationship Managers are a key site for investigation as their role is not only shaped by the performance regime, they may variously also be purveyors and insulators of performance ‘logics’ in relation to their respective sport organisations. In this light, the research aims to examine how the system of performance measures enables (or constrains) the role of Relationship Managers and, conversely, how Relationship Managers stabilise (or destabilise) and sustain (or interrupt) the performance system.

While the project is currently a work in progress and only preliminary data will have been collected at the time of presentation, it is anticipated that findings are likely to be centred around the following tensions: (a) the requirement for Relationship Managers to simultaneously gain trust within their assigned sport organisations while also evaluating and monitoring the performance of those same organisations / individuals; (b) the propensity for institutions and policies to affect further (unintended) reforms; and (c) the existence of competing ‘logics of appropriateness’ between performance measurement and community sport. This study highlights the tenuousness of performance measurement schemes as a feature of ‘good management’ as well as their ultimate contribution (or disruption) towards ‘good policy’.

Keywords: Sport Policy, Performance Measurement, Sport Development, Public Sector, Institutional Theory

Football (1)	Room: CO204
Chair: Borja Garcia Garcia	Time: 10.15 am – 11.55 am

Maximising the Value of Broadcast Rights: A Content and Ratings Analysis of Football Telecasts

Hunter Fajak

University of Technology, Sydney, Australia

Given the unabated growth in the valuations placed on sport content and the evolving diversity of broadcast mediums, effective management of sports rights continues to be a central strategic issue within sport management. Despite a strong degree of scholarly discussion surrounding sport broadcasting from a normative perspective, research of a practical nature remains relatively underdeveloped. The objective of the study was to address this gap through a combined content and ratings analysis of Australia's two most broadcast football codes, the Australian Football League (AFL) and National Rugby League (NRL), to determine the functional relationship between these factors in terms of value creation for broadcasters and advertisers.

To achieve the abovementioned objective, the methodology centred on a multiple case study design, utilising television ratings from 32 AFL and NRL fixtures broadcast on free-to-air (FTA) television during season 2012. Minute-by-minute broadcast ratings were then married to a content analysis which measured the content type (advertising, in-game, intermissions) and match dynamics (ball in play, ball out of play) of the broadcast.

The rationale of the presentation is to present the findings of the study. The study determined that both codes experience significant intra-broadcast ratings variance, with pronounced declines during intermissions. The AFL was found to be the structurally superior broadcast product, with telecasts creating more advertising opportunities and the game structure insulating advertisers from intra-broadcast ratings variances through greater in-game advertising. In contrast, approximately 85% of advertising during live NRL broadcasts occurred during intermissions, bringing to question the validity of aggregate ratings data as an adequate performance measure for prospective NRL advertisers. An alternate NRL broadcast model was proposed which would yield a significant uplift in advertising opportunities and ratings performance, in turn enabling for revenue maximisation in future broadcast rights agreements.

With media rights responsible for a continued and irrevocable shift in the revenue drivers of commercial sport, research and practice alike must increasingly consider sport through the prism of a media product. Within this context, the study addressed value creation and measurement within sport broadcasting, yielding significant implications for practice. From this analysis, it is evident that the revenue maximisation of sports rights has evolved beyond a simple 'point and shoot' philosophy. With increased financial investment has come increased complexity, the management of which requires not only skilful administration but also sophistication in analysis.

Keywords: Sport Strategy, National Rugby League, Sport Broadcasting, Broadcast Rights

Gate Revenue Sharing and Competitive Balance in the Australian Football League

Ross Booth¹, Brad Humphreys² and Stefan Szymanski³

¹Monash University, Australia, University of Alberta, Canada and

³University of Michigan, USA

Prior to the 2000 season, the Australian Football League (AFL) changed its gate revenue sharing regime from, a 50-50 split of the net cash gate (net of expenses) between the home and away teams, to the home team keeping all of the net cash gate. In this paper we investigate the effects of this change in the gate revenue sharing regime on competitive balance and attendance from both a theoretical and an empirical perspective. This change in gate revenue sharing is interesting because it represents a natural experiment that can be used to test the predictions that emerge from competing models of sports league behaviour.

The paper begins with the background of the institutional structure of the AFL, the rationale for the abolition of gate sharing, and the clubs' response in terms of match locations. From a theoretical perspective, competing models of sports leagues predict that a change in gate revenue sharing can improve, reduce, or have no effect on competitive balance. Data analysis over the period 1995-2005 (5 years with gate-sharing, a one-year adjustment, followed by 5 years without gate-sharing), and the estimation of a reduced-form model of attendance finds an increased turnover in teams' ladder positions post gate-sharing. Moreover, the removal of gate sharing affected the relationship between the quality of the visiting team and 'home' attendance, especially for Melbourne-based teams, perhaps because Melbourne-based teams chose a wider range of non-Melbourne venues for their 'home' games, especially for matches against less popular non-Melbourne-based teams.

Keywords: Gate revenue sharing; competitive balance, Australian Football League; attendance

Is Playing Football Beneficial for Kenyan Student-Athletes? A Capital Improvement Approach

Peter Ochieng¹, PhD, Isaac Mwangi², Msc, MS & Bob Stewart³, PhD

^{1&3}Victoria University, Melbourne, Australia & ²Strathmore University, Nairobi, Kenya

Capital is a valuable personal resource which can be accumulated by engaging in team sports. Capital may take various forms such as physical, psychological, economic, intellectual, social, symbolic and spiritual. Recent research demonstrates that while student-athletes can improve their stocks of capital, they can also have it stripped away. Additionally, one of the biggest challenges for student-athletes is to strike a balance between academic attainment and athletic achievement. Where the balance is lost, problems associated with poor grades may outweigh any increase in capital arising from sporting excellence. This research addresses Kenyan student-athletes, and the extent to which their participation in inter-University football competitions actually improves their overall stocks of capital.

The aim of this study was to investigate the benefits of participating in Kenyan university football, and to what extent the participation contributed to the improvements of various forms of capital. The study employed a convenience sample of 350 student-athletes during a university football tournament held in Kenya. A paper and pencil questionnaire was administered, and 173 surveys were found to be usable. Capital improvement was measured on a 4-point Likert scale where 4 was rated as significantly improved, 3 was marginally improved, 2 was not improved, and 1 was a net loss of capital.

The research was guided by three theories, namely (a) psychological capital theory (Lutherns & Avolio 2012), (b) spiritual capital theory (Zohar & Marshall 2004) and (c) multi-faceted capital accumulation theory (Bourdieu 1986). Psychological capital theory postulates that positive psychological states of mind are vital for self-improvement, while spiritual capital proposes that making a difference and doing-good is also vital for

personal progress. Lastly the multi-faceted capital accumulation theory argues that 'stocks' of economic, social, symbolic, cultural, and bodily capital provides the basis for future distinction. It was also assumed that capital can be accumulated through being a successful student-athlete.

This study measured seven 'types' of capital, which are (1) social, (2) symbolic, (3) physical, (4) psychological, (5) intellectual/cultural, (6) economic, and (7) spiritual capital. While the results indicated improvements in all seven capitals, some were given significantly more weight than others. Just over 88% of all the respondents reported an increase in social capital, but only 45% reported an increase in economic capital. Surprisingly, in the light of the educational space in which all this activity occurred, only 31% reported an increase in intellectual capital. On balance, the data indicates that student-athletics, as one form of extracurricular activity, is beneficial, and is likely to enhance overall university experiences, improve satisfaction, and contribute towards the holistic development of students.

Key words: Sport, football, capital improvement, student-athletes, holistic development.

Marketing and Communication	Room: CO219
Chair: Daniel Lock	Time: 12.45 pm to 2.15 pm

Ambush Marketing in Sports

Gerd Nufer

Reutlingen University, Germany

For many companies, major international sporting events, such as the Football World Cup or the Olympics, constitute the ideal platform for integrating their target group specific marketing communications into an attractive sports environment. Sports event organisers sell exclusive marketing rights to official sponsors, who, in return, may exclusively make use of this event for their own marketing purposes. Ambush marketers are companies pretending to the event audience to be associated with an event although they have not acquired legal marketing rights to do so. For companies, ambush marketing aims at benefitting from the success of sponsorship without entering into an official sponsor's commitment.

The author describes and structures the phenomenon of ambush marketing in an unprecedented way. He analyses and discusses examples and empirical results concerning the effects of ambush marketing in sports, especially in the context of the FIFA Football World Championships 2006 in Germany and 2010 in South Africa. He evaluates ambush marketing from a neutral perspective by summarising the chances and risks of ambush marketing, resulting in a nuanced analysis of ambush marketing in sports.

By means of ambush marketing, non-sponsors achieve comparable, or even greater, impact than the official sponsors of the event. Likewise, ambushing campaigns impair the effectiveness of sponsorships, as official sponsors involuntarily have to share the target group's attention with additional, unexpected advertisers using the event for their own benefit.

There is a fine line between creative marketing communication and infringement of sponsorship rights. For this reason the interdisciplinary phenomenon ambush marketing is highly controversial. From the perspective of event organisers and sports sponsors, understandably, ambush marketing is a real threat, while from the ambusher's perspective ambush marketing provides the opportunity to reach the target audience in an attractive environment and at affordable cost. Ambush marketing can often be compared with "the race between the tortoise and the hare", event organisers taking on the role of the hare. In conclusion ambush marketing should be seen as a sign of functioning competition in which the participating players deploy their specific "weapons": official sponsorship versus creativity.

Keywords: ambush marketing, sport marketing, sport sponsorship, marketing communication, sporting events

Two Dimensional Analysis of Experiences in Watching Inter-Department and Inter-College Basketball Competition

*Li-Shiue Gau, Yen-Feng Liu, Shih-Ting Chen, Ya-Tan Cheng and Yung Dong
Asia University, Taiwan*

This study applied experiential marketing theory (Schmitt, 1999a, 1999b) along with activity attributes, participation benefits, and values (Gutman, 1982) of attending sporting events such as campus-wide inter-department and inter-college basketball competition in central Taiwan to develop a scale measuring sports spectators' experiences with nine dimensions. Application of *Sense* contains two dimensions: visual sensory experiences, auditory sensory experiences. *Feel* includes entertainment experiences and exciting experiences. The application of *Think* has two dimensions: intrinsic learning experiences, for example teamwork, sportsmanship, and obedience, extrinsic learning experiences, for example skill, strategies, rules. *Act* indicates that the audience might be inspired by the game or the players to be motivated to do exercise, and to live a healthy lifestyle. *Relate* in spectator sports have two dimensions: social experiences associated with others and self-esteem experiences associated with players or a team. Each dimension had two or three items, and totally 25 question items were included to measure sports spectators' experiences. A seven-Likert scale was used from 1 strongly disagree to 7 strongly agree. Initial tests of validity and reliability of the proposed scale were completed based on prior research (Gau & Huang, 2013) and a pilot study. Data were collected in the semi-final inter-department games (n=143) and inter-college basketball games (n=236) in central Taiwan. Reliabilities Cronbach α of the nine dimensions were between 0.71 and 0.89. Confirmatory factor analysis showed that the ratio between the chi-square statistic and its degrees of freedom was 3.92. The root mean square error of approximation (RMSEA) value was 0.088, and Incremental Fit Index and Comparative Fit Index were 0.90. Explicit experiences (the means of each dimension) and implicit experience-satisfaction (correlation coefficients between each experience and satisfaction) were calculated to form a grid in a two dimensional space. The results showed that experiences in watching inter-department basketball competition were stronger than watching inter-college games, probably because the audience's department identification was more salient than college identification in Taiwan to attract the audience. Two dimensional analyses showed that *Sense* and *Feel* were more likely to bring satisfaction and the auditory and exciting experiences were stronger than the visual and entertainment experiences. *Relate* experiences and intrinsic learning had high means of experiences but might not very strongly contribute to satisfaction, indicating that they were core experiences in spectator sports. That is, self-esteem experiences associated with players or a team and intrinsic learning experiences such as appreciation of teamwork, sportsmanship, and obedience were expected and requisite, but might not have very strong associations with watching satisfaction. For example, the identified team might lose the game, and this would decrease the satisfaction. Compared to other experiences, *Act* and extrinsic learning had lower means and might not very strongly associate with satisfaction. The results of the asymmetrical analyses provide useful information for spectator sport managers of inter-department and inter-college basketball competition to prioritize their resources to create different experiences for the audience. Future research is required to apply this scale in commercial sports and compare the results with those of university level sport events to provide general implications to industries and universities.

Keywords: Experiential marketing, three-factor theory, asymmetrical analysis, basketball, sense

The Role of Demography and Migration in Shaping the Future of Leisure, Recreation, and Sport

Eric C. Schwarz, Nigel I. Jamieson and Brenda G. Pitts

Saint Leo University, USA, Regency International Centre, TAFESA, Australia and Georgia State University, USA

There are significant demographic and migration elements that have a direct impact on existing and future enterprises in the leisure, recreation and sport industries. As we move deeper into the 21st century, there is a need to forecast what the future of sport will look like - so (1) current sport management professionals can try to stay ahead of the curve of time in the leadership and operations of sport businesses, and (2) sport management educators and practitioners can effectively educate and prepare the future managers of the sport industry.

Research by Bullaro and Edginton (1986) provides an all-inclusive classification system of enterprises that exist in the leisure, recreation and sport industries: (1) travel and tourism, (2) entertainment services, (3) leisure services in the natural environment, (4) hospitality/food services, and (5) retail activities (Karlis, 2006). Further literature review shows that each of these areas has a direct effect on globalization of sport and leisure (Thibault, 2009) through the migration of populations (Witherick & Warn, 2003), which in turn created new, emerging markets and opportunities for sport and leisure (Schwarz, Hunter & LaFleur, 2013). The literature also shows that there is a definitive generational effect on the future of sport and leisure (MacLean & Hurd, 2012) that is linked to changes in demographics created by globalization, migration, and emerging markets.

The purpose of this presentation is to present various considerations of how demography and migration will shape the future of leisure, recreation, and sport enterprises. First we will focus on the ramifications of globalization on sport from historical, social, economic, political and cultural perspectives (Cortsen, 2013). Some of the areas of coverage will include the role of the Internet, shifts in immigration, the grow of “artificial” immigration, the shift of global wealth, the role of sport in building bridges between ethnic groups, and the greater ease of global travel. Next, the implications of global population migration on sport in terms of demographics and geographics will be covered, including the populous in urban, suburban, regional, rural and remote communities (Australian Government, 2013); and the shift of the makeup of the world population (Coffrini, 2007). Discussion will focus on a literature review of current changes in the aging and emerging populations globally. This will be followed with a look at the future emerging markets in sport in terms of location, the emerging sport and leisure opportunities evident around the world, and an analysis of the generational growth of sport as it relates to marketing to the future sport consumer. In 2007, five major population trends were articulated that all should take note of: (1) “Europe and Asia Turns Gray”; (2) “The Global South Explodes (developing countries in Africa and Asia)”; (3) “AIDS Decimates Sub-Saharan Africa”; (4) “Too Many Grooms, Too Few Brides (China and India)”; and (5) “The (US and Europe) South Heads North” (Coffrini, 2007). Looking a half decade later, we will look at how these trends have affected leisure, recreation, and sport in these areas, as well as cover the significant emergent growth of one additional region – Latin America (the America’s south of the United States). Concluding statements will be included regarding the new world order of sport that is projected for the second half of the 21st century and how changes in global demography will affect future demand on sport and leisure worldwide, including (1) the potential clone-ialization of sport, (2) the role of shifts in wealth and the continued immigration movement – both real and artificial, and (3) the evolution of new sport and leisure – including cyber-sports, modified sports (the combination or new application of traditional sports), and global expansion of non-mainstreamed sports.

Strategic Management	Room: CO221
Chair: Ross Booth	Time: 12.45 pm to 2.15 pm

Strategic Implications of Population Change: NRL Club Composition in the Sydney Market

Hunter Fajak
University of Technology, Sydney.

A purely Sydney-based twelve team competition until 1981, the National Rugby League (NRL) remains a largely regionalised competition with nine of sixteen teams based in Sydney as of 2013. Despite this legacy, only five of twelve teams from season 1981 remain in the NRL in their original form. Notably, historical changes in the composition of Sydney clubs have been largely driven by political factors rather than any strategic consideration towards Sydney's future population size and distribution. The study therefore performed a longitudinal analysis of Sydney's population distribution and corresponding club dispersion in the period 1981 and 2011 to compare these parameters.

The rationale and objective of the presentation is to present the findings from the study. In doing so, the presentation addresses the degree to which the locality of clubs adequately represents Sydney's current population and the likely strategic implications of such conclusions. To achieve this objective, the methodology centred on a case study, utilising secondary data obtained from the Australian Bureau of Statistics census. Individual club catchment regions were then measured using customary boundaries which were applied against census data to analyse shifts in population against the available catchment of specific clubs.

The research illustrated Sydney's population growth to have occurred asymmetrically during the period, with Sydney's Western and South-Western corridors outpacing the inner city suburbs of Sydney in both aggregate and percentage terms. From holding a 34% share of Sydney's population in 1981, these two regions accounted for 40% of Sydney's population by 2011. Accordingly, this movement has corresponded with a significant shift in the relative population size of traditional catchments for individual teams. The greatest beneficiary of population growth was found to be the Parramatta Eels, who in benefiting from the largest gain in population during the interval, further cemented their existing 1981 status as the largest club in terms of potential supporter base. Notably, the relegation of the North Sydney Bears from the top tier of competition in 2003 was responsible for the creation of a significant increase in the 'unrepresented' population of Sydney. A proposed readmission of a Northern Sydney-Central Coast team was found to have the potential to create the second largest Sydney club on a population catchment basis, a finding which holds significant commercial implications for the respective national body in framing its expansion strategy.

The study proposes to hold strong application to both sport practitioners and academia alike. The implications of population change are particularly pertinent within the corporate sport sector and the discussed case provides an illustrative example of the strategic challenges and opportunities that can arise from legacy decisions. The case study also sits within an uncommon academic juncture, fostering discussion with links to both sport history and sport economics.

Most fundamental to classic strategic management is a thorough understanding of an organisation's environment. This study addresses one element of this analysis in considering the potential impact of population change within the NRL's largest commercial market. From this analysis it is evident that macro-environmental factors have the potential to impact the balance of power within leagues, the management of which requires skilful administration by sports practitioners.

Keywords: Sport Strategy, National Rugby League, League Expansion, Sport Management

Complex Adaptive System Modelling: An Approach to Understanding the New Zealand Sport Sector

Annette Sharp, Geoff Dickson, Sean Phelps
Auckland University of Technology, New Zealand

Viewing the New Zealand sport system as a complex adaptive system (CAS) is a novel approach to understanding the dynamic relationships between and amongst sport organisations. Utilised in studies of financial markets, the economy, health, education, telecommunications, transport and electricity, and resource management, the CAS framework has not been applied to the sports industry. Viewing the NZ sport sector as a CAS provides greater understanding of the influences and control mechanisms in the sector and how system and agent feedback effects and the adaptive behaviour of sport organisations is contributing to the evolution of the sector. A CAS is comprised of heterogeneous, interacting 'agents', each of which adapt, evolve and contribute to the emergent functioning of the system. Each agent seeks to maximise its outputs or 'fitness' through a set of simple rules which guide its decisions. Agents are responsive to feedback from other agents and the system. In this way, behaviours within CAS are analogous to naturally-occurring complex adaptive systems (e.g. ant colonies, beehives, evolution, immune and nervous systems). A CAS is dynamic, non-linear and emergent: system outputs, rules and behaviour patterns emerge from agent behaviours and interactions. Agents use feedback and their 'intelligence' to participate in the system and innovate to serve their own interests. The distributed-control model of CAS does not preclude some agents having more influence than others for some functions or time. It does preclude development of the ascendant direction and control mechanisms associated with a traditional, vertical hierarchy. Computational modelling, in particular agent-based modelling, is the recognised approach for representing and understanding the nonlinear, dynamic, emergent properties of a CAS. Simulation requires construction of a virtual reality (model) based on real system data and enables virtual experiments. This contributes to understanding the dynamic behaviour of the system and identifying the consequences of changing the parameters and behaviours of both agents and the system. To demonstrate the utility of CAS modelling in understanding the New Zealand sport sector, a preliminary, complex system model is presented. The model utilises secondary, quantitative and qualitative data. The data was obtained from the annual reports of a selection of New Zealand national and provincial sports organisations. An agent-based simulation, linked to the system model, will show how the application of simple decision rules and organisation learning creates system-wide effects and organisational responses to the local, national and international sport-business ecosystem.

Keywords: Complex adaptive system, agent-based model, co-opetition, simulation.

An Examination of Collaborative Planning at a Regional Sailing Regatta

Jo Mackellar
Griffith University, Australia

'Sail Port Stephens' is a regional sailing regatta in NSW, Australia which provides competitive sailors and their crews with a week of racing in a purpose built recreational marina setting. Designed as a commercial sport event, the regatta participants delivered an estimated \$1.2 million to the local economy from visiting yachties and their families in 2013.

Since its development in 2008, the event has relied on strategic management between public and private sector organisations to satisfy the needs of over 2,000 participants, but also to provide sustainable socio/economic benefit to the host destination. Examination of the collaborative processes between the event stakeholders is essential to understanding the successful development of this event. While there is a substantial body of research which examines the social, economic and environmental impacts of sports events, studies which examine the process of regional sport event development are less well represented.

The objectives of this presentation are to examine the collaboration amongst stakeholders in a regional sailing event, within the strategic management framework of inter-organisation collaboration. The methodology involves an inductive research design, aiming to build understanding from specific observations to broader

theory, and adopts a case study method. Using a combination of interviews, observation and participant surveys, the research aims to examine the phenomena from multiple perspectives, including; event organisers, competitors, local business, community, local and state government.

The results suggest that the event has been strategically managed to maximise collaboration between private and public organisations, primarily through localised event planning inclusive of both the business, tourism and sport community. As found in studies of other regional sport destinations, the event is well accepted by the host community, as it comes from their own desires and plans for the destination. Yet the study also identifies specific barriers to successful collaboration where communication with stakeholders could have been enhanced to provide greater leverage opportunities in terms of visitor expenditure and dispersal.

The empirical study contributes to our knowledge of the strategic considerations in developing regional sport events, and to the desirable capabilities of key stakeholders. The success of this sport event demonstrates the value of implementing strategic management to planners in regional sport destinations, and further describes the processes of public/private collaboration which lead to positive outcomes for both the participants and the host community.

Keywords: sailing, event, regional, collaboration

Football (2)	Room: CO220
Chair: Luke Macris	Time: 12.45 pm to 2.15 pm

Whose Football is it? Supporters Engagement in English Football Governance

Borja García García, Jo Welford
Loughborough University

Public authorities and governing bodies alike have shown a strong interest to mainstream good governance principles in football through a variety of actions. An important element raising importance in policy discourses around European football governance is the role of supporters. In Britain, the Culture Media and Sport Select Committee of the House of Commons has strongly requested football authorities to facilitate the participation of supporters in the management and governance of football. Similarly, at European level the European Parliament and the European Commission have also strongly supported (both politically and financially) initiatives to develop the capabilities of the supporters movement to participate in football governance. This emerging policy discourse in favour of supporter engagement makes the assumption that supporters do want to engage with governance structures. However, a review of policy documents and the academic literature has revealed that there is very little coherent evidence to support that assumption. Moreover, there is very little coherent academic research on the feasibility of supporter involvement in football governance.

This paper looks to fill that gap by investigating the extent to which football supporters participate in the governance of football and the extent to which they feel empowered (or not!) by the governance structures of the game. Whilst a theoretical contribution to the concept of governance is not the main objective of this paper, it is nonetheless necessary to clarify the approach to governance issues. The paper focuses mainly on football governance defined as a network. That is, a relatively loose group of stakeholders that interact with one another in the regulation of football and where authority and resources are dispersed. Stakeholder relationships are dictated by the mutual need for resources. Recent political discourses have argued in favour of incorporating 'the supporters' as a new recognised stakeholder to the network. However, little thought has been given to crucial issues such as: who are 'the supporters'? How can they contribute to the network? What are they demands? The paper investigates the resources that supporters may bring to the network, in order to elucidate their relative 'power' within the complex structure of the game.

Fieldwork was carried out with a group of 20 'very engaged' football supporters, representing a mixture of supporters from the different tiers of English football, during the months of March, April, May and June 2013. With a highly innovative methodology, the study uses mobile audio-visual methods to understand how

supporters feel and think about the current state of football in England. Participants were asked to take pictures and to construct a photo album of their football experiences over an 8 weeks period. Moreover, participants also kept audiodiaries during the same time. Each participant was also interviewed individually. Data analysis is done inductively through thematic content analysis of the diaries and the interviews, whose transcripts were coded to find common themes. Similarly, the visual data (photo album) are also analysed inductively and the themes of both data sets are cross-referenced.

The paper presents preliminary results of this qualitative research, which is part of a larger project in conjunction with 8 European universities. The first results indicate that, whilst supporters are generally aware of the importance of governance and financial management, they do not see their own personal involvement as a priority. Football is a social experience for most of the participants in the study, but their 'football networks' are largely local, very fluid and restricted to the club their support and match day experience. There is only limited evidence of an interest to get involved in governance representative structures such as Supporters Trust, club boards, etc. On the contrary, there is evidence of a strong feeling that supporters 'cannot do anything because money rules the game'. In practical terms, these findings can inform strategies and policies to remove the barriers that currently seem to be hindering supporter mobilization.

A Colossal Challenge for the Australian Football League? Member Identification and the Greater Western Sydney (GWS) Giants FC

Anthony Kerr, Matthew Nicholson and Kevin Brown
La Trobe University, Australia

The Australian Football League (AFL) has expanded into traditional rugby league heartland with the introduction of the Gold Coast Suns FC and the Greater Western Sydney (GWS) GIANTS FC. The Suns franchise played its first game in the league in 2011, while the GIANTS did the same a year later. As new brands, expansion teams need to develop brand awareness and engage with their local communities, and management needs to understand the nature of its supporter base to build a platform for a sustainable future.

The purchase of a sport product, such as membership, is dependent upon one's level of identification or "the extent to which individuals perceive themselves as fans of the team, are involved with the team, are concerned with the team's performance, and view the team as a representation of themselves" (Branscombe & Wann, 1992, p.1017). The strength of a supporter's identification is critical for new brands as highly-identified individuals are more likely to attend team games, monitor them in the media, purchase team merchandise and purchase sponsor products (Fink, Trail & Anderson, 2002; Fisher, 1998; Gwinner & Swanson, 2003; James & Trail, 2005). The fan literature indicates that it is critical that a sport team understands whom its supporters are, how they identify with the club and the relational mechanisms through which they can be sustained over time. As such, this study aims to measure the identification members of the GWS GIANTS have with the club and the presentation will identify their motives, discuss their level of identification and member satisfaction providing a valuable opportunity to study a supporter base in its infancy.

An online questionnaire was developed in consultation with the GWS GIANTS FC and administered via surveymonkey (N=1,204). The survey included questions on member motives, satisfaction with the game-day experience, purchasing intentions and strength of member identification. Wann and Branscombe (1993) developed the Sport Spectator Identification Scale (SSIS) in order to measure one's degree of identification with a favourite sport team. The SSIS has been used in a number of international studies (for instance, Bernache-Assollant, Bouchet & Lacassagne, 2007; Menefee & Casper, 2011; Theodorakis, Wann, Carvalho & Sarmiento, 2010) while Lock, Darcy and Taylor (2009) and Hoye, Brown, Nicholson and Kerr (2012) applied the scale to Australian A-League clubs.

The GWS GIANTS members represented in the study demonstrate a relatively high level of identification (five of the seven items of the SSIS scored higher than 5.2) with the expansion team. This was a positive outcome for management and reinforced the potential to grow revenue through its membership base in the near future although, as expected, members attributed lower scores to the importance of winning and dislike for rivals.

Many members chose to financially support the club so as to be part of something new, support a team in the region and overall satisfaction with the value proposition offered by the GIANTS brand was high. However, management still has a challenge on its hands as members were less impressed with the game-day experience at Canberra's Manuka Oval and, with the exception of cross-town rival the Sydney Swans, the GIANTS have largely been unable to convert members to the expansion club from other football codes.

Hoye, et al. (2012) suggested that the SSIS needs to be modified in the case of a new team brand and that further work was needed to examine the relationship between supporter identification and new brands in other leagues. This study is another step in that direction and offers new insights that can help sport marketers sustain a new brand in a well-established sport league and to better compete in a highly-competitive marketplace.

Keywords: Team Identification, Members, Australian Football League, New team/brand.

Underexposed? The Case for Football Club Financial Transparency Metrics

Peter Ochieng¹ and Bob Stewart²
^{1,2}Victoria University, Melbourne, Australia

The lack of financial transparency in sport – and especially world football - has become a vexing issue over recent years. In order to alleviate the secrecy that frequently surrounds the financial affairs of elite football clubs, the concept of football club financial transparency (FCFT) has been given additional policy space (Bos & van Eekeren 2012). FCFT focuses on the ways in which stakeholders can access financial information about their affiliated football clubs, with special attention on audited financial reports, management remuneration, and player salaries (ICAA 2013). It has been argued that a strong FCFT requirement will provide numerous advantages including effective cost controls, financial sustainability, and greater productivity, while also lessening corruption, and strengthening the reputation of clubs.

This study aims to develop a FCFT metric, and then use it to evaluate the financial transparency of clubs playing in the Barclay's English Premier League (EPL). Data pertaining to FCFT was sourced from official annual reports, media guides, and websites, and supplemented by football newspaper, blogs and social media outlets. Each of the 20 EPL clubs in the 2011/2012 season was interrogated. Five FCFT indicators were identified, which were (1) balance sheets (2) cash flow statement (3) income statements (4) player salaries and (5) senior management remuneration packages.

Agency and legitimacy theory were used to frame the study. Agency theory supposes that managers are opportunistic and constantly aim to maximize their own self-interests. In the case of football clubs, this self-interest may lead to financial secrecy, corruption, and embezzlement. Legitimacy theory, on the other hand, postulates that reputable football clubs will disclose their financial operations as a way of justifying their strategic initiatives and legitimizing their financial actions to stakeholders.

It was found that sixteen, which is 80% of EPL clubs, did not have their balance sheets, cash flow statements, or income statements displayed on their official websites. The only clubs that had their financial information freely available were publicly traded organisations like Manchester United FC and Arsenal FC. These clubs are legally mandated to disclose their financial reports. Additionally, only three, which is 15% of the 20 clubs, had their player and senior management team pay-rates available for scrutiny. This lack of disclosure is a serious cause for concern since it gives clubs the space to hide their financial performance, promote their own self-interest over the legitimate expectations of stakeholders, and thereby increase the risk of poor financial planning, fraud, and embezzlement.

Keywords: Football financial transparency, financial metrics, disclosure.

Event Management	Room: CO203
Chair: Trish Bradbury	Time: 12.45 pm to 2.15 pm

Sporting Mega-Event Legacies: The Good, the Bad and the Ugly

Helen Jefferson Lenskyj
Professor Emerita, University of Toronto, Canada

Throughout the 20th century and into the 21st, sporting mega-events have generated tangible legacies ranging from beneficial to destructive. In some instances, such legacies have been planned with little or no consideration of potentially negative social and environmental impacts. The unintended consequences of hosting sporting mega-events have been disastrous for disadvantaged people and vulnerable ecosystems. Even more disturbing, damaging legacies have often been anticipated and dismissed by sport organizers and politicians, in the interests of mounting a “world class” spectacle. In a minority of cases, residents of host cities and regions – in other words, the tax-paying public – have derived some benefits in terms of new sporting facilities and infrastructure improvements.

Conventional wisdom tends to point to situations in “other” countries, most notably China and the 2008 Beijing Olympics, to find examples of legacies that have incurred significant human and environmental costs. Evidence from Olympic host countries since the 1960s, however, amply demonstrates how western democracies have inflicted harm in the name of sport.

Role Perceptions of Sport Event Volunteers

Kristen Rogalsky and Alison Doherty
Western University, Canada

There is a heavy reliance on volunteers to organize and implement all types and sizes of sport events (Cuskelly, Hoye, & Auld, 2006). Sport event volunteers are asked to take on any one or more of a variety of roles that can range from pre-event planning and organizing to on-site competitor registration, welcome and orientation, merchandise sales, event marshalling and providing general assistance to athletes (Allen & Shaw, 2009; Shaw, 2009). Thus, it is important to understand factors that shape sport event volunteers’ role perceptions, and the impact of those perceptions on volunteers’ further attitudes and behaviour. Role ambiguity is one volunteer perception that may be of particular interest, given the short-term and temporary nature of sport events. Role ambiguity refers to a lack of clear understanding about the actions required to perform one’s role (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). It is purported to be detrimental to the individual and the organization (Kahn et al., 1964) and the consequences of role ambiguity, including reduced effort, performance, and satisfaction, have been well documented in a variety of contexts (references available from authors). The purpose of this study was to test a theoretical model of role perceptions of major sport event volunteers, and specifically correlates of role ambiguity. It was hypothesized that role difficulty would directly predict role ambiguity, while effective volunteer training and supervision would inversely predict role ambiguity. Further, it was hypothesized that role ambiguity would inversely predict volunteer effort, performance and role satisfaction, and effort and performance would directly predict overall satisfaction with the Games experience and further intent to volunteer again.

The sample consisted of 328 volunteers involved with the 2012 Ontario Summer Games, a multisport event comprising over 2,500 athletes. Participants completed an on-line questionnaire post-Games that included multi-item measures of the variables of interest. A two-dimensional framework of role ambiguity was statistically supported, consisting of means-ends/scope ambiguity (what am I supposed to do and how) and performance outcomes ambiguity (what difference does my role make). A structural model that fit the data indicated that effective supervision was critical to both dimensions of ambiguity, and the dimensions differentially predicted role performance and role satisfaction. Notably, means-ends/scope ambiguity significantly predicted role performance, while performance outcomes ambiguity significantly predicted volunteers’ satisfaction with their role, which directly impacted their overall satisfaction with the Games

experience and ultimately their future intentions to volunteer. The findings suggest that volunteers' sense of where they fit into the event as a whole and what impact they have on the event is most critical to their overall event satisfaction and intent to volunteer again. Supervision that was perceived to be accessible and supportive was critical to reducing both types of ambiguity for the volunteers. Implications for sport event volunteer management and suggestions for future research are discussed.

Keywords: role ambiguity, satisfaction, future intentions

International Perspectives	Room: CO204
Chair: Paul Jonson	Time: 12.45 pm to 2.15 pm

Constraints on Participation of Saudi Arabian High School Students in Sport and Physical Activity

Majed Alahmad, Bob Stewart & John Tower
Victoria University, Melbourne Australia

This study investigated the constraints on adolescent participation in sport and physical activity in Saudi Arabia. While there is anecdotal evidence that young Saudi Arabians engage in highly sedentary lifestyles, there is a dearth of systematic research to support this claim.

In this study, 1300 male high school student from Riyadh City, Saudi Arabia were randomly selected for interview, with 909 participants aged 16 to 19 years agreeing to participate in the study. There was an even distribution of respondents between public [government] schools (49.5%) and private [independent] schools (50.5%). Participants completed a questionnaire on constraints on physical activity participation that categorized questions as (1) intrapersonal - that is, psychological - (2) interpersonal – that is, social - and (3) structural – that is, factors external to the participants' inner and social worlds. Participants were additionally asked to identify the sports and games they played, the frequency of their play, and their duration. Social demographics such as age, type of school attended, and residential-home location were used to identify inter-cohort differences in intrapersonal, interpersonal and structural constraints among participants.

Provisional results showed that Saudi Arabian high school student participation in sports and physical activity programs were constrained by a lack of purpose-built facilities. Informants indicated that the most common place to participate in physical activity and sports was the street, with 39% giving this answer. The second most common place for participation was the government sport club (13%), followed by designated public outdoor recreation spaces (11%), home and school (10%), and health and community centers (1%). In addition, 44% of informants advised that no sport facilities were available at their school. These results clearly showed that the participants in this study were disadvantaged by a lack of sport facilities in both their neighborhoods and the schools they attended.

The lack of purpose-built sport facilities in the city of Riyadh, Saudi Arabia, constitutes a major structural constraint on sport and physical activity participation. It is a significant barrier to high school student participation in sport and physical activity programs both during school time and after school time. Unless this major obstacle is attended to, it will be difficult for government authorities to deliver an increase in participation levels in the foreseeable future, and, as a result, it will perpetuate the tendency for Saudi Arabian adolescents to default to sedentary lifestyle practices.

Keywords: Participation, sport, physical activity, constraints, Saudi Arabia

The Impact of Team Reputation and Sense of Community on the Development of Team Identity

Kozo Tomiyama

Osaka University of Health and Sport Sciences, Japan

In recent years, professional sporting team management has wholly embraced community-based strategies and teams in Japan focusing on social contribution activities in their home town are on the rise. In order to further promote the idea of community-based team management, it is necessary to understand the role that fan attachment to the local community and team reputation plays in the process of developing team identity. While residents do have a sense of attachment to the community in which they live, in the field of community psychology, "sense of community" (McMillan & Chavis 1996) is used as a scale to measure the attitudes of residents towards their local community. Sense of community is a psychological scale proposed by Sarason (1974). It explains that residents have a social identity as residents of the community in which they live, and that they come to support the local team due to a transferral of the attachment they feel for the community over to the local team, which serves as a community symbol.

On the other hand, it can also be said that fans also develop an attachment toward the local team through objective evaluation of the team's activities, or what they do within the community, and not just because it is the hometown team. It is possible to measure how fans perceive the various social activities of a team using Fombrun's (1990) reputation scale. The Ego Enhancement Function (Wann 1990) can be used to explain how strong team reputation leads to increased team identity. The objective of this study is to understand the impact of attachment to the local community and team reputation on how fans identify with professional sporting teams employing community-based management strategies.

Data for this study was collected from official game spectators of a game played by a soccer club belonging to Division II of the J. League (J2 League) in the form of a questionnaire. The survey was conducted on September 02, 2012 (Sunday). The number of responses totaled 306 however the total number excluding surveys with incomplete data totaled 271 for a response rate of 88.6%.

In order to understand the impact sense of community and team reputation has on the development of team identity, we created a covariance structure analysis model and analyzed the results. The results showed that fans were more likely to develop an attachment towards a team based on how they perceived the social activities of that team rather than for the simple reason that the team was the local team. The result of this study provides the data for sport team marketing. According to the results of this study, attachment toward the community not guides the local team identity. Community people raise their team identity throw the high team reputation. Therefore, the steady community contribution activity is necessary to create the fan's attachment to the team, not depend on the localism.

Keywords: Team Identity, Team Reputation, Sense of Community, Local Community

Drone Surveillance of Sport Spectators: Law and Policy Considerations

Cathryn L. Claussen

Washington State University, USA

The idea that major sports events may be attractive targets for terrorism has resulted in the use of enhanced security measures such as pat-down searches and facial-recognition scanning, including comparisons of images with databases of known criminals/terrorists (Claussen, 2006). Recently, the U.S. government has begun to encourage state and local governments to use surveillance drones for such purposes as search and rescue, energy use monitoring, and law enforcement (Reimer, 2013; Sowa, 2013). The Federal Aviation Administration estimates that 30,000 drones will be deployed domestically within the next two decades (Thompson, 2012). Police in North Dakota made the first reported drone-assisted arrest in 2012 (Brunswick, 2012). Police in Texas received a drone to assist with security during the 2011 Super Bowl (Stanley & Crump, 2011). Organizers of

other public sports events, particularly those utilizing open venues (e.g., marathons) and multiple venues (e.g., Olympic Games) might wish to add drones to their other security measures because of their unobtrusiveness, maneuverability, and potential for searching spectators using thermal imaging and facial or biometric recognition technologies. However, these types of drone searches of spectators, when linked to law enforcement and/or conducted by public entities such as cities or universities, could constitute substantial governmental invasions of individual privacy. Because developing drone and other surveillance technologies have altered the traditional balance between public security measures and individual privacy concerns, legal scholars have begun to identify the need for changes in the law. In particular, the new technologies have rendered outmoded the open fields doctrine and the standard test (articulated in *Katz v. United States*, 1967) for determining whether a citizen has a reasonable expectation of privacy. Some underlying policy considerations include identifying boundaries for high tech searches that provide an acceptable balance of personal privacy against public safety and national security concerns, and deciding whether any exceptions to policy should be made for large-scale spectator events. The courts have recently acknowledged some of these legal and policy concerns (*Johnson v. Tampa Sports Authority*, 2005; *Kyllo v. United States*, 2001; *United States v. Jones*, 2012; *North Dakota v. Brossart*, 2012), and three bills attempting to regulate domestic use of drone surveillance have been introduced in Congress (Preserving Freedom from Unwarranted Surveillance Act of 2012; Preserving American Privacy Act of 2012; Farmers Privacy Act of 2012). This research analyzes the proposed legal changes, and discusses how the changing legal landscape might apply to shaping spectator search policies that include the use of drone surveillance. While other countries vary regarding the level of privacy protections provided to their citizens, the practical implication for sport managers world-wide is the need to determine appropriate contours for spectator search policies, such as limitations on, or avoidance of, varying uses of drone surveillance.

Keywords: security; spectator searches; drone surveillance; privacy.

Student Paper Award & Best Paper Award	Room: CO222
Chair: SMAANZ President Geoff Dickson	Time: 2.10 pm to 3.10 pm

STUDENT PAPER AWARD

‘The Role of Sports Cities in the Provision of Social Benefits’. To What Extent have Social Benefits been Considered in the Planning of ‘Sports Cities’? A Social Impact Case-Study of Two Sports Cities’ Manchester and Melbourne.

*Nick Pye
Griffith University, Gold Coast, Australia*

The emergence of global sport has occurred at such a rate that for almost a decade it has been considered one of the largest and fastest growing components of the world economy (Cornelissen, 2007; Higham & Hinch, 2002). One of the latest manifestations of this growth is the emergence of sports cities (Smith, 2010).

The concept of sports cities is an ill-defined term, yet usage of the term is spreading. In part this is due to the growth in global sporting events, which have left a legacy of stadiums and other facilities in host cities (Smith, 2010). In order to optimize this infrastructure, extend event legacies, and leverage the economic opportunities, some cities have adopted the term ‘sports city’ to brand and market themselves.

While the cost of establishing sports cities has typically been rationalised on economic grounds alone (Baade 1996, Misener & Mason, 2009), there is little research that explores the extent that social benefits form part of sports city planning.

To address this gap, a comparative case-study is conducted, which investigates the planning of two leading sports cities; Manchester and Melbourne. Using a conceptual framework that combines the concept of liveable

cities with the potential social benefits of sport, the research explores the extent that social benefits form part of sports city planning. Both cities offer different perspectives on this issue, and each is expected to contribute significantly to the global sports environment in the next decade. The findings are expected to have some relevance to emerging cities, such as Australia's Gold Coast, a rapidly growing regional city that has just been awarded the 2018 Commonwealth Games, and a city that aims to establish itself as an 'innovation sports city' over the coming decade.

Keywords: Sport cities, social benefits, planning, public policy, legacy

BEST PAPER AWARD

The Cost of the Game? The Cost of a Game?

*Andrew Milne, Carolyn Cordery, John Davies
Victoria University of Wellington, New Zealand*

This paper outlines a multi-tier approach to understanding the resources required for delivering amateur sport at the level of a club and at the aggregated level of an association or union. As such, insights are presented about the cost of a game at club level, and the cost of the game at the level of the union.

This research enlisted a case study approach to examine the financial health of rugby union clubs within the Wellington Rugby Football Union. Data for the study included online audited records of annual financial statements and reports for clubs over a five year period between 2008-2012. A mix of individual interviews and focus groups with a purposive sample of club treasurers provided clarification and insights about data within the reports.

Whilst descriptive statistical analysis revealed significant broad patterns of expenditure and revenue at both individual club level and when aggregated to the level of the union of clubs, a necessary finer grain of analysis of expenditure required the development of an appropriate finer grained conceptual framework.

The paper details the development of a novel 2x2x2 conceptual matrix framework that links standard accounting notions of fixed and variable costs with the sport-based notions of what constitutes perceived discretionary and non-discretionary expenditure, and with play-related and non-playing related expenditure. The latter two expenditure categories are then separated respectively by notions of what constitutes match and development related expenditure, and property and member related expenditure, to form an extended sixteen cell grid.

The paper demonstrates the utility of the framework presented, not only in terms of the research findings and analytical insights about expenditure patterns, but as a grid having sufficient face validity for use by club treasurers to record, monitor, control and understand expenditure patterns.

For the case study undertaken, insightful findings are presented which highlight, for example, the minimal contribution of players to the cost of the game, via member subscriptions, and the dependence on sources of funding from outside the sport, which sources are increasingly at risk from political and societal pressures.

Keywords: club sport, rugby union, sustainability of sport, amateur sport finances.

Friday 22 November

Marketing and Communications	Room: CO219
Chair: Brenda Pitts	Time: 8.30 am to 10.10 am

The Impact of Attitude Toward Spectating Behavior on Intention to Attend Games

Junya Fujimoto¹, Munehiko Harada² and Jeffrey D. James³

¹Osaka University of Health and Sport Sciences, Japan, ²Waseda University, Japan and ³Florida State University, USA

The attitude toward behavior (ATB) has been included in the theory of reasoned action (TRA; Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980) and the theory of planned behavior (TPB; Ajzen, 1985, 1991). ATB has been examined as an important predictor of intentions in sport activities, exercise research, and tourism research (e.g., Chatzisarantis & Hagger, 2005; Lam & Hsu, 2004). In the case of sport spectating behavior, Cunningham and Kwon (2003) suggested that attitude toward spectating behavior (ATSB) affects intentions to attend games (IAG). It is important to recognize, however, that spectator behavior involves more than just attending and watching a game. Spectator behavior can include several types of behaviors, such as cheering, talking with other spectators, participating in ancillary activities, eating and drinking. As such, sport marketers and researchers should consider that ATSB is a multi-dimensional construct. The purpose of this study was to examine the impact of attitude toward spectating behavior as a multi-dimensional construct on intention to attend games.

A questionnaire was prepared to measure IAG (three items; Cunningham and Kwon, 2003) and ATSB (twelve items, Fujimoto, et.al, 2012). The ATSB was measured as a multi-dimensional construct: spending time in atmosphere in the stadium (Spending: three items), cheering team with other spectators at the stadium (Cheering: three items), watching play and game in the stadium (Watching: three items), and eating/drinking something at the stadium (Eating/Drinking: three items). Data from 1,659 spectators were collected at five different stadiums through a J.League Fan Survey in 2011.

The results of the CFA (confirmatory factor analysis) for the measurement model of ATSB was acceptable fit to the data (Chi-square= 410.44, $p < .001$, $df=48$, CFI=.981, TLI=.974, RMSEA=.067, and SRMR=.012). The results of the SEM (structural equation modeling) for testing hypothesized model showed acceptable fit to the data (Chi-square= 746.17, $p < .001$, $df=95$, CFI=.973, TLI=.966, RMSEA=.064, and SRMR=.059).

The results indicated that Spending, Watching and Eating/Drinking had a significant impact on IAG (.262, $p < .001$; .262, $p < .001$; -.053, $p < .05$) and Cheering did not have a significant impact on IAG (.047). These results suggested that it is important to identify ATSB as a multi-dimensional construct. Then, marketers of professional sports teams should pay attention to improve fans' attitude toward spectating behavior, especially spending time in atmosphere in a stadium and watching play and game in a stadium.

Keywords: attitude toward behavior, multi-dimensional construct, fan, intention to attend games, structural equation modeling

CSR Reporting Practices in Professional Sport: An International Comparative Investigation

Sarah Cobourn
University of Technology, Sydney

This study assesses the current status of corporate social responsibility (CSR) reporting practice in professional sporting industry across Australia and North America. Disclosure of, not only financial information, but also social, environmental, and governance information is becoming increasingly more widespread among organisations. CSR and sustainability reporting is an important communication tool which can help to ensure greater transparency and enable better engagement with multiple stakeholders.

This study aims to provide a review and comparison of CSR reporting practices and standards of professional sporting teams in both geographical areas as per the research conducted. A sample of teams from different professional sporting leagues from Australia (Australian Football League, $n = 18$; National Rugby League, $n = 16$) and North America (National Hockey League, $n = 30$; National Basketball League, $n = 30$; National Football League, $n = 32$) were examined. A systematic content analysis was conducted to extract and examine disclosure contents, quantity, and quality from annual reports, websites, and any other community-based reports. Interviews were also conducted with key senior management executives ($n = 15$) from a sample of teams within the international population. Semi-structured interview questions focused on the organisations' motivations, strategies, and perceived benefits of CSR communication and reporting.

The research identified that there is significant differences in reporting practices between North America and Australia. Results identify that some of these differences are culturally based, while others are related to differences in corporate governance at the league level. In spite of these differences reporting practices across all organisations in both geographic regions still require considerable improvement, in comparison to standards within other industries. Furthermore, this research indicates that there may be business benefits at an organisation and league level (i.e. reputation and legitimacy, synergistic value creation) for effectively communicating and reporting CSR activities. In both North America and Australia, reporting within the professional sport industry is largely voluntary. However, the growing understanding and appreciation for the benefits of communicating and reporting these activities suggest that it is an important issue for management to address. For example, communication of CSR activities and a subsequent examination of business benefits can assist in demonstrating that the organisation understands the needs of their stakeholders and that it has the potential to be profitable beyond dollars by, for example, fostering partnerships that enhance all of society. Potential implications of national or international sport-based CSR reporting guidelines will also be discussed.

Keywords: corporate social responsibility; sustainability; non-financial reporting; professional sport

A Multi-Stage Exploration of Social Media Strategy in Professional Sport: The Case of the New Zealand Breakers

Katherine Bruffy¹, Olan Scott and Michael Naylor¹

¹Auckland University of Technology, New Zealand and ²Edith Cowan University, Australia

Social media has transformed the way in which sport organisations and consumers can connect. Historically, communication between sport organisation and consumer has been through the traditional/mass media (e.g., newspaper, television) which situates media organizations as gatekeepers to, and editors of content (Arsenault & Castells, 2008). Further, communication has typically been one-way, thereby disconnecting the consumer from sport organisations (Mahan & McDaniel, 2006). With the proliferation of social media sites, consumers and sport organisations have a new platform for interaction. Both iterative communication and gatekeeper bypass are possible (Mean, Kassing, & Sanderson, 2010).

Social media is therefore an increasingly important tool for sport organizations to communicate with various stakeholders (Scott, Bradshaw, & Larkin, 2013) and the fit of social media within wider strategic processes in sport is of interest. Various social media sites are now widely used to communicate promotional offers, news, and as a public relations tool (Hambrick, 2010; Lowe & Laffey, 2011). While Instagram, Youtube and other social media sites are gaining traction, Facebook and Twitter remain the focus for most sport organizations in attempts to engage fans.

A four stage, twelve month project was conceived and has commenced focusing on the New Zealand Breakers (NZB) social media strategy for the 2013-2014 season:

1. Reconnaissance
2. Strategy Formulation
3. Strategy Implementation & Content Analysis
4. Strategy Evaluation & Fan Feedback

The four stages sit within a mixed method, action research framework in which the implementation and evaluation of the strategy are the result of collaboration between the research team and the sport organisation. The project has been designed to explore, inform and evaluate the NZB's social media strategies. The social media of interest are Twitter and Facebook.

Stage one (June/July 2013) is a reconnaissance intended to synthesise past NZB social media activity, the activity of other sport organisations in New Zealand and around the world as well as relevant scholarly and practitioner literature. During stage two (August, 2013), the reconnaissance stage findings will be used to inform the 2013-2014 season strategy. For the duration of the season (stage three; October to April 2014) the strategy will be implemented and monitored. Finally, the fourth stage (May, 2014) represents an evaluation in which data will be gathered from fans, sponsors and Breakers marketing staff through a questionnaire and interviews. The focus at this stage will be evaluating the effectiveness of the strategy implementation.

We propose to review stage one and two as well as progress to date through stage three at the 2013 SMAANZ conference.

Keywords: Social Media, Professional Sport

'Grey Power': An Analysis of Newspaper Coverage of the Sydney World Masters Games

Millicent Kennelly¹ and Alana Thomson²

¹Griffith University, Australia and ²University of Technology, Sydney, Australia

Media coverage of large-scale sport events provides an opportunity to showcase sports and has the potential to attract increased interest and active participation in sports. However, extant research focusing on women and people with disabilities in sport has found that the way these groups are portrayed in sport media can be inaccurate and unrepresentative. This is problematic due to the way the media can influence social acceptance of sport participation by certain groups.

Limited research has been conducted on the media coverage of Masters sport, which incorporates mature-age sportspeople. The World Masters Games, overseen by the International Masters Games Association, adopts a 'sport for all' philosophy centred on encouraging lifelong participation in competitive sport. In 2009, the World Masters Games was held in Sydney, Australia, attracting approximately 27,500 participants from around the world. While the growth and significance of Masters sport has been recognised, limited research has considered the Masters Games, event media management and its broader implications for encouraging participation in Masters sport.

The aim of this exploratory research was to understand the nature of Masters sport media coverage. Specifically a) to explore how Masters athletes are portrayed in the media, and b) to examine if, and how, media coverage supported the event goal of lifelong participation in sport. A content analysis of newspaper coverage of the Sydney 2009 World Masters Games (SWMG) was undertaken focusing on an official lift out produced by the event’s newspaper partner, the Daily Telegraph. Frameworks developed by Schantz and Gilbert (2001) and Smith and Thomas (2005) in their research on newspaper coverage of disability sport informed the analysis of data.

Analysis suggests that media coverage of the SWMG by its official newspaper partner was limited proportional to the size and significance of the event. A central theme in text and images was age, with a focus on older athletes, using terms like “grey power” and headlines such as “[the] Game you play to get to heaven quicker” (Kent, 2009, p. 20). Another key theme was celebrity athletes, such as former Olympians and visiting royalty. Analysis indicated that media coverage was not representative of the participant profile of the SWMG and there were limited efforts by the media to encourage lifelong participation in sport to the event’s diverse target population. While some stories described how older athletes became involved in their sports, the tone of many articles appeared to trivialise older people’s participation in sport.

This research found that media coverage of the SWMG by its official newspaper partner was unrepresentative and did not appear to value Masters’ participation in sport. As a result narratives did not support the event’s participation goals. The research highlights the importance for event organisers of developing a comprehensive media strategy. This should involve careful selection of and negotiation with official media partners to encourage positive portrayal of Masters sport and to contribute to the participation goals of the event.

Keywords: Masters sport, media coverage, inclusion

Sport for Development	Room: CO222
Chair: Annette Sharp	Time: 8.30 am to 10.10 am

Is There a Duty for an Elite Athlete to be a Societal Role Model?

Paul Jonson, Daryl Adair, Sandra Lynch
University of Technology, Sydney, Australia

Charles Barkley, the well-known NBL Basketball player once famously said: “I’m not a role model ... Just because I dunk a basketball doesn't mean I should raise your kids” (Wellman, 2003, p.32). Despite this renunciation, there is a commonly held view – sometimes implicit but often made explicit – that elite athletes do have a special responsibility to be role models in society, and that this obligation extends to off-field conduct (Fleming et al, 2005). But how have expectations about this sense of moral duty arisen? This paper explores the normative, educational and contractual aspects of the professional sports person as a so-called societal 'role model'.

First, the paper considers the influence of “Corinthian” notions of athleticism from the time of Ancient Greece, and their modern incarnation in the “muscular Christianity” of Victorian England, wherein the amateur code was forged, as were contemporary ideas of fair play and moral meaning through play. Second, these foundational constructions are evaluated in the context of philosophical debates about ethics and morality in broader society, with a particular focus on whether athletes have a responsibility - beyond the sports field - to be exemplars for their community (Jones & McNamee, 2000). Third the paper discusses player development programs, introduced either by sports clubs or leagues, which (in part) have a goal of providing athletes with guidance about how to conduct themselves in social settings (Lines, 2001). Fourth, the paper considers measures that have been introduced to try to compel athletes to be virtuous citizens, both on and off the playing field. Codes of Conduct, which are intended to enforce an underlying moral imperative, and to which players are obliged to consent, are a manifestation of this strategy (Kaburakis & Clavio, 2012), as are individual playing contracts that contain off-field behavioural clauses.

The previous four points lead to a consideration of player conduct policy among Australian professional football codes. The legal obligations of sportspeople will be explored through an examination of contracts entered into by elite athletes in an Australian football code, so selected because they contain an obligation to observe codes of conduct off the playing field. Using a transgressionary conceptual framework (Trosby 2010), this paper identifies off-field behaviours that have been mandated as unacceptable, and seeks to explain their salience in terms of reputation management for professional football codes. The paper concludes by recommending strategies for clubs to assist players to avoid transgressions and provide them with resources to enhance their social and emotional intelligence. The underlying philosophy is this: athletes need only be good citizens, not role models for an entire community.

Keywords: role models, codes of conduct, ethics, contracts

Māori Leadership in Sport and Recreation Management. A Case Study of Aoraki Bound

*Kendall Stevenson
University of Otago, New Zealand*

My research explored how Māori leadership is expressed in Aoraki Bound, and how particular Māori leaders have become successful within Aoraki Bound. Aoraki Bound is a Māori cultural and leadership development programme situated in the Ngāi Tahu region. Kaupapa Māori theory and methodology was utilised as the overarching framework for this research project as understanding Māori culture and aspects of it is best understood through subjective immersion. Five principles of Kaupapa Māori were integral to this research: tino rangatiratanga (self-determination), taonga tuku iho (cultural aspirations), whānau (extended family structure), ako Māori (culturally preferred pedagogy) and kaupapa (collective philosophy). Kanohi-ki-te-kanohi interviews were carried out with two designers, one manager, one current instructor, and three graduates of Aoraki Bound. The data analysis involved inductive analysis techniques and was shaped by the theoretical framework and my personal knowledge and experiences. This presentation will cover the research and share the key findings that emerged from the research. The key findings suggested that Māori leadership is based upon Māori worldviews and requires Māori leaders knowing and understanding their cultural identity. Gaining cultural identity may be linked to Māori gaining mana; the spiritual power and authority on which leadership is based upon. Aoraki Bound contributes to the development of Māori leadership through focussing upon cultural identity within an environment that normalises Māori pedagogies, culture, values and practices. It is anticipated that the information presented in this research, and indeed this presentation, will encourage the further development of Māori leadership within sport and recreation management in Aotearoa/New Zealand.

Running for Solidarity: The Case of the Intermón Oxfam Trailwalker 2013 in Spain

*F. Xavier Medina, Sixte Abadia, Susana Vega, David Fornons, Aleix Augé, Jaume Bantulà,
Ricardo Sánchez, Noé Bastida, Xavier Pujadas*

*Blanquerna Faculty of Psychology and Educational and Sports Sciences, (University Ramon
Llull, Barcelona, Spain); GRIES (Research and Innovation Group on Sport and Society).*

The Intermón Oxfam Trailwalker has just held its third event in Spain. The fundraising sporting event includes a cross-sporting challenge, where competitors in teams of four complete 100 km in less than 32 hours. Each team is committed to raising at least 1,500 euros and hold a combination of both passion for sport, and responsibility for the common good. The aim of this communication is to analyse the role of this race in Spain during this economic crisis. For the first time in history, over 6 million of Spain's people are jobless- (Lantier, 2013), and there have large cuts in public spending and a frontal attack against the Spanish welfare state

(Navarro, 2012). During this same period there has been a boom of long distance running (Axelsen & Robinson, 2009), thus making the event very popular among.

Sports and social solidarity are particularly engaged in a project like the Trailwalker, where people are not participating only for traditional sportive values (personal growth, record, victory, competitiveness...) but to fight poverty and injustice. In front of the general trend in overconsumption (Lipovetsky, 2007), Trailwalker participants approach this race from the perspective of serious leisure (Stebbins, 1992) At the same time, with the competitor's solidarity, the race becomes a good example of the role of leisure as being an "important place for social and Voluntary Involvement, as well as the expression of Solidarity and a Sense of Belonging" (World Leisure Organization, 2008).

The methodology used has been mainly qualitative: ethnographical fieldwork and participant observation, semi-structured open interviews and focus groups, followed by a closed questionnaire passed to all event participants.

Through the research conducted, the main results obtained so far have given us the average profile of competitors. Far from following the pattern of the average athlete, Trailwalker participants age exceed expectations and are mainly nonathletic. On the other hand, qualitative information have allowed us access to the experiences that expressed by participants based on their involvement in the race, offering a special symbiosis between social solidarity and physical strain in achieving a collective goal.

Keywords: Sport; Solidarity; Fundraising Event; Trailwalker; Spain

Unpacking the 'Rugby Dream': Rugby Union as a Sustainable Livelihoods option for *iTaukei*, Indigenous Fijian

Sam Richardson and Rochelle Stewart-Withers
Massey University, New Zealand

Developing countries have a long history of involvement in sporting events and they participate regularly in annual - national, regional and local competitions. This participation continues to grow with regards to teams and individual, elite and grassroots players (Nicholson, Hoyer & Houlihan 2010). With respects to rugby this can be seen by the number of Pacific Island (Fijian, Tongan and Samoan) rugby players (union, touch and sevens) involved in various New Zealand and overseas competitions (Dewey, 2008; Horton, 2012). There is also an emerging interest from the United Nations, NZAID and AUSAID in pursuing a 'sport as a vehicle for development' agenda and in some instances developing countries are also identifying the potential of involvement in sport, specifically as it links to economic development. As stated in Fiji's most recent development plan 'Strategic Development Plan 2007-2011'. 'Sport is a major source of employment locally and abroad and has promoted Fiji internationally'. With the aforementioned in mind, this paper by drawing on findings from fieldwork undertaken in Fiji and NZ, where a Vanua methodology was utilised to collect primary data, considers the ways in which players understand rugby union and sevens to be a livelihoods strategy at the individual level, and in terms of their households and their community. Findings from this study highlight that rugby union and sevens holds much potential as a sustainable livelihoods option, however a more nuanced understanding of the capitals: social, financial, natural, human, social and physical as these relate to rugby is required. Addressing concerns such as isolation and financial illiteracy are vital before rugby can be considered a *sustainable* livelihood choice. Finally at a higher level, issues related to the development of the game and structural processes, such as the un-level playing field, contractual obligations and heritage and eligibility rules add to the vulnerability context, fostering inequalities for Fijian rugby. We highlight the importance of the above- mentioned as it is within this context that players in pursuit of rugby as a livelihood option are situated.

Tourism	Room: CO204
Chair: James Higham	Time: 8.30 am to 10.10 am

The Impact of Japanese Rugby World Cup Fan's Motivation on Satisfaction and Intention: A Structural Equation Model with Interaction Effects

Tatsuru Nishio¹ & Harald van Heerde² & Valentyna Melnyk²

¹Waikato University, New Zealand and ²Massey University, New Zealand

Most previous studies on sports fan marketing considered only the main effects of sport's fan motivations on satisfaction with international sports events and the intention to attend future events. These studies assume that the effects are similar across different demographic groups. This assumption is restrictive and does not allow for understanding the differences in motivational drivers between various social demographic groups. That is why in this study we not only look the main effects of the motivational factors, but also estimate the important interaction effects. Namely, we looked at the interactions between demographic and sport's fans motivation with regard to satisfaction and intention to attend future Rugby World Cups.

This study examines the positive impact of motivation of Japanese Rugby World Cup (RWC) fan tourists on their satisfaction and further intention. Data were collected from Japan Rugby Football Union members club by e-mail. This survey was undertaken twice (1987-2007 RWC fan survey; N=101) and 2011RWC fan survey (N=84)). In an earlier analysis, a sports motivation scale (Achievement, Socialisation, Aesthetics, Relaxation in Sport) and tourist scale (Destination Learning, Kinship, Shopping) were developed using factor analysis. Then we applied the RWC 2011 fan data to the 1987-2007 RWC scales. In the principal analysis, we used a Structural Equation Model (SEM) with interaction effects. The interaction effect variables combine demographics (1.Gender, 2.Rugby Play Experience, 3.Test Match watching experience, 4. Sky TV contract, 5. Previous RWC experiences, 6. Package tour, 7.Age) with seven factors (Achievement, Socialisation, Aesthetics, Relaxation in Sport, Destination Learning, Kinship, Shopping). The data indicated a good fit to the model (Chi-Square = 24.703, $df = 17$, $p = .102$, GFI = .967, CFI = .986, RMSEA = .074 and AIC=262.703). The model explained 27.5% of variance in satisfaction and 19.6% of the variance in intention.

The model largely confirms the hypothesized main effects. More importantly, there we also found several significant interaction effects between motivational factors and demographic variables. To illustrate a few of the significant interaction effects, the Male*Destination Learning interaction effect ($\beta = .27$) implies that for men the destination learning had stronger effect on satisfaction than for women. The significant Individual Travel*Sociation interaction effect ($\beta = .32$) implies that for individual travellers the socialization aspect has a stronger effect on the intention to attend the RWC 2015 than for tour group travellers. In sum, this model allows for a more refined view on how motivation factors influence satisfaction and future visit intentions.

Keywords: Motivation, Interaction Effects, SEM model, sports tourism, Rugby World Cup, Japanese rugby fan tourists

Destination Image and Diving Motivation of Sport Tourists: A Focus on Divers Visiting the Ishigaki Island

Kazuyoshi Fukuda¹, Junya Fujimoto², and Ken Sumida³

¹Kobe-Chuo Gymnasium, Japan, ²Osaka University of Health and Sport Sciences, Japan and

³University of Otago, New Zealand

According to recent research, the diving market has the potential to become a high demand tourist market in Japan (Japan Productivity Centre, 2010), but Japanese sport management scholars has paid little attention to divers' behaviours. Extant literatures propose that the image of the destination has an impact on divers' decision-making or motivation (Schmoll, 1977; Matheson & Wall, 1982; Pearce, 2005), and it is relevant to

sports tourism for many reasons (Todd, 2001). Drawing on the findings of the literatures, to address the destination image and motivation for visiting the destination is highly expected to contribute to better diving management in Japan. The purpose of this study was to investigate the demographics of divers visiting one of the most popular diving areas in Japan, Ishigaki Island, as well as the image of the Island divers shaped in their minds and the divers' motivation for visiting the island.

With the aid of Ishigaki Island diving instructors, a questionnaire was designed to gauge images of the Island and their influence on divers' motivation to visit. Questionnaires were distributed to divers before they participated in diving programmes. The survey was completed by customers at eight diving shops and 285 questionnaires were collected and 203 questionnaires were used for data analysis. When analysing the image of Ishigaki Island, answers were categorised in accordance with TOMA (Top of Mind Awareness). A confirmatory factor analysis was conducted to test reliability and validity of the divers' visit motivation. After reliability and validity were tested, mean scores of subordinate factors were compared in each of divers' demographics: gender, age, visit experience, years of diving, and diving skill level.

Results showed that overall divers visiting the Ishigaki Island had images in their minds tightly associated with the sea (34.8%) including a manta ray (19.0%) and coral (10.0%). Regarding confirmatory factor analysis, overall, the model provided with satisfactory fit and reliability and validity were confirmed. Comparative analysis indicated that shop quality was statistically significant factor influencing visiting the island in each of the divers' demographics, age, visit experience, years of diving, and diving skill level. It is necessary that diving shops continue to educate their staffs or offer new attractive diving services.

Keywords: Sport tourist, the Ishigaki Island, Divers, Destination images, Visit motivation

All-Female Sport Tourist Experiences: Sport as a Purpose and a Means

Heather Gibson, Liza Berdychevsky, and Heather Bell
University of Florida, USA

Travel for sport, whether to take part or to watch has been explored in various contexts. While different sport tourist typologies have been proffered, little attention has been paid to gender, notably women's experiences of sport tourism (Mansfield, 2007). Recently, the experiences of women travelling with their female friend/s and/or relative/s (girlfriend getaways - GGA), has been explored. Such experiences have been found to offer women a number of positive outcomes including enhanced well-being, existential authenticity, cathartic escape, empowerment, and the capacity to cope with different life transitions and negative events (Berdychevsky et al., 2013; Gibson et al., 2012). Some of these GGA involve sport in various forms however, an in-depth understanding of these sport-related experiences in all-female travelling contexts has yet to be developed. Thus, the purpose of this study was to explore the role of sport in women's tourist experiences in GGA contexts.

Data were collected from 29 American and Canadian women in 12 semi-structured interviews and 5 focus groups, ranging in length from 40 to 100 minutes. The sessions were audio recorded and transcribed verbatim. Participants were recruited using flyers, e-mails, and newsletters, following snowball and eventually theoretical sampling. The sample is socio-demographically diverse in terms of age (20-73 years), marital status, children, education, and involvement in different sports activities (e.g., golf, volleyball, tennis, gymnastics, roller derby, hockey, skiing, paddling, biking, hiking, and running). For data analysis, initial open coding and focused coding procedures were conducted as a foundation for constructivist grounded theory to identify the preliminary themes and analytical directions.

For the women in this study, sport was a meaningful component of their tourist experiences, serving both as a purpose of the trip (even if not a sole one) and as a means for achieving various outcomes. Sport as a purpose of the trip was described directly "because these are the sporty trips." The women expressed various levels of involvement, tenacity, and dedication to their chosen competitive and/or recreational sport/s. A variety of sport-related tourist experiences (e.g., tournaments, games, and self-organized get-togethers) in the company of other women were reported. These experiences provided participants with the opportunity to focus on their favorite sport, to escape their everyday responsibilities, as well as to embrace their sport identities.

However, sport was also described as a means for achieving various experiential benefits in an all-female travelling context. Participants highlighted the social aspect of these experiences, facilitating meeting of new like-minded women and maintaining existing friendships through regular reunions as rites of intensification (Green & Chalip, 1998). The women also explained that sport served as a “filter for the right crowd.” Yet, within that filtered crowd the social dynamics were characterized by camaraderie, *communitas*, and *societas*, characteristic of liminoid tourist contexts (Chalip, 2006). Sport also served as a distraction from home-life and a source of unobtrusive support from team members and/or female friends (Heuser, 2005). Additionally, the women discussed the rewards of escaping the ethic of care and responsibilities as mothers, wives, etc. (Gilligan, 1982). Participants also spoke about resisting gender stereotypes in the company of other women (Azzarito et al, 2006). Finally, some women saw sport as a rite of passage and a means for “testing the self, proving you can do it” alone, against, and/or with other women. To conclude, sport-related all-female tourist experiences seem to offer women various experiential benefits with sport serving both as a purpose and a means. As travelling for sport becomes more common among adult women (Yogerst, 2013), this study also yields insights that should be heeded by event planners and hospitality providers to enhance the experience and satisfaction levels of these GGA sport tourists.

Coopetition and Knowledge Transfer Dynamics: New Zealand’s Regional Tourism Organisations and the 2011 Rugby World Cup

Kim Werner, Geoff Dickson, Ken Hyde
Auckland University of Technology, New Zealand

To ensure the success of Rugby World Cup 2011 (RWC 2011) in New Zealand regional tourism organisations were expected to collaborate with each other as part of developing a nationwide approach to the event, whilst simultaneously competing with each other for visitor nights and spending. Simultaneous cooperation and competition is known as coopetition. Relatively little is known about the impact of coopetition on knowledge transfer dynamics. The study analyses how coopetition between regional tourism organisations (RTOs) impacted their knowledge transfer dynamics in the context of RWC 2011.

The study utilised an exploratory, comparative, qualitative, case study approach. Twenty-one semi-structured interviews with CEOs and senior managers from RTOs were conducted both pre-event and post-event. A formal survey and a documentation review provided complementary data.

The findings indicate that the level of collaboration among RTOs fell short of the collaborative approach advocated by government and event organisers. It was also evident that a continuum of competition and collaboration (i.e. coopetition) was present in the RTO network for RWC 2011. This continuum mirrored normal everyday RTO behaviour with its focus on regional issues. Overall, the knowledge acquisition and transfer processes among the RTOs were negatively affected in two ways: (1) the limited RTO collaboration did not facilitate an effective knowledge transfer process; and (2) RTO competition constrained knowledge sharing. These factors restricted the flow of potentially useful knowledge and information around mega-events. The structure and set-up of RWC 2011 — especially the regional bidding process to host teams and matches — was crucial. This bidding process impeded inter-regional collaboration and knowledge transfer whilst simultaneously facilitating competition among the RTOs.

The study concludes that coopetition can negatively affect the sharing and transfer of knowledge in a destination marketing and mega-events environment. The research addresses the call for further research in this field and enhances understanding of how to better leverage mega-events in the future.

Key words: Mega-events, coopetition, destination marketing, knowledge transfer dynamics

Gender	Room: CO203
Chair: Larena Hoerber	Time: 8.30 am to 10.10 am

Revealing and Concealing Gendered Organisational Practices: An Exploration of the Gendered Effects of Recruitment and Selection Inequities in Australian Sport Workplaces

Michelle Anne O'Shea
University of Western Sydney, Australia

In 2006 the Environment, Communications, Information Technology and Arts References Committee conducted yet another governmental inquiry into the 'Status of Women in Sport and Recreation in Australia'. The enquiry was an opportunity for continued positive discourse relating to all aspects of women's involvement in Australian sport. However, the inquiries terms of reference failed to address issues relevant to women's continued inequitable access to, treatment and involvement in the administration and management of sport. Instead, continuance of a misguided emphasis on the systems/structures preventing women's full and equitable involvement. Instead, using a gender cultural lens there should be an attempt to understand how within and through everyday organisational practices gender inequities are constructed and reproduced because inequities can be buried within norms, practices and organisational culture.

Women's access to, their treatment and career advancement can be hindered by gender inequitable practices. Using a post structural feminist theoretical framework and considering findings from a broader research project where I explore how women and men interpret their experiences and perceptions of recruitment, promotion and retention as gendered organisational practices. I critically discuss how gender discourses construct meaning in relation to sport workplace recruitment and selection practices. Employee recruitment and selection is a significant organisational practice through which power is exercised and women's career access, treatment and development opportunities in sport workplaces are negotiated, regulated and resisted.

How do women and men interpret that organisational practices affect their sport career trajectories in gendered ways? (1) Examine how recruitment inequities are constructed and reproduced through enacted daily practices (2) How do women negotiate, challenge and resist the cultural norms constructing and reproducing hiring practices.

Multi case study approach (four Australian sport organisations). Analysis of fifty eight semi structured in-depth interviews. Employees interviewed from a variety of positions, departments and levels of influence. Document analysis also conducted.

Dominant organisational logic 'recruitment inequities are a past concern'. Constructed in three principle ways: (1) Past inequities redressed through sports growth/ increased Professionalisation (formalised processes specialist staff/departments) (2) Neutralising inequities, recruitment practices constructed in objective and non-gendered ways. Vacancies and the people selected to occupy them are 'genderless' (3) Legitimising inequities. Acknowledgment that recruitment inequities persist however, characteristically constructed as unintentional and natural, women's personal problem and an issue redressed by the passage of time and generational change.

Constructing organisational practices in this way can operate to make less visible the subtle and latent practices reproducing gendered recruitment practices and the inequities arising from them. Thus, interrogating and questioning these contradictions reveals how gender relations and norms are conflated within and through daily organisational practices constructing a space where gendered practices can be revealed, challenged and changed.

Keywords: gendered organisational practices, employee recruitment and selection, (in) visibility of gender inequities.

The Impact of Maternal Support Policies on Intentions to Pursue Coaching Careers in Elite Sports

Akiko Arai, Yong Jae Ko
University of Florida, USA

Underrepresentation of female coaches in elite sports has been well documented in the field of sport management. Many researchers identified specific psychological and social barriers for women to pursue coaching careers (e.g., Lopiano, 2001; Roffey, 2001). Especially, time, social and family constraints (i.e., long working hours) were often found to negatively affect the women's desire to pursue elite level coaching careers (Everhart & Chelladurai, 1998; Moran-Miller & Flores, 2011). Similarly, recent sociology research revealed that childbearing affects women's career patterns as a major lifetime event. For example, Isaksson et al. (2006) found that many women between the ages of 24 to 43 choose to continue working at a lower pace so that they can focus on their family. However, this female specific career pattern (e.g., adjusting work volume depending on family events) is not always feasible for a coaching career because coaching position often requires extraordinary amount of commitment including travel, and long unorthodox working hours (Mazerolle & Pitney, 2011). Therefore, many women experience conflicts among multiple roles (i.e., coaches, wives, and mothers), which often leads to demission of coaching careers (Hart, Hasbrook, & Mathes, 1986). In most cases, female coaches have to choose either fully commit to or exiting from coaching careers. Several researchers have suggested that sport organizations need to employ maternal support systems (e.g., childcare, flexible work hours, training and mentoring) to increase the number of females in leadership positions (Aitchison, Brackenridge, & Jordan, 1999). However, theoretical understanding of the impact of such support on female coaches' decisions to pursue elite level coaching positions is lacking. Therefore, the current study explores how existence of selected maternal support types (i.e., maternity leave, childcare support, and job sharing) would affect women's career decisions by applying and extending the theory of planned behavior (Ajzen, 1985).

In the framework of theory of planned behavior, social norm of being a good mother (e.g., being available and dedicate to their children's needs; Pocock, 2005) could negatively influence on women's career decisions to stay in highly intense coaching positions. Control belief about presence of obstacles could also influence their career decisions. Perceived obstacles include but not limited to long work hours and lack of support (Everhart & Chelladurai, 1998; Moran-Miller & Flores, 2011), time pressures, lack of compensation and opportunity, discrimination and male-exclusive social networks (Fox, 1999; Roffey, 2001; Walker & Bopp, 2010).

The results of qualitative in-depth interviews with eight female elite athletes indicate that the maternal support of sports organizations would influence their control belief. Female coaches would perceive such support as a factor that systematically facilitate opportunities to pursue elite level coaching careers. Moreover, employing maternal support policies may not only help instill gender equity in sport organizations but also diminish gender related discriminations at the workplace. In the presentation, a conceptual model of female athletes' career decision will be presented along with qualitative pilot data. References available from the authors.

Keywords: Gender, female coaches, career decision-making, elite athletes, career transition,

Diversity on Sport Governance Boards: The New Brunswick, Canada Situation

Cynthia Stacey
University of New Brunswick, Canada

An important aspect of an organization's success is its ability to respond and adapt to diversity. In this context diversity is understood as pertaining to the condition of being different in terms of race, ethnicity, age, gender, physical abilities and language. Building from this understanding, organizational diversity is the process by

which an organization integrates all individuals regardless of their differences, and maximizes the contributions of all members of an organization.

To encourage diversity various forms of federal and provincial government legislation have been put into place. For example, in addition to the basic Canadian Charter of Rights and Freedoms, Canada also has a Federal Employment Equity Act and a Human Rights Act, and the provinces each have Human Rights Acts and Codes. This legislation applies to both the public and private sectors. However, within the non-profit sector, where leadership for the organization is in the hands of volunteers, diversity is a discretionary matter.

This paper reports on a study of provincial level sport organizations in New Brunswick, Canada that examined how these non-profit organizations deal with the issue of diversity in the recruitment and retention of board members. Three members of each of ten provincial sport organizations were interviewed for the study. The members for each sport organization included the Executive Director, the Board President and one other member identified at random from the lists of board members. The interviews were guided by a series of open-ended questions focused around the major themes of board structure, volunteer recruitment and retention processes, the importance of diversity and the barriers to diversity. The findings from the general themes were then assessed and each organization was categorized into one of three types based on indicator phrases and actions. The main organizational types were, diverse, non-diverse and anti-diversity.

Among the results it was revealed that the majority of the sport organizations involved in the study were not diverse and none of the organizations had written policies to guide recruitment of board members despite the fact that they all reported that it was important to have diversity on their boards. Some of the barriers given to increasing board diversity included difficulty recruiting members, time commitment requires and the perception that boards are 'closed shops' and for the 'privileged'. The paper concludes with a series of recommendations to increase diversity and offers suggestions for future research avenues in the area.

Keywords: diversity, sport organizations, volunteer boards

Media Portrayals of Male and Female Athletes in a Female Appropriate Sport: Gymnastics at the 2012 Olympic Games

Andrea N. Eagleman
Massey University, New Zealand

Media coverage of the Olympic Games has been widely studied from a variety of perspectives relating to gender, including the amount of coverage devoted to male and female athletes and the type of coverage received by athletes of differing gender (e.g., Angelini & Billings, 2010; Billings, Angelini, & Holt Duke, 2010; Burch, Eagleman, & Pedersen, 2012; Petca, Bivolaru, & Graf, 2012). Many described the 2012 London Olympics as achieving a victory for gender equality, as the London Games boasted the highest percentage of female athletes of any Summer Games, females competed in every sport contested, and no countries prevented their female athletes from competing in London (Donnelly & Donnelly, 2013). Despite these victories for gender equality, little is known about the words and phrases used in the portrayals of male and female athletes during the 2012 Games, which can have powerful impacts on audiences and societies (Billings, 2007).

Gymnastics is a sport that traditionally garners a great deal of attention and media coverage during the Olympic Games, and was dubbed one of the 'Big Four' Olympic sports by Billings (2007). Additionally, it is classified as a female appropriate sport according to Matteo (1986) even though both men and women compete in it. Nearly all of the previous studies on media coverage of gymnastics focused solely on portrayals of female gymnasts to the exclusion of males. Therefore, this study sought to qualitatively analyse newspaper portrayals of both male and female gymnasts in order to understand whether portrayals of athletes in a feminine sport conformed to or challenged society's traditional gender stereotypes.

A qualitative document analysis (QDA) methodology was employed, which highlights "the nature and significance of power in the mass media and popular culture and the process of social construction of reality, defining the situation and social control" (Altheide, Coyle, DeVriese, & Schneider, 2008, p. 133). The LexisNexis

online database was used to retrieve U.S. newspaper articles about gymnastics from the 2012 Olympic Games. A total of 40 newspaper articles providing extensive in-depth coverage of the men's and women's gymnastics competitions were coded and the data were analysed using the constant comparative method.

Results revealed that the U.S. media focused heavily on the U.S. gymnasts to the exclusion of international gymnasts. Coverage of both genders centred on descriptions of gymnastics skills, reasons for the gymnasts' success, and reasons for failure. Although these themes were prominent for both male and female gymnasts, the depictions of these themes were found to be vastly different between the two genders. For example, descriptions of the men's skills were found to be much more technical (e.g., 'front handspring double full vault'), while the descriptions of the women's skills were over-simplified and depicted the athletes as children (e.g., 'she whipped through the air as if shot from a candy-coated cannon').

Overall, although differing portrayals of males and females were presented, ambivalent language combining positive portrayals with subtle messages of trivialisation was used to describe both genders. This illustrated the media's power in minimising the athletes' accomplishments, which could also impact society's views relating to gender and reinforce long-held gender stereotypes. The findings and implications will be explained in much greater detail in the presentation.

Keywords: communication, gender, Olympics, media, newspaper, gymnastics

Policy	Room: CO225
Chair: Sandra Hillas	Time: 8.30 am – 10.10 am

The 'Development' of Doping: Identifying the Antecedents of Performance Enhancing Drug Use in Young Athletes

Terry Engelberg¹, Stephen Moston² and James Skinner¹
¹Griffith University, Australia and ²University of Canberra, Australia

Despite widespread recognition that prevention, rather than detection, remains the best strategy for eliminating banned performance enhancing drug (PED) use in sport, anti-doping research has typically only studied elite adult athletes. There is evidence that athletes as young as 12 years of age use PEDs, and that such use has increased in the past decade. A key concern is: why do young athletes use (or not use) PEDs? Strelan and Boeckmann (2006) state that the underlying rationale for prevention has been a variation of deterrence theory, whereby behaviour is modified through a combination of increasingly severe punishments (including fines and bans), or stated consequences of drug use (including risk to health), and increased chances of detection, in a similar manner that criminal behaviours are dealt with. However, such an approach rarely works in deterring drug use in non-sport contexts. Strelan and Boeckmann suggest that a more accurate predictor of behaviours in a sport context, both positive (e.g., sportspersonship) and negative (e.g., doping; aggression) is a person's moral code. This has been borne out by research that has shown how morality relates to a range of sporting behaviours, including drug use (Lucidi et al., 2008). Research also suggests that coaching styles and coaching environment have a significant impact on moral growth and this has implications for how young athletes are managed in order to reduce the likelihood of PED use.

This paper examines the behaviours and attitudes of a cohort of 702 elite development athletes (12-17 years of age) with regard to PEDs. It describes the baseline (year 1) data from an ongoing three year longitudinal-sequential study. The broad aim of the research is to identify the factors (namely, morality and coaching environment) that may either foster or inhibit PED use, including both attitudes and actual doping behaviours. Surveys were distributed to secondary school athletes (defined as those competing at state level and above) through three large schools in Queensland, Australia.

Amongst the 702 young athletes there were 57 (8.1%) who had previously taken an anti-doping test. One hundred and nine (15.5%) of the participants were aware of other athletes (in their own sport and age group) who were using PEDs and forty seven (6.7%) of the athletes reported having been offered PEDs. Participants were asked whether they agreed with a statement that they intended to use either supplements or PEDs in the

next 12 months. For supplements, 13.7% of participants intended to use; for PEDs, 4.1% intended to use. Morality and coaching environment were associated with both attitudes and intention to use PEDs. For example, athletes who expressed an intention to use PEDs were more likely to engage in moral disengagement mechanisms (whereby banned behaviours are reinterpreted as being justifiable) than those who did not intend to use drugs.

Results from the proposed study will be used to improve our theoretical knowledge and understanding of why young athletes choose or decline to use PEDs. The results will also have practical application for sport managers, administrators and coaches in deterring young athletes from using PEDs.

Keywords: Performance enhancing drugs; attitudes; morality; young athletes

The Role of Sports Science in Australian Sport: Analysis of a Senate Inquiry

***Jason Mazanov, MAPS
University of New South Wales, Australia***

As a result of the Australian Crime Commission Report "Organised Crime and Drugs in Sport" and the Essendon scandal, the Australian Senate conducted an inquiry into the role of sports science in Australian sport. For this paper the author exploits their subject position in this process, being involved in a Senate Roundtable immediately prior to the Inquiry and as a witness to the Inquiry, to critically reflect on the submissions, transcripts and Report. The aim of this reflection is to better understand how different stakeholders construct the role of sports science, and how this influences the management process. Submissions and witnesses represented institutional interests from sport, sports science organisations, sports medicine organisations, sports law, government, athlete associations and concerned individuals. Three dominant themes emerged from the critical reflection. Firstly, the issue was constructed as one of drug use in sport (doping) rather than one of sports science practice. This emerged from the consensus view that sports science is an ill-defined area, emerging from confusion whether sports science concerned itself with performance or health (the second theme). This issue was constructed variably across stakeholders, indicating where the focus was performance, health or a conflation of both. It was largely acknowledged that the performance-focused aspect of sports science should be protected, presumably by regulating the limits of such interventions relative to health implications. This was argued to be achieved through accreditation and registration of sports science, employment regulation for athletes, and employment protections for sports health professionals. The third theme arose from the performance-health nexus leading to confusion among sports scientists being able to determine the boundary of ethical action. Some stakeholders constructed ethical practice using a values approach, relying on intuitive and circular notions of rightness. Others relied on the World Anti-Doping Code's ambiguous Spirit of Sport statement. Yet others acknowledged their inability to navigate this issue and asked the Senate to structure guidance on this issue, asking government to legislate morality. The ethical basis for Australian sport may be emerging as a potential policy problem for sports science and sport more broadly. These three themes have implications for how managers integrate sports science programs into their organisations. For example, this can include how organisations prioritise the relationship between performance and health, and the implications this might have for insurance costs. The overall outcome of the Inquiry is that sports science has emerged as an issue that needs to be actively managed by sporting organisations.

Keywords: Sports Science; Sports Management; Critical Reflection

Human Rights or Human Right to Play Sport? The UN-IOC Relationship

Daryl Adair, Johanna Adriaanse, Stephen Frawley, Paul Jonson, Nico Schulenkorf
University of Technology Sydney, Australia

The United Nations (UN) and the International Olympic Committee (IOC) have self-proclaimed roles and responsibilities in global society and sport respectively. In recent years these bodies have developed a working relationship. In May 2009 the International Olympic Truce Foundation, in partnership with the IOC's International Relations Commission, staged the inaugural 'Forum on Sport for Peace and Development' in Lausanne. In attendance was the Special Adviser of the UN Secretary General on Sport for Development and Peace. One of the recommendations of the forum was for the Olympic Movement to assist the implementation of UN Millenium Development Goals by using sport as a catalyst for goals of development and peace.

A UN-IOC relationship was swiftly fostered. Later in 2009 the IOC was given the honour of observer status at the UN, while a UN-IOC forum of May 2010 was entitled "The Importance of Partnership". At the opening session the IOC President Jacques Rogge declared: "The IOC and the Olympic Movement have a social responsibility to bring sport and its values to all fields of society. If sport on its own cannot drive this agenda, it can however exchange and partner with those whose responsibility and expertise is to make peace and drive national development, such as the UN." On the face of it, then, there is mutuality and confluence in the UN-IOC partnership. After all, the IOC's resolution on the Olympic Truce is now presented to the UN General Assembly every two years. However, as this paper will attest, there appear to be divergent policy positions, or at the least conflicting areas of remit and responsibility for these two global bodies. The paper focuses on one of these - human rights.

The UN mission is underpinned by the Universal Declaration of Human Rights (UDHR), a document that is sweeping in scope and provides a foundation for a host of UN agencies to function globally. The UDHR, as its title suggests, asserts that the UN seeks human rights for all people and in every foreseeable context. From the UN's perspective, human rights are the foundation upon which global freedoms are made manifest; they are inherent to civilised societies. The IOC mission, meanwhile, is underpinned by the Olympic Charter. It mentions the universal scope of the Olympic Movement and, in terms of the present paper, the IOC's commitment to "social responsibility and respect for universal fundamental ethical principles". On the face of it, then, there is mission congruity. However, by drawing on research into the media management (Adair, 2012) of the Beijing Olympic Games, as well as official reports from meetings of both the UN and the IOC, this paper demonstrates that there are fundamental differences between the philosophies of the UN and the IOC in respect of their understanding of human rights. The former asserts that human rights are universal; the latter (as stated in the Olympic Charter) mentions only "the human right to play sport". With the 2008 Olympics the IOC was in an awkward position: trying to deflect criticisms - from a human rights perspective - about its decision to award the Games to Beijing, while reminding the world that it stood for human rights - but only the human right to play sport. This paper explores that contradiction, but does so with a wider goal - to compare and contrast the human rights policies of the IOC and the UN, both of which have committed to forging a relationship underpinned by common values and similar purposes. The research provides a contribution to institutional policy analysis (Hajer, 2003) at a macro level, with the IOC-UN partnership providing a vehicle through which to evaluate claims of policy confluence.

Keywords: policy, human rights, globalisation, IOC, UN

Perceptions from Managers in Local Councils, Program Providers and Women Participants: Recruiting and Retaining Women in Physical Activity Programs

Clare Hanlon, Tony Morris

College of Sport and Exercise Science, Victoria University

Given the growing obesity crisis and increasing health problems worldwide due to inactivity, our society needs to consider effective, long-lasting interventions, in this case for women to participate in physical activity programs. The purpose of this presentation is to combine the perceptions from managers representing local councils, program providers and women participants on contributors that attract and sustain women in physical activity programs. Responses were obtained in the state of Victoria, Australia. An open-ended survey was distributed to 37 managers and from the eight case studies selected, an in-depth interview was conducted with each program provider and a focus group performed with respective women participants. Inductive content analysis generated common themes related to key aspects that enable the recruitment or retention of women. The social-ecological model offered a concrete framework to determine the levels of influence recognised by the stakeholders, the different perceptions between stakeholders and the opportunities to further enable the recruitment and retention of women in physical activity programs. In this case we discovered the need for all five levels of the model to be applied to physical activity intervention settings in order to create a community impact. In doing so, conclusions can be made that collaborative partnerships play a vital role in interacting between the levels of intervention and maximising the potential for community impact to encourage women in physical activity programs.

Keywords: women, physical activity programs, program providers, local council

KEYNOTE PRESENTATIONS	Room: CO203
Chair: Sally Shaw	Time: 10.40 am – 11.40 am

Sports, Events and Tourism: A Framework for Growth

Martin Snedden

Chief Executive of Tourism Industry Association New Zealand

Martin will introduce and discuss the current NZTIA project to create a 'growth framework' for the tourism industry, which is based in part upon recognising and realising the importance of sports events in stimulating and perpetuating tourism growth. His presentation will focus on the opportunities that exist in New Zealand to carefully develop and implement a comprehensive strategy to use events to stimulate economic growth, including tourism growth, both nationally and regionally. Moving beyond RWC 2011, and addressing visitor experiences, productivity and seasonality, Martin will address the need for a balanced and strategically aligned portfolio of events that vary in terms of size/scale, ownership and organisational structure. [Note: This abstract may be subject to change as the NTZIA 'growth framework' project is developed through to implementation in the weeks prior to the conference].

London 2012 and Events Legacy: On-Shore and Off-Shore Perspectives

Kereyn Smith

*Chief Executive Officer and Secretary General
New Zealand Olympic Committee*

Kereyn's presentation will address sports events and legacy focussing on the recent London 2012 Olympic Games. She will briefly overview the legacy philosophies, principles and actions that informed all aspects of the London 2012 Olympic Games. Touching upon the manifold London 2012 legacy outcomes that extend to the fields of gender, HRD, disability, business practice, environment and communities, Kereyn will consider the

global legacy reach of 'off-shore' events for places such as New Zealand. Her presentation will conclude with reflections on avenues of continuing legacy developments and lessons for future events.

Marketing and Communications	Room: CO219
Chair: Eric Schwarz	Time: 1.00 pm to 2.40 pm

The Impact of Color and Animation on Viewers' Attention in a Sport Sponsorship Context

Christopher Rumpf and Christoph Breuer
German Sport University Cologne, Germany

Sponsoring revenues are one of the major income sources for soccer leagues and clubs worldwide (Deloitte, 2011). The same applies to many other sport properties. Year by year companies invest billions of Euros in order to attract the sport viewers' attention. By so doing, sponsors make use of different colors and animated signage designs. However, it is yet unclear how the use of color and animation is the attention of sport viewers.

Theoretically, this research is based on a two-component process model consisting of bottom-up and top-down attention (Pieters & Wedel, 2004): Whereas bottom-up attention can be regarded as an automatic form of visual selectivity, top-down attention is caused by voluntary gaze shifts of the viewer. Within this framework we assume that both color and animation act as bottom-up cues leading the allocation of attention. More precisely, the intensity and contrast of a color as well as the velocity and type of motion (i.e. animation) drive the saliency of an object in a visual scene, and thus, automatically attract the viewers' attention (Itti & Koch, 2001).

Data for this research comes from an experimental lab study consisting of 40 video treatments and 189 participants. In preparation for the experiment video footage (representing soccer, handball, formula one, and biathlon) was systematically manipulated with a planar-tracking program. By so doing, either the type of signage animation (i.e. blinking, flowing, lighting, twisting, and static) or signage color (blue, green, yellow, red, and white) was changed holding all other variables constant. During the experiment eye-tracking was employed to assess the participants' gaze while watching four manipulated sport videos. Subsequently, recall and moderating variables were measured by questioning the participants.

Multivariate regression analysis reveals that color and animation have a statistically significant impact on the viewers' attention. With regards to different types of animation, the degree of visual attention (indicated by gaze time) varies considerably: Whereas blinking ($b=.329$, $p<.001$) and flowing ($b=.280$, $p<.001$) animations show a strong impact on attention, lighting ($b=.182$, $p<.001$) and twisting ($b=.181$, $p<.001$) animations are less effective. In contrast to animation, the impact of different colors on attention turns out to be less strong, but still statistically significant.

This research bears essential implications for sport marketing practice: Firstly, the most prevalent sponsorship evaluation approach measuring effectiveness in seconds of exposure can be misleading since significant drivers of effectiveness such as color and animation are ignored. Secondly, by taking into consideration the identified impact of color and animation on viewers' attention, the success of sponsorship communication can be increased.

Keywords: sponsorship communication, visual attention, signage design, eye tracking

Visualizing Temporally Changing Sentiment on Twitter: A Case Study of Exploring and Analyzing Sport Fan Experiences

Orland Hoerber¹, Larena Hoerber¹, Laura Wood², Ryan Snelgrove²
¹University of Regina, Canada and ²University of Windsor, Canada

In recent years, Twitter has become both an important marketing tool as well as a valuable source of information regarding public perception of various products, services, and events. In the sport context, numerous studies have been conducted to analyze how organizations and athletes use Twitter as a communication mechanism (e.g., Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Kassing & Sanderson, 2010; Sanderson & Cooper, 2011). However, Twitter also holds promise for developing a deeper understanding of the consumption experiences of fans. Relatively little work has explored the content of sport fans' tweets, the occurrences of phenomena before, during, and after an event that move people to tweet, and the changes in sentiment as the event unfolds. Methodologically, most of the prior research in this area has employed relatively small random samples of tweets due to the limitations of manual analysis techniques. Computer-based natural language processing approaches and interactive visual representations of the associated data can facilitate the analysis of much larger and complete datasets, increasing the reliability and generalizability of the results.

The focus of this research is to study the content of sport fan tweets in order to explore the temporally changing sentiment in relation to specific phenomena that occur during the course of the event. Data will be collected for a case study based on the 2013 Le Tour de France, using English tweets that employ the official hash tag #TDF. The research is supported by software that extracts data from Twitter (Twitter, 2013), performs automatic sentiment analysis (Feldman, 2013), and provides a visual and interactive interface to support analytical reasoning and understanding of the data (Keim et al., 2008).

Using the hash tag associated with the sporting event as a query, all of the tweets that make use of this tag before, during, and after the event are extracted from Twitter. Each individual tweet is analyzed using sentiment analysis software in order to determine whether the textual contents are positive, neutral, or negative in nature. In order to support the exploration and analysis of the temporally changing sentiment, the tweets are visually represented within a multi-scale visual encoding interface. At the macro-scale, an overview of the fan sentiment can be observed over the full temporal extent; at the micro-scale, individual tweets over a small temporal range can be examined. The interactive nature of the novel visual analytics software developed for this research supports the visual identification of high-level trends in the temporally changing sentiment, "zooming in" on time scales that contain interesting features, the visual analysis of low-level trends, the inspection of tweets to explore the causes of the positive or negative sentiment, and the insertion of phenomena that occur during the course of the event that may affect the sport fan experience.

Examples of the visual representations generated by the software based on the tweets using the official Le Tour de France hash tag will be provided. These will be used to illustrate the temporally changing fan sentiment and the phenomena that were observed during the event that may have impacted the opinions and experiences of the fans. The correlation between these phenomena and the changes in the sentiment will contribute to a narrative of the fan experience during the course of the event. From a managerial perspective, this study will facilitate an understanding of the ways in which fans are currently using the official event hash tag, how these relate to positive or negative opinions among the fans, and how these opinions are changing over the course of the event. Using this information and the method developed in this study, sport event marketers could identify the types of phenomena that lead to negative impressions, and more actively engage with fans in real-time to promote positive event experiences.

Keywords: Twitter, Sentiment Analysis, Temporal Analysis, Visualization, Sport Event Experience

Picture This: Olympic Athletes' Self-Presentation on Instagram

Andrea N. Eagleman¹ and Lauren M. Burch²

¹Massey University, New Zealand and ²Indiana University, USA

Athletes and sport organisations are becoming increasingly active on social networking websites such as Twitter and Facebook in order to connect and interact with fans and stakeholders, increase brand awareness, and promote and attract sponsors (Blaszka, Burch, Frederick, Clavio, & Walsh, 2012; Browning & Sanderson, 2012; Eagleman, in press; Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Pegoraro, 2010). Drawing on Goffman's (1959) influential work on social interactions and self-images, Marshall (2010) noted that such sites have the ability to serve as a public presentation of oneself and asserted that an individual's construction of self on social media is "highly conscious of a potential audience as much as it is a careful preening and production of the self" (p. 40).

Lebel and Danylchuk (2012) stated that with the ever-increasing opportunities for athletes to express themselves via social media, they must be cognizant of public relations practises and ensure that they present themselves in a positive light. Similarly, DeAndrea and Walther (2011) analysed Facebook users' self-presentations and concluded "everything one posts on Facebook can be used against him or her in the court of social approval" (p. 820), highlighting the importance of proper self-presentation management when utilising social media. While high performance athletes from all sports use social media, it is especially important for niche sport athletes who do not receive mainstream media coverage on a daily basis to take advantage of social media outlets and online content creation tools in order to generate publicity, as this is often their only means of promotion (Eagleman, in press).

Scholarly research on athletes and social media to date has focused on Twitter and Facebook, both of which rely largely on content as the main mode of communication between users. Another social media outlet gaining popularity amongst athletes is Instagram (Armen Graham, 2013), in which users post photographs as their primary communication mechanism. In February 2013, just two and a half years after its launch, Instagram surpassed the 100 million users mark (Mlot, 2013). No known studies to date have examined athletes' use of Instagram. Additionally, while myriad literature exists on the visual portrayals of athletes in the mass media (e.g., Clavio & Eagleman, 2011; Fink & Kensicki, 2002; Hardin, Lynn, & Walsdorf, 2005), no known studies have examined athletes' visual self-portrayals. Therefore, the purpose of this study was to examine Olympic (niche sport) athletes' self-presentation on Instagram in order to develop an understanding of the ways in which athletes use this medium as a communication and marketing tool, and to understand whether differences exist between the utilisation of Instagram by male and female athletes.

A purposive sample of eight international athletes (four male, four female) who competed in the 2012 Olympic Games and maintain active Instagram accounts was utilised for this content analytic study. A codebook was developed based on that of Pegoraro (2010) in her examination of athletes on Twitter. Modifications were made to ensure the codebook was appropriate for Instagram's visual content. Additionally, the athletes' photo captions, number of comments, and number of likes were recorded to gauge promotional interactivity. Two trained coders established intercoder reliability and examined a total of 800 photographs posted to the athletes' Instagram accounts, which was consistent with previous sport literature (Burch, 2012; Clavio & Eagleman, 2010). The research is still in progress at the time of this submission. Results and implications for sport managers and researchers will be presented at the 2013 SMAANZ Conference if this submission is accepted.

Keywords: social media, Instagram, Olympic athletes, communication, self-presentation

Exploring E-Promotion in Australian National Sport Organisations

Damien Whitburn, Adam Karg, Paul Turner
Deakin University, Australia

Promotion has been suggested to be an important dimension or outcome of National Sport Organisation (NSO) performance, providing a tool to generate external funding as well as communicate and engage internal and external stakeholders. Traditional marketing activities are being modified into their electronic equivalents with the result being the creation of e-promotion. The suite of activities within e-promotion are playing an increasing role given their capability to reach, communicate with, and engage large audiences in a low cost, highly efficient and targeted manner compared to traditional media platforms.

Due to its emergent role within sport organisations there is very little knowledge about the use of e-promotion in NSOs, with practice outpacing theory in this area. While frameworks to describe and analyse traditional promotion approaches in profit and not-for-profit organisations exist, such adaptations for e-promotion strategies in NSOs are yet to be developed.

This research aims to understand how 'non-corporate' Australian NSOs activate and implement e-promotion strategies. Data was collected from an in-depth qualitative exploration of e-promotion strategies in small and medium sized Australian NSOs. Documentation analysis, including interviews with organisational leaders, managers and operational staff responsible for marketing and communications functions were undertaken. Data was analysed to understand the role and importance of e-promotion, as well as develop a model for e-promotions use in NSOs based on a traditional systems approach grounded in the study of inputs, throughputs, and outputs.

Results of this study showed that leaders of 'non-corporate' Australian NSOs broadly identify e-promotion to be an important dimension that contributes to organisational performance. However, such strategies are complex, and activated and implemented in different and unique ways, particularly compared to corporate sports and organisations. NSOs in this study also face a range of barriers that inhibit their ability to use e-promotion in ways proven to be effective in other organisations. In order to overcome these barriers, NSOs have devised different ways of carrying out the activities normally associated with a systems process model of e-promotion.

A new model is presented, developing the traditional systems model of inputs, throughputs, and outputs for e-promotion in Australian NSOs. This model provides a framework to allow further research, assess practical approaches and improvements to NSO strategy, and provide guidance to the education of sports managers working in NSOs and within e-promotion.

Keywords: e-promotion, sport marketing, organisations, NSOs, Australia

Sustainability	Room: CO222
Chair: Kathryn Hoskyn	Time: 1.00 pm to 2.40 pm

Exploring Green Waves: Isomorphism of Environmental Practices in North America and Australia

Brian McCullough¹, Sheila Nguyen² and Michael Pfahl³

¹Bowling Green University, USA, ²Deakin University, Australia and ³Ohio University, USA

Sport organizations within leagues and conferences illustrate a unique competitive mix where the members have a shared interest to ensure the stability and legitimacy of its fellow members to ensure the strength of the entire league. As a result, league- or conference- wide initiatives (i.e., environmental sustainability) are implemented to boost the credibility and to reduce threats to their legitimacy. One such set of initiatives is focused on environmental sustainability. While environmental sustainability has developed as a defined research focus, initial research has provided theoretical frameworks using institutional theory to understand

the emergence of environmental sustainability initiatives within the sport industry. Institutional theory has emerged as a predominate theory within the sport management literature and its supporters posit that organizational behaviors can be understood from the perspective that the engaged environments influence their behaviors and processes. As a result, In striving for legitimacy and to buffer themselves from threats, organizations borrow and adopt organizational actions and processes that are legitimized within their environments to ensure their sustainability.

Through reviewing extant isomorphism literature and industry actions, the authors have identified waves of adoption and learning of environmental sustainability practices and the respective coercive, mimetic, and normative pressures contributing to such waves (awareness, knowledge, and action). The authors will present the evidence and findings from the exploration of the notable waves experienced within the sport industry in North America and Australia and how this understanding can progress the environmental movement within the respective sport industries. Specifically, the presentation will examine the composition of the waves as a way to provide both a theoretical overview of the development of sport and the environment issues and as a strategic guide for sport managers at all levels of sport to examine historical and present contexts in order to advance their unique environmental strategies. This conceptual discussion will uncover a number of key factors that contribute to and challenge the transitions across waves and will provide a basis for further exploration of the forces that results in isomorphic change. This discussion includes Wave One (e.g., awareness, knowledge development, communication, etc.), Wave Two (e.g., assessment maturation, skill development and knowledge collection and dissemination, etc.), and Wave Three (e.g., full assessment processes, strategic planning for integrated environmental management, stewardship, etc.).

It is the aim of the presentation to highlight institutional theory as a considered and viable lens in which to evaluate learning and pressures to adopt environmental sustainability practices. Further, as learning outcomes, the authors will present the pragmatic value (e.g., strategic implementation, integration, etc.) of considering various factors that enhance the learning process using case examples across North American and Australian sport industries. From these case examples, the researchers will discuss how professionals can strategically move from one wave to the next when deepening their environmental sustainability commitment and undertaking specific strategic planning processes.

Keywords: Isomorphism, environmental sustainability, conceptual framework

Community Sports Events, Sponsorship and the Impacts of a Public Health Agenda

Rachel J. Batty
Griffith University, Australia

Existing research suggests that the stereotypical realm of taboo sport sponsorship, which has traditionally included tobacco and alcohol products, is evolving to incorporate soft drink, confectionary and fast food. Such products are viewed (by some event stakeholders and community members) as detrimental to local health initiatives and are seen as contributing to health issues including obesity, diabetes and heart disease. As a result, some organisations who associate themselves (via sponsorship) with community sporting events are receiving criticism over the types of products they are promoting. These challenges are due, in part, to increasing public health concerns (especially within New Zealand) and amplified levels of corporate social responsibility in relation to sponsorship partnerships with companies that produce such products. Due to sporting events often being linked to stereotypical values associated with fitness, healthy living and active lifestyles, this would suggest that there is a narrowing field of sponsors and associated funding which sporting event managers can utilise.

In order to establish an effective balance between acknowledging health concerns and maintaining sponsorship as a viable source of funding for community sports events, event stakeholder objectives and values need to be examined and understood. Such research will aid in the sustained provision of community sporting events, in addition to gauging the impact public health agendas can have on potential and existing community sports events sponsors.

Four New Zealand based community sports events were reviewed as case studies, each of which was selected based upon a series of pre-set classification criteria. These criteria identified each event involving sponsors who had recently fallen under question (such as confectionary, fast food or soft drink companies), lacked regulation and who were yet to be guided by legislation. In-depth, semi-structured interviews with event coordinators and associated event stakeholders, in addition to the collection and analysis of relevant documentation (including media articles, policy documents and promotional materials) took place between April 2010 and December 2012. Individual stakeholders were identified via a snowball sampling technique.

An analysis of the research findings has found that community sport event stakeholders are increasingly taking obesity, heart health, diabetes and other major health issues into consideration when aligning with events and sponsors. The pressure of a public health agenda has resulted in event stakeholders avoiding alignment with unhealthy food and beverage brands and products. Resultantly, event owners are being called upon by event stakeholders to reduce their dependency on sponsors who clash with health objectives. The rise in influence of a public health agenda has also resulted in increased consideration of associated event sponsorship legislation and policy. Such changes in sponsorship acceptance is severely limiting the funding opportunities available to community event managers and thus affecting the sustainability of such events.

These findings have direct implications for current and future event managers, particularly in relation to funding sources, sponsor alignments and event stakeholder management. Further research within the area of community sport events is proposed, including a longitudinal assessment of community sporting events could assist in mapping more detailed changes in public choice, sponsorship selection, stakeholder alignment and public health agenda influences.

Keywords: Event Management, Sport Sponsorship, Community Sport Events, Public Health Agenda

“Surfcredits”: A Formalised Approach for Professional Surfing to “Give Back” to Host Communities

Jess Ponting¹ and Danny O’Brien²

¹San Diego State University, USA and ²Bond University, Australia

This research explores a new and innovative approach to event leverage and corporate social responsibility in the context of professional surfing. For surfers, the search for the perfect wave often leads to incredibly beautiful and fragile places. The world governing body for professional surfing, the Association of Surfing Professionals (ASP) oversees a World Championship Tour (WCT) that consists of 12 events held at iconic surfing locations around the world. Also known as the “Dream Tour”, the WCT showcases every surfer’s aspirational journey to the world’s most inspiring proving grounds. Those who embrace surfing’s adventure, freedom, action, and aesthetic, care deeply about these iconic places and their respective host communities. There is a growing expectation for the surf industry to reflect these values. In 2012, an initiative called “SurfCredits” was successfully launched at the Volcom Fiji Pro to function as the ASP’s corporate social responsibility arm at WCT events. SurfCredits utilises the WCT’s webcast platform to employ an online donation system that links surfers, destinations, audiences, athletes, communities, aid projects, and sponsors to benefit host communities in WCT event destinations. Webcast viewers of WCT events donate to pre-vetted non-profit organisations that are doing important humanitarian, conservation, or research work in event destination communities. In return, donors receive various incentivised gifts and prize opportunities.

This study builds on the burgeoning literature on sport event leverage (Chalip & Leyns, 2002; Chalip, 2004, 2006; Green & Chalip, 1998; Green, 2001; O’Brien, 2006; 2007; O’Brien & Chalip, 2007; Schulenkorf & Edwards, 2010; 2013), and also provides insight on the challenges faced by an innovative new approach to event-based corporate social responsibility. A mixed method research approach was employed in this ongoing study. This approach involves in-depth interviews with key stakeholders from the ASP, including both sport administrators and professional surfers; as well as sponsoring companies; non-profit organisations; host community representatives; and, SurfCredits donors. Complementing these interview data, a survey of SurfCredits donors was undertaken; as well as participant observation.

The study is ongoing, but initial results indicate a new model for event leverage may be emerging that is applicable to a multi-location tour format. This builds on earlier work by Chalip (2004) and others that have been more focused on leveraging approaches for one-off or recurring events in individual host communities. The study's results are promising and should be of interest to those involved in event management, sport for development, corporate social responsibility, and the applicability of online viewing platforms and social media to event leverage for host community benefits.

Keywords: Sport for development, event leverage, event management, online sport broadcast platforms, professional surfing

An Examination of Social Responsibility Expectations Across Ideal Type Sports Organisations: A Delphi Approach

***Jonathan Robertson*¹, *Hans Westerbeek*^{1,2}, *Rochelle Eime*^{1,3}**

¹Victoria University, Melbourne, Australia, ²Free University of Brussels, Belgium and ³University of Ballarat, Australia

This study was initiated in response to the growing complexity and unbounded nature of 'social' expectations placed on sports organisations. Drawing on the resource-based view; we contend that sports organisations will have unique social responsibility profiles dependent upon their resource capacity and organisational context. The aim of this study was to generate organisationally specific social responsibility profiles for three ideal type sports organisations using the consensus generating Delphi method. This presentation investigates the implicit nature of social responsibilities that 'mean something, but not always the same thing, to everyone', in the context of three ideal type organisations – a local sports club, an elite sports club and a sport's governing body.

The primary objective of this presentation is to articulate an explicit social responsibility profile (issues and actions) for each ideal type sports organisation.

The concept of social responsibility was examined from a sport management perspective. Leading sport management academics and executive managers from national sports organisations worldwide were invited to participate in a Delphi process. The initial round asked participants to rate the importance of 25 social responsibility items for each ideal type. After subsequent refinement in rounds two and three, social responsibility issues that achieved consensus were included as an important issues within the social responsibility profile.

Preliminary findings indicate that the perceived importance of social responsibility was considerably different between local, elite and national governing sports organisations. For an elite sports club the most important issues raised were associated with financial viability within the organisation, maintaining the 'uncertainty of outcome' and producing on-field success. Conversely inclusion issues were perceived of most importance to the local sports club and national governing body. For a local sports club the primary issues of importance were perceived to relate to maximising participation in the sport, ensure fiscal responsibility to its members and inclusiveness issues such as anti-discrimination, safeguarding individuals from harm and maximising volunteer participation. Interestingly, the national sports governing body was deemed to have the highest perceived social responsibility that included both operational themes (financial viability, fiscal responsibilities, governance frameworks and data protection), inclusion and equity themes (anti-discrimination, equal opportunity employer, disability, gender, accessibility) and risk aversion (safe-guarding individuals from harm, injury prevention).

This research contributes to sport management practice and theory by investigating the differences in the organisational importance of social responsibility issues and actions. Building on the commonly held belief that prioritising is a central function of management, this paper suggests that social responsibility priorities will differ according to an organisations context and capacity. By understanding how global academic and industry experts prioritise these issues in idealised organisational contexts, we hope to contribute to the sport management literature by deconstructing complex social responsibilities that are often intrinsically favourable, and thus difficult to prioritise for sport managers whom operate within constrained resource capacities. Future

research could use the social responsibility profiles generated within this research to empirically investigate whether the findings generated in this research are consistent with real-world organisational fields in the sport industry.

Keywords: Social Responsibility, Sports Organisations, Delphi, Ideal Types

Sport Development	Room: CO204
Chair: Emma Sherry	Time: 1.00 pm to 2.40 pm

Coaching in Modified Sport: “What Skills Do Coaches Require When They Are Allowed On The Field Of Play and What Are The Implications?”

Kylie Wehner and Pamm Phillips
Deakin University, Australia

Coaches have a crucial role in the delivery of modified rules programs as they ensure athletes have opportunities for participation and simultaneously facilitate the development of skills appropriate for age and maturity level (Green, 2005; Sotiriadou, 2005; Sotiriadou, Shilbury & Quick, 2008). In Australia, the Australian Football League (AFL) has provided a comprehensive set of modified rules for junior (8-12 year old) Australian Football (AF) players. As AF is traditionally played on a very large ground, one modified rule for Under 9 competition has been to allow the coach on the ground during competitive play. The official AFL Junior Match Policy rules state that the coach is allowed on the ground during play “for the sole purpose of providing immediate feedback to players” (AFL, 2009, p.39). Outside of Under 9s (that is in other junior age levels, as well as adult forms of the game), the coach is restricted to a designated area off the field of play, and only allowed on the ground to have direct contact with players during official game time breaks.

Although it is recognised that coaches are crucial to sport development (de Bosscher et. al., 2009; Sotiriadou, Shilbury & Quick, 2008), there is little research that explores the development of coaches themselves (Dawson & Phillips, 2013), and no research that explores coach development for the delivery of modified rules programs. In terms of practice, the AFL’s coach development programs have been designed to cater for the majority of practicing coaches—and do not consider development for coaches who operate in the special circumstances of modified rules where the context of one of the fundamental coaching skills (providing feedback) is altered. This study aims to identify what practicing coaches of Under 9 modified rules understand about the rule that allows them onto the ground, and how it impacts the way in which they coach to inform coach development.

A total of seven practicing coaches of Under 9 AF leagues who coached from on the ground (in accordance with the modified rule) were observed between one to three times during the 2012 competition season. One of those coaches was also interviewed. Further, four coaches who had various experience with coaching from on the ground were interviewed regarding their knowledge, perceptions and experiences of the coach-on-the-ground rule. Consistent with the AFL’s rule statements, coaches reported that the main advantage of the rule was to allow them to provide immediate feedback, particularly when children were developing skills and an understanding of the game. In contrast, when coaches were observed, they did not use the rule in the ways it was intended. Coaches did not take the opportunity to provide different types of, and more frequent feedback that their proximity to players would allow. Furthermore, they did not move around the ground to get into position to provide immediate feedback to players.

While coach feedback was positive, the opportunity to provide feedback in ways that would assist skill development did not occur. Therefore, the real advantage of the rule was not realised. This has important implications for the AFL because coaches were not provided with appropriate skills or knowledge to implement the rule in such a way that could enhance children’s skills and therefore contribute to sport development (Green, 2005; Sotiriadou, 2005; Sotiriadou, Shilbury & Quick, 2008). Implications for coach development and education, as well as sport development programming are discussed.

Keywords: sport development, coach development, Australian Football, coach education

“We Were Very Sad to Start With ...”: The Resilience of Community Sport Organisations in the Aftermath of Natural Disasters

Kevin Filo¹, Graham Cuskelly¹ and Pamela Wicker²

¹Griffith University, Australia and ²German Sport University Cologne, Germany

There are approximately 6,000 community sport organisations (CSOs) in the state of Queensland, predominantly staffed by volunteers with close connections to the local community. In recent years, many of the CSOs in Queensland have been impacted by natural disasters resulting in damaged infrastructure. Resilience within CSOs was required to recover and to restore capacity to deliver sport participation opportunities within communities. Accordingly, the purpose of this research is to investigate the resilience of CSOs demonstrated through recovery from the impacts of natural disasters (e.g., floods and cyclones) in Queensland.

Resilience can be defined as “the ability of a social system to respond and recover from disasters and includes those inherent conditions that allow the system to absorb impacts and cope with an event, as well as post-event, adaptive processes that facilitate the ability of the social system to re-organize, change, and learn in response to a threat” (Cutter et al., 2008, p. 599). The framework for this research is based on the concept of organisational resilience, comprised of four dimensions: robustness (i.e., the strength of an organisation to withstand a stressful event), redundancy (i.e., the extent to which facilities/resources can be substituted), resourcefulness (i.e., the extent to which an organisation can prioritise tasks), and rapidity (i.e., the capacity to meet priorities in a timely manner) (Bruneau et al., 2003). An earlier quantitative investigation uncovered evidence of each of these four dimensions among CSOs impacted by a natural disaster. However, the extent of each dimension varied considerably and a variety of organisational characteristics (i.e., size, type of sport) were revealed to impact CSO recovery. The current research reflects a qualitative extension of this investigation.

To qualitatively investigate the resilience of CSOs impacted by natural disasters, data were collected via nine focus groups and one semi-structured interview conducted during site visits to ten CSOs in Queensland. The largest focus group involved six participants. Most of the focus groups consisted of 3-4 individuals. The site visits lasted between 60 minutes to 1 hour and 55 minutes.

Evidence of each of the four dimensions of organisational resilience was uncovered across the ten site visits. Robustness was revealed through the CSOs withstanding the stress associated with the natural disaster and continuing to operate amidst the damage. While some evidence of redundancy did emerge across the site visits, this was only for a minority of CSOs. Some CSOs were able to implement alternate funding mechanisms to substitute for missing competitions or events to replace lost revenue. However, due to the limited financial resources of these CSOs, along with the extent of the damage to facilities, most of the CSOs examined were not able to demonstrate redundancy. Resourcefulness was highlighted throughout the site visits across a number of sub-dimensions including: human resources, material resources, financial resources, and network resources. Meanwhile, most CSOs demonstrated effective deployment of these various resources throughout recovery. Finally, in terms of the rapidity demonstrated by CSOs, a great deal of variation was evident regarding the recovery time required. One association resumed competition almost immediately after the flooding, while another club required nearly two years to recover. A number of recommendations can be made concerning networking, risk management, communication, and grants and budgeting. CSOs can implement regular communication with club members via online surveys and newsletters whereby the organisation can solicit information concerning materials-based connections (e.g., equipment) and networks (e.g., financial services, local council) that exist within the membership.

Keywords: Organisational Resilience, Community Resilience, Community Sport Organisations

High Performance Sport Development in Australia: What is the Impact When International Stakeholders are Introduced?

*Aisling McCarthy, Paul Turner, Pamm Phillips,
Deakin University, Australia*

Athletes who perform successfully at the national or international level provide sport organisations with prestige for their sport, their organisation, and ultimately the nation. Successful high performance management enables sports organisations to leverage the prestige and success of athletes at the highest level, to build membership and participation. Elite athlete success also provides them with the opportunity to maximise funding outcomes through development of partnerships with organisations such as governments, sponsors, advertisers, and broadcasters.

The development of an athlete at the elite level does not occur in isolation and requires the involvement of various stakeholders. Research on systems that facilitate successful high performance management has identified a range of these stakeholders. For example, Sotiriadou, Shilbury & Quick (2008) have identified the stakeholders and processes required for sport development (including high performance) in Australia, while de Bosscher et al (2009) have done so for a number of different European nations and compared them with each other. Although this research has been crucial to developing knowledge of sport development systems, the focus has been on reviewing domestic systems and practices within a particular nation. Missing is an acknowledgement of international stakeholders who penetrate domestic sport development systems and practices, particularly in high performance.

Sport leagues and teams seek the best talent internationally to play in their competitions, and are increasingly sidestepping their domestic systems of sport development and branching into international markets. For example, the traditionally North American based sports of baseball and ice hockey exist in Australia with domestic sport development processes that mostly follow those depicted in the Australian sport development literature. However, recently for both those sports, internationally based stakeholders have penetrated the (domestic) Australian high performance management systems. This research identifies the impact that the introduction of internationally based sport organisations in high performance has in the sports of baseball and ice hockey in Australia.

Eight semi-structured interviews were conducted with individuals responsible for high performance management in the sports of baseball and ice hockey in Australia. Interview data analysis was undertaken in three stages and the check coding process (Miles & Huberman 1994) was undertaken with the researcher and two experts. Results suggest that the introduction of international stakeholders is having a different impact in each sport. For baseball, Major League Baseball's international organisation Major League Baseball International (MLBI) is investing in infrastructure and high performance programming in agreement with Baseball Australia (the NSO). In ice hockey, individual sporting organisations from the United States are exploring different tactics. Rather than aligning directly with the NSO (Ice Hockey Australia), they consider a more beneficial strategy to be one where they align directly with Australian Ice Hockey League (AIHL) teams in Australia. This has implications for high performance management; international sport development; as well as for domestic sport development (in Australia). Implications for future research, practice and education in sport management will be presented.

Keywords: high performance management, stakeholders; sport development

Representing New Zealand as a South Korean Athlete: The Korean National Sports Festival, Return Visits and Transnational Identity

Ik Young Chang
University of Otago, New Zealand

To date, migration has commonly been theorised as a process that ends with settlement in a new country and thus return visits which occur after 'settlement' have not been conceptualised as part of the migration experience. However, with technological advances in transport and communication, which have allowed immigrants to maintain rapid, inexpensive, and accessible links with their homeland, migration has begun to be understood as a set of transnational processes that link the home and host countries. As one of many transnational activities, the return visit can be defined as a temporary visit to one's place of birth (or the 'external homeland') from a current city, region or country of residence which may help immigrants to construct and negotiate a transnational identity between the new and old homes (Baldassar, 1997; Duval, 2004). This study focuses on how one government, South Korea, uses sport as a part of a wider strategy to encourage return visits in order to maintain cultural, economic and political links with overseas citizens. More specifically, this paper examines the experience of Korean immigrants living in New Zealand who return to Korea to participate in the annual National Sports Festival. Drawing upon interview and participant observation data, this paper reveals that the South Korean-New Zealanders' experiences of participation in the NSF help to facilitate their transnational lives and to negotiate their transnational identities. In particular, the analysis reveals three different experiences through participation in the NSF which may affect their transnational lives and identities; 1) athletic experiences through participating in a highly competitive sports event, 2) nostalgic experiences through meeting their families and friends or enjoying entertainment which they cannot easily do in the receiving country and 3) political and economic experiences through interacting with politicians and businessmen which may contribute to mutual benefits between their old and new homes. Overall, the paper discusses the experience of Koreans who represent New Zealand in an (inter)national sport and cultural festival and its influence on their transnational lives and identities.

Policy – Human Resource Management	Room: CO203
Chair: Russell Hoye	Time: 1.00 pm to 2.40 pm

Exploring Transition from Professional Rugby

Rebecca Shaw, Paul Jonson and Daryl Adair
University of Technology, Sydney, Australia

In 1996 the sport of rugby union ("Rugby") became professional around the world. This brought many changes and challenges in the areas of player management and player welfare. Players of today are earning money like never before, but as they are committed full-time to sport many are missing out on opportunities to obtain workplace qualifications and life experiences to assist with a career after rugby. Today's professional rugby player is devoting a key part of his life to a sport career which is quite limited. A related factor is the introduction of "Rookie" contracts; this has resulted in players being selected into the professional ranks at a much younger age, many straight from school. The financial incentive of playing overseas often leads to players leaving family and community support networks to extend their playing career.

The initial period of retirement from a career as a professional rugby player - transition - is therefore challenging for many players. For some, the decision to retire is voluntary, though many are forced into retirement due to de-selection or injury. The Rugby Union Players Association and the Australian Rugby Union (and their equivalents in New Zealand) have developed a number of programs to assist players prepare for life after rugby, and to support players during their transition. There is however, limited research into the transition process in rugby, with only a few industry surveys of past players offering insights into player experiences. This industry research shows that many players experience problems with loss of identity, relationship breakdowns, depression, and unemployment while adjusting to life after rugby.

The transition literature focuses on elite athletes, mostly college or Olympic athletes, with fewer studies of professional sportsmen and women. An assumption of this study, which is a Doctoral thesis in its early stages, is that the transition experience of elite athletes is distinctive to different sports and research is needed to determine whether current transition models and theories apply to the context in which rugby players ply their trade.

This presentation will introduce a framework to explore the transition experience of Australian professional rugby union players through Atchley's (1989) *continuity theory*. It will outline the elements within the framework including subjective well-being, identity, behaviour and social support. Data collection for this research has not yet commenced and therefore the proposed research design - a three stage process - will also be detailed.

The results, to be presented at a later date, will develop a greater understanding of the transition experience of a professional athlete, and will guide rugby organisations in the development of policies and programs to help players prepare and manage the transition process.

Key words: professional sport, athlete transition, player welfare, rugby

What is the Role of the Umpire in Junior Sport and How are they Trained?

Pamm Phillips & Matt Allan
Deakin University, Australia

Modified rules programs for junior sport necessitate that the standard rules of sport (as used in competitive adult sport) are altered substantially, or in some instances, not used at all. However, adults are often required to assume roles of responsibility that are normally present in competitive adult sport, such as an umpire or coach. In some cases, adults who take on these positions in junior sport voluntarily attend training and accreditation courses to equip them with the skills required for the role. In most cases, adults volunteer in these roles with little or no training regarding the role itself, nor regarding the way in which the role may differ for the unique context of junior sport. In the case of coaching, there is a large body of academic literature that suggests the practice and philosophy of coaching in youth sports is vastly different from that in adult sports (Collins et al 2009), and for many sports appropriate coach education and training programs have been developed (Dawson & Phillips, 2013). However, this is not the case for umpires. There is no literature that begins to explore what the role of the umpire is in junior sport. This role is generally considered to be one of rule enforcement, yet in junior sport when children are learning the skills and the sport, and the rules under which they play are modified, it is not clear how this impacts the role of the umpire. Furthermore, there is no literature that examines how umpires should be trained to officiate in this context. This research begins to fill that knowledge gap.

This study examined the role of, and training for umpires who officiate in junior Australian Football (7-12 year olds) where modified rules according to the AFL Junior Match Policy were implemented. A total of 10 umpires participated in this study. Four umpires were volunteer parents, and six were trained through an official AFL training program. All umpires were observed during the game, and wore GPS units where their on-field movements were recorded. Each umpire also participated in an interview about their officiating experience.

Results of this study indicated that trained umpires in many cases did not facilitate matchplay for junior players in the same positive way that volunteer parents did. While trained umpires used correct hand signalling and positioning in ways that would be used for officiating at adult and professional levels of the sport, children were not able to understand their signals, or hear their voices. Moreover, some trained umpires had little knowledge of the modified rules that were being used in the junior context. In contrast, volunteer parents called children (in both teams) by their name, and were always in close proximity to the child with the ball. GPS maps of volunteer parent and professional umpire movement will be presented to demonstrate the differences in their movement patterns. Volunteer parents also gave encouragement and guidance and were more like "umpire coaches" on the field who explained the rules as they umpired. In interview, volunteer parent umpires described their role as one of being similar to a development coach - but for both teams. On the other hand, in interview, many of the trained umpires reported that they were aspiring to be career

umpires and reach senior and professional levels of the game. Although the standard and quality of officiating offered by trained umpires could not be questioned, nor could their professional conduct, it did not translate successfully to the junior context. The implications for the practice of umpire management, the need for future research, as well as the need to review education and training will be discussed.

Keywords: Umpire, junior sport, modified rules, umpire training, umpire education

The Elite Sport Selection System in Australia: Selectors' Perceptions

Sandra Hillas and David Shilbury
Deakin University, Australia

Selection of athletes is a challenging and often contentious task, undertaken in a developing and dynamic work environment. Selection has traditionally been the province of sport volunteers, however as the sport industry has become increasingly professional, it follows that selection practices should also be on the same road to professionalisation. The Sydney 2000 Olympic Games brought about a 'record' number of selection appeals, approximately 20% of which were successful. Sport industry leaders, concerned about this outcome, appeared to conclude that a lack of professionalism was the cause, and set about driving substantial industry change. In 2001, the Australian Olympic Committee (AOC) commissioned an examination into the team selection process by the Honourable Trevor Morling QC, who produced what is known as "the Morling Report", and in 2002, the Australian Sports Commission (ASC) published a document aimed at national sport organisations which was entitled "Getting it right: Guidelines for selection".

Ten (10) years have passed since these AOC and ASC interventions, and it was considered timely to carry out a study to examine the quality of the selection process for elite sport in 2012. It should be said that an appeal with respect to a selection decision does not necessarily constitute evidence that the selection process used to arrive at that decision was unprofessional, but as one study respondent put it, "*an appeal means that at least one person thinks you haven't done your job properly*". An examination of the process was undertaken from the point of view of the selector, and is the first time that their perceptions have ever been sought. Semi-structured interviews of approximately one hours' duration were conducted with twenty-one (21) selectors, both volunteer and professional, from twelve (12) individual and team sports, that either currently are or have previously been Commonwealth Games and/or Olympic Games sports. Transcribed interviews were concurrently coded and analysed, using the constant comparative method that is a principle of grounded theory.

Preliminary findings indicate three important outcomes. First, a profile of selectors is provided, confirming prior research in this area and adding further detail. Second, respondents were asked about human resource management (HRM) concepts such as motivation, commitment, job satisfaction, conflict and organisational change in respect of their role, with a view to understanding their beliefs and perceptions. Finally, respondents explained how selection decisions were made within their sport, to assist in determining whether they and their respective sports approached and carried out the task in a professional manner. In general, it can be concluded that the selection process has changed and is substantially more professional than it was, but that a number of weaknesses still exist. Some of these issues are overt and easily identified by the selector respondents, while other covert matters are suggested by some very frank responses and comments. These findings will be discussed in this presentation, and the implications for the status of selectors will be considered.

Keywords: selection, selectors, disputes, policy, human resource management

Cross-Cultural Transition of Rugby Union Players in Japan and New Zealand

Shogo Tanaka and Ken Hodge
University of Otago, New Zealand

An increasing number of athletes across a range of sports migrate from their home country to compete in foreign countries. For example, in 2010 there were 325 New Zealand rugby players plying their trade overseas, including 72 players based in Japan, (Edwards, 2011; JRFU, 2011). Also dozens of Japanese rugby players come to New Zealand every year to gain competitive experience and improve their performance (JRFU, 2011). Considerable differences exist between Japan and New Zealand in terms of the systems and organization of rugby teams, training methods, and human relationships (Chiba & Jackson, 2006). However, little is known about the transition experiences of these athletes who compete outside of their home country.

People experience a number of difficulties during a process of cross-cultural transition that interfere with overall well-being (e.g., Ward & Kennedy, 2001). Along with these cross-cultural difficulties, athletes from a different culture face unique challenges associated with their athletic lives in an unfamiliar environment. Some of these challenges include a greater frequency and intensity of training and games, a language barrier, and different team cultures (e.g., Campbell & Sonn, 2009).

Since cross-cultural transition can have a significant impact on one's life (Berry 1992, 1997), understanding international athletes' experiences and the factors associated with the adjustment difficulties they face is becoming more important for coaches and administrators to ensure athletes' performance, success and well-being. Therefore, the purpose of this project was to investigate the cross-cultural transition experiences of international rugby players living and playing in a different country and to identify the social, cultural, and psychological resources that facilitated or hindered their transition, adjustment, and adaptation.

Utilizing Berry's acculturation framework, face-to-face in-depth interviews were conducted with ten New Zealand rugby players in Japan, as well as ten Japanese players in New Zealand. Content analysis revealed seven themes of transition issues experienced by New Zealand players: (i) nature of competitive rugby in Japan, (ii) training issues, (iii) adaptation issues regarding rugby differences, (iv) negative aspect of relationship with team members, (v) communication difficulties, (vi) adaptation issues in daily life, and (vii) relocation issues. Meanwhile, seven themes also emerged from the Japanese players' interviews: (i) rugby related issues, (ii) performance issues, (iii) health related issues, (iv) communication difficulties, (v) relationship issues, (vi) adaptation issues in daily life, (vii) organizational/logistic hassles. Both groups of players reported various transition issues on and off the field, while some differences emerged due their different backgrounds. New Zealand players were on professional contract, indicating that they faced higher expectation and demands to perform well while receiving a substantial support from the teams. Japanese players, on the other hand, were limited in their resources to cope with adaptation challenges. Social support was the major coping resource for both groups that facilitated a successful transition and adaptation. In addition, acquisition of the local language appeared to be a key to a successful and enjoyable transition.

The findings suggest that international athletes need appropriate and continuous socio-cultural support to prevent adaptation issues and promote successful transitions. Particularly, assistance from interpreters as well as understanding and social support from host team members appeared to be major coping resources. Finally, there is a need for all personnel involved in rugby to recognize the uniqueness of cross-cultural transition to enhance the experience of international players.

Keywords: rugby, cross-cultural transition

Leadership and Development	Room: CO225
Chair: Bill Richards	Time: 1.00 pm to 2.40 pm

Removing the Mask – Authentic Leadership in the Sport Setting

Shane Gibson¹, Keith Lyons² and Lesley Ferkins¹

¹University of Technology, Auckland, New Zealand and ²University of Canberra, Australia

There is growing interest in the concept of authentic leadership. To date, scholars have focussed on corporate, health, and education environments to examine and define the characteristics and behaviours of authentic leaders. The present examination posits that it is pertinent to also consider authentic leadership ideas within the sport environment. Recent incidents within, for example, the Melbourne Storm rugby league organisation in Australia have called into question the integrity and values of sport leaders, thus indicating a practical need for such an examination.

Although definitions of what makes a good leader have been in existence for over a century, a review of the historical approaches to the study of leadership revealed a paucity of research examining or identifying the significance of an individual's own honesty, integrity, values, and morals in terms of their leadership behaviour. Kouzes and Posner (2002) conducted a global survey of 75,000 people examining leadership characteristics and found that the most highly prized characteristic in a leader was honesty. According to Grover and Moor-Man (2007), this is indicative that leader integrity and authenticity should become central themes in academic leadership theories.

Authentic leaders act in accordance with their core personal values and beliefs in order to build credibility and earn the respect and trust of their followers through the process of actively encouraging diverse viewpoints and building transparent and collaborative relationships with them (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). In the sport organisation setting, seminal scholars in leadership such as Chelladurai (1978, 1990, 2007, 2013) contend that effective leadership is dynamic and is based on a complex series of interactions between leader, group members, and situational constraints. The present examination seeks to build on the work of sport leadership scholars in considering how authentic leadership might enhance knowledge of sport leadership.

This presentation thus reviews authentic leadership research and identifies relevant threads in order to propose a conceptual framework for use in sport contexts. More specifically, this framework integrates Avolio et al's. (2004) Authentic Leadership Model, with Chelladurai's (1978, 1990, 2007, 2013) Multi-Dimensional Model (MML) of Sport Leadership. By integrating some of the key aspects of authentic leadership, that is, honesty, integrity, and commitment, with key aspects of the MML, that is, leader characteristics, member characteristics, preferred behaviour, and actual behaviour, a blended framework is developed describing an Authentic Multi-Dimensional Model of Sport Leadership that should encourage future research in this area.

Keywords: authentic leadership, leadership, sport leadership,

Leadership Development and Australian Sport Organisations

Stephen Frawley and Daniel Favaloro
University of Technology, Sydney, Australia

The field of leadership development has grown quite rapidly in recent years within the broader discipline of management studies. This field of study has particular relevance to sport management as leadership processes and performance are under extensive and constant public scrutiny. It has been shown in the management literature that organisations who invest extensively in developing their current and future leaders are able to obtain an advantage over their competition. Despite the wide ranging and global nature of research into

leadership development it is surprising how little empirical work has been completed within sport management.

This study draws on the experience-based approach to leadership development espoused by McCall and others. While this approach seems relatively straightforward McCall has noted that in the past it has often not been implemented effectively. The ideal leadership development plan as suggested by McCall can be implemented in the following manner to overcome problems faced with its effectiveness. First, what needs to be learnt must be clearly established. Second, identify those experiences that could help offer the lessons sought. Third, find a path to get the required experiences. Fourth, provide necessary feedback, support and relevant incentives that enable the relevant lessons to be learnt.

Drawing on the leadership development research of McCall and others this study examined the practices employed by three of Australia's leading football codes: the Australian Football League (AFL); the Australian Rugby Union (ARU); and the National Rugby League (NRL). In-depth interviews were conducted with members of the senior management team in each organisation. In total, 15 interviews were conducted with five executives from each of the three organisations. The interview data was supplemented with analysis of internal documents and related secondary sources. Through this analysis a number of key themes emerged.

It was found that the AFL had the most sophisticated and thorough leadership development practices of the three organisations that participated in the study. The AFL's leadership development practices emerged through the following key areas: 1. Formal processes, including education and training; 2. Development processes, including individual development plan with a focus on shared responsibility as part of an evolving relationship; 3. Experience-based opportunities, including a focus on development through involvement and exposure on the job and through networking structures; 4. Support and feedback, including the encouragement of collegial relations between the senior management team and middle management, and creating a coaching and mentoring environment for staff at all levels in the organisation; 5. Succession management processes, including having a clear succession plan and structure and placing importance on internal succession.

In summary, the analysis found that the AFL was as the most advanced organisation in terms of leadership development practices from the three that participated in the study. The AFL demonstrated a clear and effective structure that encouraged staff to engage in leadership development with the purpose of moving its own people into higher level management positions within their organisation.

Keywords: Leadership; Leadership Development; Succession Management; Organisational Performance Management

HRM in the A-League: Developing Professional Recruitment and Retention Strategies for Small to Medium-sized Football Franchises

Alec Wilson

Auckland University of Technology, New Zealand

Current sports migration literature refers to athletes as commodities being bought and sold at either a net profit or loss. Player migration within football is heavily influenced by World System Theory as European clubs, located at the core of the football world, continue to dominate the global market place, acquiring/attracting the most talented employees and releasing/relinquishing those no longer deemed necessary. Transfer windows have become a hive of international trading activity with players, agents, scouts, coaches and clubs all seeking new opportunities to advance/prolong their professional careers and satisfy the needs and wants of their key stakeholders. This paper primarily seeks to advance the study of athlete labour migration through the adoption of Hoyer, Nicholson, Smith, Stewart & Westerbeek's (2012) theoretical HRM framework. A statistical analysis of eight years' worth of publicly available quantifiable data was conducted, revealing professional player recruitment and retention within all the small to medium sized franchises (SMF) licenced to operate within Australasia's premier football competition. Key stakeholders responsible for contract negotiations were then interviewed, allowing the researcher to gain a more in-depth understanding of the recruitment and retention practices employed by these franchises. Results from this study reveal that

the average age for a local player entering the Hyundai A-League was 23 years old, while on average European players were significantly older (30 years old). Furthermore, a local player on average spent almost three seasons in the league, with foreigners general only staying for one and a half. Trends and themes identified during the data collection and analysis process were used to critically assess why the leagues HRM processes have evolved in such a manner. All the professional sports teams studied in this research appeared to possess similar HR characteristics to those on display in many other non-sporting business entities, especially those located in the SME's sector. This biggest difference, however, was the obvious lack of an established HRM framework. Ultimately, the adoption of tried and tested HRM policies/practices is seen as something that should improve the long-term (financial) sustainability of all professional (as well as amateur) SMFs competing in sporting competitions in Australia, New Zealand and elsewhere in the world. The subsequent recommendations of this paper focus upon the need for clubs seeking international employees to design, develop and deliver more sustainable player recruitment strategies that not only attract younger migrants but also encourages those willing to relocate to Australia and New Zealand to stay for longer periods of time and provide a more noticeable return on the investment. Furthermore, the research findings also suggests that a much more collaborative, cost effective, approach is required when it comes to successfully securing/ensuring the long-term retention of both local and international A-league players.

Keyword: Football; HRM; Labour Migration; SMEs

A Social Identity Theory of Leadership Applied to Sport Coaching: Developing a Measure

*Paul Cummins, Tony Cassidy, Gavin Breslin
University of Ulster, Ireland*

The culture that surrounds sports programs can often be a sound predictor of leadership and performance. Recent writings on leadership have moved away from individual level definitions to describe it as a dyadic, relational, strategic, and complex social dynamic (Avolio, Walumbwa, & Weber, 2009; Haslam, Reicher & Platow, 2011; Vroom & Yago, 2007). Effective leadership theories must encompass the leader-follower relationship, engage with the social process involved, and operate at group level. Social Identity Theory has shown a great deal of success as a model of leadership effectiveness in traditional business organisations, and would appear to have potential as a model of sports team coaching effectiveness useful to coaches and management within National Sport Organisations (NSOs) and other sport bodies. The work reported here involved administration of a measure of leadership based on a social identity model with a focus on sports team coaching to a range of 396 senior athletes within a sports team setting. This study builds upon initial research that used principal components analysis to identify a 4 factor best fit structure for a perception of coach scale' (POCS) and a 15 item single factor best fit structure for a team identity scale' (TIS).

The overall aim of this research study is to create benefits for NSOs and other sporting entities by applying a social identity theory of leadership to sports coaching effectiveness resulting in a measure to be applied within an area that is currently absent from the field of sport coaching effectiveness assessments. The work reported here is focused on athlete perceptions of sport coaches, while future work is in motion to assess sport coach self-perceptions of coach prototypicality and team identity levels. A survey (revised from an initial factor analysis) using questionnaire data collection was administered to a total of 396 senior athletes involved in various sports within Ireland, UK, USA and new Zealand (215 males and 181 females) aiming to produce measures of coach prototypicality (POCS) and team identity (TIS).

AMOS was employed to conduct a confirmatory factor analysis to assess the tenability of the POCS and TIS across a large athlete sample (N= 396). Indices of model acceptability suggest that the data adequately fit both the 4 factor POCS model and the single factor TIS model. Alternative models were tested but did not result in significant improvements in the goodness-of-fit indices, suggesting the proposed model to be the most accurate of the models tested. A 5-item coach prototypicality scale and a 10-item team identification scale were deemed best fit and significant positive correlations were found between both scales and coach competency, sport motivation and sport confidence.

Coaching effectiveness is clearly an important area for many NSOs and other sporting organisations. However, the area continues to receive minimal focus within scholarly research and in particular social identity theory has not previously been applied in the field of sport coaching hence the need for a new measure. The measures reported here provide progress towards development within the field and enables further testing within different athlete and coach samples.

Keywords: Social Identity Theory; Sports Coaching; National Sports Organisations; Quantitative Analysis

Events	Room: CO219
Chair: Sally Shaw	Time: 3.00 pm to 4.15 pm

Ensuring the Successful Delivery of the World Masters Games 2017: A Review of the Comparable Organisational Delivery Models

Lara Middleditch and Trish Bradbury
Massey University, New Zealand

The World Masters Games (WGM) is a quadrennial multi-sport event attracting around 25,000 participants competing in 30 sporting codes. The event, to be hosted in Auckland in 2017, will be managed by a central entity that proposes to outsource delivery of the sports to external partners such as regional sports trusts, national sports organisations or sports clubs. The 2009 WGM held in Sydney adopted a similar model although little is known about the success of the partnerships or the issues faced by the organisers. Therefore, the purpose of this study was to explore how multiple partners could be managed to ensure the successful delivery of WGM 2017. Specifically, the objectives were to understand how event organisers manage relationships with multiple delivery partners, what tools and practices are used to ensure consistency and what risks and benefits are attached to the outsourcing model for major sports events.

The research was an applied, qualitative, exploratory study which used thematic analysis to obtain findings from seven in-depth, semi-structured interviews. The interviewees were senior managers involved in five international major sports events held in Australasia between 2008 and 2013. The interviews produced findings that were interpreted into nine themes or success factors in key areas related to event delivery partnerships such as averting inconsistency, localising delivery through specialists, managing relationships with venue owners, Government and event owners, managing workloads and taking an athlete centred approach.

The recommendations include establishing relationship strategies for each type of partner, determining the degree of control over delivery, crafting contracts appropriate to each type of partner, creating a suite of tools to aid consistency, recruiting an executive team with Games or mass participation event experience and a senior management team with sport or venue operations experience, centralising knowledge and planning, up-skilling partners as necessary and fully engaging the communities around the venues and sports. Future research could consider the perspective of delivery partners and their views on partnership management, as well as longitudinal or post-event research on WGM 2017 to obtain a deeper understanding of its operational delivery method.

An accompanying literature review revealed few texts specifically on operational delivery methods adopted by major sport events, or the pros and cons for outsourcing event delivery to external partners. This study is therefore expected to add to the conversation on event management theory from an outsourcing perspective. Additionally, as major sport event organisers seek more cost-effective delivery models, this study presents a range of practicable recommendations suited to the New Zealand context.

Keywords: major sport events, organisational delivery, partnerships, outsourcing of service delivery

Examining the Influence of the London 2012 Olympic Games on Physical Activity in Australian Queensland Adults

Danya Hodgetts, Mitch Duncan
Central Queensland University, Australia

This research aims to empirically determine the impact of the London 2012 Olympic Games on the physical activity levels of Australian (Queensland) Adults.

It is commonly reported in the media that merely watching elite sporting events encourages the general population to participate in sport. Much of the discussion about the impact that major sport events have on participation is subjective and is not supported by empirical evidence. There were some anecdotal findings that the Sydney 2000 Olympic Games created a greater interest in sport, but there was no evidence that the Sydney 2000 Olympic Games had any impact on physical activity or sport participation in Australia (Armstrong, Bauman, Ford, & Davies, 2002; Veal & Toohey, 2005).

To the contrary, it has actually been suggested that the Olympic Games has a “discouragement effect” whereby watching elite athletes’ prowess has a negative impact on sport participation (Hindson, Gidlow, & Peebles, 1994). Another report (SportScotland, 2004) suggests that elite sport success may only have an impact on those who are already sufficiently active, with little impact on those who report no activity, or are insufficiently active. This notion is supported by research conducted by Weed (2009).

In October 2012, two months after the London Olympic Games (LOG), 1,256 Queensland, Australia residents aged 18 and over consented to participate in a computer assisted telephone interviewing (CATI) survey. Participants completed the Active Australia survey to determine physical activity levels. Participants were also asked about their consumption of media during the LOG, whether the LOG influenced their intended or actual physical activity levels, and the motives for their response.

Initial analysis shows that 80% of respondents reported consuming some media regarding the LOG, with 44% reporting an increased amount of media consumption for that period. Eighty three per cent of respondents said that the LOG did not have any effect on their intention to undertake sport or physical activity. Additionally, 85% of respondents reported no actual increases in sport or physical activity levels that they would attribute to LOG.

Preliminary analysis shows the LOG did not have a large impact on sport and physical activity levels in Australian (Queensland) adults. While there may be cultural differences between different countries, this research makes a contribution towards a greater understanding of mass participation legacies from mega events. Full inferential and qualitative analysis will be completed and reported at SMAANZ.

Keywords: Mega event, event legacy, physical activity, sport participation

The Value of Highlight Events in a Sport-for-Development Context

Nico Schulenkorf¹, Daryl Adair¹ and Katja Siefken²

¹University of Technology Sydney, Australia and ²Auckland University of Technology, New Zealand

Given the ubiquity of health-related social issues in the Pacific Islands, the need for remedial community development initiatives is critical. The challenges are profound. From a social perspective, the Pacific population experiences one of the highest rates of domestic violence and suicide in the world. From a health perspective, non-communicable diseases present a significant risk area for individuals and families. To support affected communities in addressing these issues, NGOs and government agencies have started to conduct sport programs, health initiatives and special events in the region. For example, as a structured development program *Just Play* promotes physical activity, healthy living and community involvement across ten Pacific Islands; the program started in 2009 and is currently in its second funding phase (2013-2016). It is delivered

through the respective national football federations and supported by AusAID, UEFA and the Australian Sports Commission.

This paper investigates the value of special events within the *Just Play* initiative. By doing so, it responds to the lack of systematic data collection and empirical analysis encumbered in the management and evaluation fields of sport-for-development. Following an interpretive paradigm, the study builds on 38 interviews and three focus group discussions with *Just Play* project officers, change agents, community groups and program participants from Vanuatu, Samoa and the Cook Islands. The focus is with opportunities and challenges of the program and its approach of using football festivals as special events to reach large numbers of participants and engage the wider community.

The study found that one-off ‘highlight events’ have the ability to play an important role within the context of ongoing, regularised S4D programs; they can provide much needed excitement, animation, enthusiasm and vibrancy. The combination of regular programs and ‘highlight events’ can also be linked to the different dimensions of social capital; they can renew interest among local participants (bonding), but also arouse interest among those who have yet to engage (bridging and linking). In other words, regular programs are able to *deepen* existing relationships and networks, while highlight events allow for the *widening* of participation and program scope. The strategic inclusion of episodic highlight events may thus showcase S4D projects and their related initiatives to a wider cross-section of a host community, including potentially new participants, family members, sponsors, government bodies and sport associations. This stimulus also seems important where external project organisers are looking to engage locals in the management of events and projects, thereby empowering their role as existing members of the (sport) community.

This study is part of a larger research project which tries to establish the nexus between the previously separated areas of social development and health within the sport-for-development sphere. It desires to unveil support factors for creating, managing and evaluating holistic community-focused development initiatives in the Pacific Islands.

Keywords: Sport-for-Development; Highlight Events; Social Capital; Social Leverage

Volunteers	Room: CO222
Chair: Terry Engelberg	Time: 3.00 pm to 4.15 pm

What Motivates a Long Term Volunteer?

Georgina Brooke-Holmes & Emma-Louise Jex
Coventry University, United Kingdom

This paper explores the primary motivations of event volunteers, particularly focusing on long term volunteers. Volunteering England defines ‘formal’ volunteers as those who “give unpaid help through groups, clubs or organisations to benefit other people or the environment.” Long term volunteers are defined as those who come on board very early and stay with the event planning group for an extended period of time. The contribution of volunteers to UK events generally, and sports events particularly, was estimated to be in the region of £18bn in 2010 – thus this is a sector of economic as well as social significance. It is recognised that many events have a ‘pulsating’ staffing structure (Hanlon & Jago 2002), reflecting both numerical and temporal variation in staff numbers on a regular pattern. We are concerned with the retention of volunteers who might be termed ‘core’ in more traditional HRM terms. Getz (2012) suggests that the underlying motivation for event volunteers may be generic such as a desire to do good, gaining social and career benefits and the challenge of a new activity. However, Cuskelly & O’Brien (2013) suggest “the factors that influence people to volunteer are often not the same factors that influence people to continue to volunteer”. This work seeks to contribute to understanding this dichotomy.

Forty-five individual testimonials were collected from UK event and volunteering websites which were analysed thematically to find trends. The case studies all concerned event volunteers and covered a variety of demographic and socio-economic groups. The use of websites as a source of case studies may have biased the results in favour of younger or more ‘web-savvy’ volunteers; however, results are consistent with other

findings reported in the volunteering literature, as below. This suggests that any bias which may be present is not significant.

Discussion and results indicated that long term volunteers are motivated to continue volunteering through gaining experience, building their CV and meeting new people. This supports existing literature to some extent, and also substantiates Cuskelly & O'Brien's (2013) assertion above. Furthermore, we suggest that demographic factors influence the type of motivators which are pertinent to volunteers, with younger people having a more extrinsic focus. We recognise that the type of event a volunteer is involved in (sport, charity, fashion, music, mega-event etc.) may also influence the primary motivating factors of that person. The role of traditional HR theory in managing volunteers is discussed and it is suggested that volunteer motivation should be developed as a variation on existing theories of employee motivation.

This research has impact by providing organisations with a more focussed understanding of the motivations of their volunteers. With this information, events using volunteers will be able to customise the packages they offer volunteers to be more appealing and therefore enhance the likelihood of volunteer retention as well as increasing satisfaction from the events. There may also be instructive content for organisations from other sectors which use volunteers, although this was not a primary purpose of the paper. From an academic perspective, the paper offers an analysis of an important but often ignored group of volunteers.

Keywords: volunteer, event management, motivation, human resource management

Delivering Modified Sport Programs: What Sources of Information Do Volunteers Use?

Pamm Phillips, Kylie Wehner and Matt Allan
Deakin University, Australia

Despite the best efforts of NSOs to design effective modified sport programs, the grassroots level of sport is where such programs are delivered. As such, most sports rely solely on adults (who volunteer) to implement them—many of whom may have little knowledge of the sport itself (beyond perhaps what they see in popular media regarding the high profile adult forms of the sport), and even less knowledge of the intent and purpose of modified rules. There is little empirical research that begins to understand what information is provided for adults to learn about modified programs, and more importantly, about what sources of information the adults use to develop their knowledge about delivering such programs. This research begins to fill this knowledge gap.

Australian Rules football is delivered nationally, although there are some states that are traditional football states (TFS) and others that are not (non-traditional football states or NTFS). It might be expected that popular knowledge of football in those states may be different. Green and Chalip (1998) followed the introduction of a modified junior soccer program in a traditional soccer club. Although the modified program was implemented at the beginning of the season, the club re-adopted some of the traditional structures and processes that were first rejected in favour of modified rules. The social forces that led to its demise were linked not only to popular culture regarding dominant professional (adult) sport models, but further reinforced by the adults involved in the implementation of the modified program. Although it is useful to understand the social forces at play, it might also advance our knowledge in sport management to understand the kinds of information that adults attend to and use in order to deliver modified rules sport. The aim of this research was two-fold. First, it aimed to examine the information that parents, coaches, umpires, and administrators attend to and use in order to build their knowledge to implement a modified rules program in Australian Rules football. Second, it aimed to compare and contrast differences in information that adults use in TFS versus NTFS.

A total of 1216 adults (coaches, umpires, parents and administrators) from junior Australian Rules football leagues and clubs who implement the AFL Junior Match Policy (a modified rules program for 7-12 year old match play) to various levels participated in a nation-wide survey. Of the total participants, 71% were parents; 11% were coaches; 11% were administrators; and 7% were umpires. Eighty-four per cent of the participants were from TFS which reflects current participation rates (AFL Annual Report, 2011).

Results indicated that there was higher awareness of modified rules programs in NTFS. Further, in NTFS, all groups (coaches, umpires, parents, and administrators) were more likely to report that they used official AFL or club documents, websites and accreditation courses to build their knowledge about the modified rules program in use at their club. In contrast, in TFS, there was greater reliance on watching their children's game to learn about modified rules programs. Further, in TFS administrators, parents, and umpires reported a high reliance on watching the coach of the team to learn about modified rules. The coach was therefore central to knowledge development about modified rules programs—however coaches reported that the most frequently used source of information they use was a club or league information session, or the club website. The official AFL Junior Match Policy documents were seldom used by any of the adults in TFS to build their knowledge. NTFS have some advantage in that popular knowledge of the sport is lower and therefore adults need to seek information from official sources. This is not the case for TFS. Implications for management and dissemination of information for the successful implementation of modified rules programs is discussed as well as the need for further research in this area.

Keywords: modified sport; sport development; volunteer

Voices from the Clubroom

Carolyn J Cordery and Rachel F Baskerville
Victoria University, Wellington, New Zealand

A number of factors may undermine the ongoing sustainability of 'grass roots' sports clubs and be serious enough to threaten their survival and their ability to achieve the goals for which they were established. Overseas, studies in the nonprofit sector show that financial resources, human resources, relationships and networks, infrastructure and processes all affect the capacity of nonprofit organisations to achieve their goals. In exploratory research applying this theory to sports clubs, the notion of different capacities was applied to golf and football clubs in New Zealand. In golf clubs, declining membership (a lack of human resource capacity) affects financial outcomes, and dependence on volunteer labour is also evident, particularly impacting the quality and availability of facilities. In respect of football, availability of facilities (structural capacity) was correlated to financial capacity. This team sport is heavily dependent on public facilities which required clubs to plan well ahead. High dependence on volunteers was another reason for facility unavailability. This quantitative analysis therefore shows shortcomings in human resources - membership levels as well as volunteer recruitment and retention - link to a chain of events in golf and football clubs that reduces their ongoing sustainability.

This paper offers a complementary perspective on such issues, derived from qualitative analysis of focus groups and interviews of those involved at grass-roots level in club administration and governance. The volume of transcripts reflects the relative weight of certain concerns - with facilities and membership in particular. This data reveals the individual's assessment of the long term membership potential of their own club, and their recognition of having to compete with other providers for potential members. Interviewees' disquiet highlights the need for club sustainability for these sports codes to grow regionally and nationally. In addition, the qualitative data offered the rare opportunity to document the stories of clubs' rescues from "the bottom of the cliff". When a club survives near-collapse, such stories remain in a club's oral tradition and members enjoy the re-telling and interrogation of causes and solutions. Unlike the 'red flags' from the quantitative analysis, these narratives encourage optimism towards the ongoing sustainability of 'grass roots' sports clubs and their ability to achieve the goals for which they were established. Such voices from the clubhouse provide an important balance to existing research in exploring the human dimensions of leadership and vision at the 'grass roots'.

Keywords: Amateur sports clubs, football, golf

Sport for Development	Room: CO204
Chair: Geoff Schoenberg	Time: 3.00 pm to 4.15 pm

Measuring the Multiplier Effect in Sport for Development Programs

***Robert E. Baker, Pamela H. Baker, Anna Evmenova, Laura Harris
George Mason University, USA***

Sport programs aimed at development, cultural exchange, conflict resolution and peace building, and interactive diplomacy are a growing global phenomenon (UN, 2005). Multi-track diplomatic efforts include sport-oriented programs funded by governmental agencies, not-for-profit organizations, private for-profit enterprises, and social entrepreneurs (Chufrin & Saunders, 2006; McDonald, 1991; Saunders, 1985). Sport can be a significant vehicle for cross-cultural exchange, community economic development, conflict resolution, and diplomatic efforts (Coakley, 2008; Zeigler, 2006), and the value of such programs has been widely heralded (Danylchuk, 2010; Hums, 2008; Thibault, 2008; Wanderi, 2012). Allport's (1954) contact hypothesis, which suggests that meaningful interactive participant contact in support of common interests is highly effective in achieving established developmental and diplomatic goals, can be readily applied through sport-based programs (Baker & Esherick, 2009). Beer and Nohria's (2000) Theory O proposes that this type of change from the bottom up, while more costly than the top-down approach, is more likely to yield sustainable results. This globalization process finds broader global interests being met at the local level through such sport-for-development programs (Wellman, 2002).

A sport for development program hosting coaches and athletes from throughout the world and employing a systematized quantitative and qualitative evaluation process yielded the examination of the multiplied impacts of this program relative to its stated goals to enhance participants' awareness of: a) a different culture and its people; b) a specific sport or sport system; and c) diversity and disability in sport. In addition, program effectiveness and willingness to extend the impact of their experience are assessed. Mixed research methods included pre- and post-surveys (includes forced-choice and open-ended prompts), action plans, videographic documentation, focus groups employed in-country, and follow-on correspondence upon participants' return home to dozens of countries over several years. These mixed methods revealed significant changes in international participants' self-reported perceptions related to the program objectives. All international participants in the domestic sport program developed a specific action plan identifying how they intended to multiply the impacts of the program upon their return home. Ongoing contact with program alums occurred both formally and anecdotally via individual emails and social media engagement. Additionally, the use of web-based quantitative and qualitative assessment, while challenging due to language, technology, and budgetary constraints, provided insights into the multiplied impact of participants' activities upon their return to their home country.

The results of the study suggest that the multiplied effect of the program was evident not only through the willingness of participants to develop specific action plans, but also through the implementation of those plans. Examples of specific outcomes will be shared. The implications for managers of sport-for-development programs, such as challenges faced in follow-on contact and strategies for managing a program to maximize the multiplier effect, will be discussed.

Keywords: International Sport, Development, Multiplier

Supporting Women's Cycling in Australia

Katie Rowe¹, David Shilbury¹, Lesley Ferkins² and Erica Hinckson³

¹Deakin University, Australia, ²Unitec Institute of Technology, Auckland, New Zealand and

³Auckland University of Technology, New Zealand

Physical inactivity is a global issue and cycling appears to offer a logical focal point in efforts to encourage physical activity participation given its versatility as a form of sport, recreation and/or active transport. In the Australian context, women present as a group of particular interest, given women tend to be underrepresented in Australian cycling participation statistics (Austroads, 2011; Buehler & Pucher, 2012; Standing Committee on Recreation and Sport, 2010). Cycling in Australia is supported and managed by a broad range of stakeholders each which appear to focus on varying cycling related agendas (infrastructure, safety, events, active transport, sport, recreation or otherwise). Given the cycling related gender disparity noted and the complexities associated with the cycling landscape, the aim of this presentation will be to outline opportunities for strategic action in efforts to encourage women's participation in different forms of cycling in Australia.

Applying a framework developed from socio-ecological theory and sport development literature (Rowe, Shilbury, Ferkins & Hinckson, 2013), a general qualitative research design was followed (Yin, 2011). Data collection predominantly involved observations and interviews, focusing on women who participated in cycling education sessions in Melbourne or Sydney (thus, participants likely to be in search of cycling support). The researcher also spoke with a selection of key stakeholders and additional documentation was collected to provide contextual information. The NVivo software package was used in the process of analysing data. Participants discussed a range of factors that influenced their participation in different forms of cycling (recreational, commuter and more organised forms of road-based competitive and non-competitive cycling). They also outlined the role of cycling education in supporting their participation and considered additional support required.

A range of factors seemed to influence women's participation in different forms of cycling. As participants commenced or re-commenced cycling as adults, they explained that they lacked skills, knowledge and confidence. While safe cycling infrastructure and access to appropriate routes and facilities were imperative, social support had an important role to play in women's participation and was a valued component of education courses. Cycling culture in Melbourne and Sydney was generally considered to be male dominated with limited support for the novice female wanting to ride recreationally, for transport or in groups or events. Many women did not feel comfortable or confident joining cycling clubs or groups or participating in events, despite their interest. Education assisted women in overcoming a range of individual barriers, however, women often subsequently sought ongoing learning and development opportunities in supportive social environments.

Opportunities for increased collaboration between cycling education providers, social riding groups and cycling retailers were identified to support women interested in cycling. While national and state cycling strategies seem to focus largely on infrastructure, safety and urban planning (built environments and policy issues), there is perhaps scope for additional emphasis to be placed on providing social support for women interested in cycling. That is, to create more supportive social environments where women feel comfortable learning and participating in different forms of cycling. A more holistic approach to achieving both sport development and community development outcomes could also contribute in this regard.

Keywords: Women, participation, cycling, Australia

Access Sport Access Health: Disability Sport in the Community

*Emma Sherry, Matthew Nicholson, Russell Hoye
La Trobe University, Australia*

Disability Sport and Recreation (DSR) is a health promoting organisation for the disability sport and recreation sector in Victoria. The mission of DSR is to provide and promote positive health outcomes for Victorians with disabilities through participation in sport and recreation. This study reports the findings of an evaluation of the Access Sport Access Health program, a new DSR sport and recreation program within the City of Yarra.

A disability is any physical or mental condition that limits a person's movement, sense or activities (Right to Play, 2011). Nixon (2006) explains disability sport as any form of organised physical competition intended specifically for people with disabilities, and it contrasts with able-bodied or mainstream sport that is organised for people without disabilities. People with disabilities are generally presented with more challenges than those without disabilities in regards to recreational pursuits and facilities. These challenges include, among others, access to facilities and equipment, the need for individualized services, and the availability of leisure education (Burns & Graefe, 2007; Bedini, 1991; Coyle & Kinney, 1990). Much research has gone into the effects of sport activity on individuals with physical disabilities. The research shows that participation is important for improving the perceived quality of life and community integration (Russo et al, 2010)

Qualitative interviews with program participants were conducted in two phases of the project. The first phase occurred in 2011 with four established programs (boccia, swimming, athletics and lawn bowls). Phase two was conducted in 2012/13 with qualitative interviews with participants prior to the implementation of two new programs (gym sessions and personal training), and again six months after the implementation of these programs. This evaluation aimed to identify outcomes for participants from the activities within the program, such as health benefits, social connectedness and progress (where possible) to local sport club participation.

Both phases of the research found benefits for participants, including: health benefits (physical, mental and emotional) and social connectedness. Although the social interaction provided by the DSR programs was important for participants, the need for high quality technical skill development and most importantly, a good level of competition, were noted consistently throughout the interviews within the established programs. In contrast, the participants in the new programs noted a need for individual attention and encouragement of social bonds amongst participants with programs designed specifically to each individual's requirements and abilities. All participants commented on difficulties faced by people with a disability with accessibility and transportation, and the cost barriers for ongoing participation in sport.

Keywords: disability sport, community sport, sport for development

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Delegates List

Adam Karg

Deakin University
Australia
adam.karg@deakin.edu.au

Aisling McCarthy

Deakin University
Australia
paul.turner@deakin.edu.au

Alec Wilson

Auckland University of Technology
New Zealand
alec.wilson1982@gmail.com

Andrea N. Eagleman

Massey University
New Zealand
a.eagleman@massey.ac.nz

Andrew Martin

Massey University
New Zealand
a.j.martin@massey.ac.nz

Annette Sharp

Auckland University of Technology
New Zealand
annette@iconz.co.nz

Ariki Tibble

Sport Bay of Plenty/ Massey University
New Zealand
arikit@sportbop.co.nz

Ashleigh-Jane Thompson

Massey University
New Zealand
a.j.thompson@massey.ac.nz

Bill Richards

Australia
bill.richards@optusnet.com.au

Bob Baker

George Mason University
United States
rbaker2@gmu.edu

Bob Stewart

Victoria University
Melbourne
bob.stewart@vu.edu.au

Borja Garcia Garcia

School of Sport, Exercise and Health Sciences,
Loughborough University
United Kingdom
b.garcia-garcia@lboro.ac.uk

Brenda Pitts

Georgia State University
United States
drbrendapitts@gmail.com

Carolyn Cordery

Victoria University of Wellington
New Zealand
Carolyn.Cordery@vuw.ac.nz

Cathryn Claussen

Washington State University
United States
claussen@wsu.edu

Christopher Rumpf

German Sport University Cologne
Germany
c.rumpf@dshs-koeln.de

Clare Hanlon

Victoria University
Australia
clare.hanlon@vu.edu.au

Cynthia Stacey

University of New Brunswick
Canada
cstacey@unb.ca

Sport Management Association of Australia and New Zealand 2013

Damien Whitburn

Deakin University
Australia
paul.turner@deakin.edu.au

Daniel Lock

Griffith University
Australia
d.lock@griffith.edu.au

Danny O'Brien

Bond University
Australia
danny_obrien@bond.edu.au

Danya Hodgetts

Central Queensland University
Australia
d.hodgetts@cqu.edu.au

Daryl Adair

University of Technology, Sydney
Australia
daryl.adair@uts.edu.au

David Shilbury

Deakin University
Australia
shilbury@deakin.edu.au

Debbie Curgenven

Sport NZ
Wellington
Debbie.curgenven@sportnz.org.nz

Denise Harnett

Waikato Institute of Technology
New Zealand
denise.harnett@wintec.ac.nz

Do Young Pyun

Nanyang Technological University
Singapore
doyoung.pyun@nie.edu.sg

Emma Sherry

La Trobe University
Australia
e.sherry@latrobe.edu.au

Eric C. Schwarz

Saint Leo University
United States
eric.schwarz@saintleo.edu

Geoff Dickson

Auckland University of Technology
New Zealand
judith.burphy@aut.ac.nz

Geoff Schoenberg

Griffith University
Australia
g.schoenberg@griffith.edu.au

Georgina Brooke-Holmes

Coventry Business School
United Kingdom
bsx278@coventry.ac.uk

Gerd Nufer

Reutlingen University
Germany
gerd.nufer@reutlingen-university.de

Heather Gibson

University of Florida
United States
hgibson@hhp.ufl.edu

Helen Lenskij

University of Toronto
Canada
helen.lenskyj@utoronto.ca

Ian O'Boyle

University of South Australia
Australia
ian.oboyle@unisa.edu.au

Ik Young Chang

New Zealand
ikyoungchang@gmail.com

James Higham

University of Otago
New Zealand
james.higham@otago.ac.nz

Sport Management Association of Australia and New Zealand 2013

Jason Mazanov

University of New South Wales - Canberra
Australia
j.mazanov@adfa.edu.au

Jo Mackellar

Griffith University
Australia
j.mackellar@griffith.edu.au

Junya Fujimoto

Osaka University of Health and Sport Sciences
Japan
fujimoto@ouhs.ac.jp

Katharine Hoskyn

Auckland University of Technology
New Zealand
kathos90@aut.ac.nz

Katie Bruffy

Unitec Institute of Technology
New Zealand
kbruffy@unitec.ac.nz

Katie Rowe

Deakin University
Australia
katie.rowe@deakin.edu.au

Ken Sumida

University of Otago
New Zealand
ken.sumida@otago.ac.nz

Kozo Tomiyama

Osaka University of Health and Sport Sciences
Japan
tomiyama@ouhs.ac.jp

Kristine Toohey

Griffith University
Australia
k.toohey@griffith.edu.au

Kylie Wehner

Deakin University
Australia
kylie.wehner@deakin.edu.au

Larena Hoeber

University of Regina
Canada
larena.hoeber@uregina.ca

Laura Cousens

Brock University
Canada
lcousens@brocku.ca

Lesley Ferkins

Unitec Institute of Technology
New Zealand
lferkins@unitec.ac.nz

Luke Ilia Macris

University of Otago
New Zealand
luke.macris@otago.ac.nz

Majed Alahmad

Victoria University
Australia
majed.alahmad@live.vu.edu.au

Masaya Muneda

Osaka University of Health and Sport Sciences
Japan
ysm_dnm@yahoo.co.jp

Matthew Allan

Deakin University
Australia
m.allan@deakin.edu.au

Megan Stronach

University of Tasmania
Australia
Megan.stronach@utas.edu.au

Michelle O'Shea

Griffith University & University of Western
Sydney
Australia
m.oshea@uws.edu.au

Michael Naylor

Auckland University of Technology
Auckland
Judith.burphy@aut.ac.nz

Michelle O'Shea

Griffith University and University Western
Sydney
Australia
m.oshea@uws.edu.au

Millicent Kennelly

Griffith University
Australia
m.kennelly@griffith.edu.au

Nick Pye

Griffith University
Australia
npye@teamz-international.com

Nico Schulkorf

UTS
Australia
nico.schulkorf@uts.edu.au

Olubunmi Olayemi Gabriel

Nigeria
omobb@yahoo.com

Orland Hoerber

University of Regina
Canada
orland.hoerber@uregina.ca

Pam Baker

George Mason University
United States
pbaker5@gmu.edu

Pamm Phillips

Deakin University
Australia
pamm.phillips@deakin.edu.au

Paul Cummins

Ireland
cummins-p1@email.ulster.ac.uk

Paul Jonson

University of Technology, Sydney
Australia
p.jonson@uts.edu.au

Paul Turner

Deakin University
Australia
paul.turner@deakin.edu.au

Rachel Batty

Griffith University
Australia
r.batty@griffith.edu.au

Rebecca Shaw

University of Technology, Sydney
Australia
rebecca.shaw@student.uts.edu.au

Robbie Coyle

Holmsglen
Australia
Robbie.coyle@canberra.edu.au

Rochelle Stewart-Withers

Massey University
New Zealand
r.r.stewart-withers@massey.ac.nz

Ross Booth

Monash University
Australia
ross.booth@monash.edu

Russell Hoyer

La Trobe University
Australia
r.hoyer@latrobe.edu.au

Sally Shaw

University of Otago
New Zealand
sally.shaw@otago.ac.nz

Sandra Hillas

Deakin University
Australia
shillasw@deakin.edu.au

Sarah Cobourn

University of Technology, Sydney
Australia
sarah.cobourn@student.uts.edu.au

Shane Gibson

Unitec / University of Canberra
New Zealand
sgibson@unitec.ac.nz

Yung Dong

Asia University
Taiwan
cji3u04f@hotmail.com

Shogo Tanaka

University of Otago
New Zealand
shogotanaka94@gmail.com

Stephen Frawley

University of Technology, Sydney
Australia
stephen.frawley@uts.edu.au

Susana Vega Gomez

AUT Auckland University of Technology
New Zealand
svega@aut.ac.nz

Terry Engelberg

Griffith University
Australia
t.engelberg@griffith.edu.au

Tracy Molloy

Auckland University of Technology
New Zealand
judith.burphy@aut.ac.nz

Tracy Taylor

University of Technology, Sydney
Australia
tracy.taylor@uts.edu.au

Trevor Meiklejohn

Unitec Institute of Technology
New Zealand
tmeiklejohn@unitec.ac.nz

Trish Bradbury

Massey University
New Zealand
p.e.bradbury@massey.ac.nz

Yu-En(Ean), Lin

Taiwan
sportnn@gmail.com