



Book of Abstracts

SMAANZ Conference 2016

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**AUT SPORTS PERFORMANCE
RESEARCH INSTITUTE NEW ZEALAND**



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WELCOME FROM THE SMAANZ PRESIDENT

The motto for Auckland City is a simple one – advance. And that's the opportunity we have over the next few days. The conference is an opportunity to advance your understanding, but perhaps more importantly, it is a chance to advance someone else's understanding. There are opportunities to advance your professional networks. In a world where borders are becoming walls, it is important that academics continue to work as if borders and especially walls do not exist. Sport managers *sans frontiers*?

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.

This is the second time in a decade that AUT University has welcomed SMAANZ to Auckland. I thank Richard Wright, Michael Naylor, Lesley Ferkins, Katharine Hoskyn and Shima Behnoosh for all of their efforts.

Geoff Dickson
Associate Professor – Auckland University of Technology



SMAANZ 2016 BEST PAPER

Friday 11:30am

Bias against Latina and African American Job Applicants

Astin D. Steward and George B. Cunningham (Texas A&M University)

Women and racial minorities continue to experience prejudice and discrimination at work. These differences occur in pay, opportunities for advancement, and promotions (Kluka, 2016; Walker & Melton, 2015). A number of factors to this trend, including those operating at the societal, organizational, interpersonal, and individual levels of analysis (for a review, see Burton, 2015). The purpose of the current study is to extend this understanding by examining four factors, operating at multiple levels, that potentially influence applicant evaluations: the applicant's presumed racial identity, race (Latina and African American), rater gender, and inclusiveness of the hiring directives.

According to prejudice-distribution theory (Kaiser & Pratt-Hyatt, 2009), Whites respond negatively to racial minorities presumed to have a strong racial identity, largely because strongly identified minorities are thought to challenge the status quo and disrupt social hierarchies that might otherwise privilege Whites (Steward & Cunningham, 2015). We therefore hypothesized that strongly identified racial minorities would be rated more negatively than their less identified counterparts (H1). National polling data suggest Latinas face more discrimination and are paid less than their peers (Pew, 2010), so we hypothesized the race of the applicant (Latina or African American) would moderate the relationship between racial identity and evaluations (H2). Similarly, homologous reproduction (Kanter, 1977) suggests people favor those who are similar to them, so we expected rater gender to also moderate the aforementioned relationship, with stronger negative effects when men evaluated the applicants (H3). Finally, personnel decision making is influenced by hiring directives, such that a focus on diversity frequently results in a more diverse applicant pool and workforce (Ferdman, 2014); thus, we hypothesized diversity hiring directives would moderate the relationship between presumed racial identity and applicant evaluations (H4).

A sample of 238 White individuals (133 men, 105 women) who had previously or were currently working in the fitness industry took part in a 2 (racial identity: low, high) by 2 (applicant race: African American or Latina) by 2 (hiring directive: diversity focused or neutral) factorial design experiment. Rater gender was a within-participants variable. They reviewed a dossier and then responded to a questionnaire measuring their attitudes toward the applicant (Sartore & Cunningham, 2007) and suggested starting salary. We ran a 4-way MANOVA to test the hypotheses and increased the alpha to .10 because of the statistical loss of power in detecting complex interactions (Goodhue, 2007). In support of H1, applicant identity had a significant multivariate effect, $F(3, 218) = 2.84, p = .04$. Relative to their counterparts, highly identified applicants were provided lower evaluations, received lower hiring recommendations, and had lower suggested starting salaries. These effects were qualified by a significant racial identity-by-applicant race-by-rater gender interaction, $F(3, 218) = 2.31, p = .07$. Among Latinas, men rated highly identified applicants more negatively and suggested lower salaries, though a similar pattern did not emerge among African American women.

The findings indicate that highly identified racial minorities are penalized in the selection process, relative to their less identified counterparts. The effects further vary based on the applicant race and rater gender. Knowing this, sport managers can devise strategies and training to reduce biases and promote inclusive organizations.

SMAANZ 2016 STUDENT RESEARCH AWARD

Friday 11:00am

Trouble in Paradise? Sport, stereotypes and ethno-racial formation in Fiji.

Jack Sugden, Dr Nico Schulenkorf, Assoc. Prof. Daryl Adair and Assoc. Prof. Deborah Edwards (UTS)

Post-independence Fiji has struggled with a number of socio-cultural and economic complexities in forming an independent nation; one of these complexities has been ethnic division and the formation of a collective national consciousness (Lal 2012; Fraenkel, Firth & Lal 2009; Robertson 2012). In the emblematic sphere of Fijian sport rugby is intertwined with the story of the nation with strong links to indigenous Fiji, whilst soccer is seen to be the preserve of Indo-Fijians, despite bi-ethnic participation (Prasad 2013; Kanemasu & Molnar 2013). From the beginning this study sought to uncover the meanings which Fiji's two largest ethnic groups attach to the both soccer and rugby, and then explore any implications this may have for societal integration. What it found was that the sports not only reflected ethnic division but contained elements which reinforce recidivist ethnic stereotypes. Such mechanisms are evident in the organisation, practice and representation of both rugby and soccer in Fiji, to varying degrees. Separatism in Fijian sport, supported through widespread stereotyping and an organisational culture resistant to change, engenders a cultural mind-set, among both major ethnic groups that contributes to ethnic division in Fiji. The research found that not only does ethnocentrism in rugby and the in the organisation of soccer, lead to certain players, fans and staff being turned away from the sports. It sustains the belief that they do not belong outside of their cultural enclaves and this, in turn, perpetuates division and further labelling.

In this regard this study further develops theory on approaching sport for integration employing a number of qualitative data collection techniques, termed here as 'Ethnographic Visiting'. Informed by critical sport for development theory, this approach and its constituent strategies were designed to co-produce knowledge with local people by involving them in the *process* of theoretical construction. In doing so the research makes two major contributions: Firstly, the study has shown how ethnic stereotyping in and around sport can inform theory on ethno- racial formation and inter-group relations. Whilst secondly, the in depth methodologies have revealed opportunities in sport management where Fijian sport may be re-framed for purposes of positive integration, with the goal of reducing ethnocentrism and intergroup distance. Due to the constrains on time and space the presentation will focus more so on the first contribution, due to its more theoretical underpinnings and a desire to invigorate debate on ethno-racial stereotyping in sport.

ABSTRACTS – IN ORDER OF PRESENTATION

Thursday morning 10.30 – 11.30am

Examining Ownership Structures in Australian and New Zealand Professional Sport Clubs

David Shilbury (Deakin University)

Mark Cameron (Auckland Cricket)

Lesley Ferkins (Auckland University of Technology)

Trevor Meiklejohn (UNITEC)

Ben Corbett (Loughborough University)

Gaye Bryham (Auckland University of Technology)

Tracy Molloy (Auckland University of Technology)

Katie Dee (Auckland University of Technology)

Adam Karg (Deakin University)

Research into the governance and ownership of sport organisations has largely focussed on matters of governance and this body of research has paralleled the increasing necessity of sporting codes to move from a volunteer based governance model to needing a more progressive, commercial governance capability. Matters of board performance and structure, strategic capability and leadership (Hoye & Doherty, 2011) demonstrate sporting codes dealing with the forces of commercialisation and professionalisation (Ferkins & Shilbury, 2015).

To date, research concerned with issues of sport ownership and design has almost exclusively explored the 'not-for-profit' (member) ownership model, or, the 'private equity' ownership model (Chen & Khadka, 2014; Ferkins et al., 2013; Gammelsaeter & Jakobsen, 2008; Hamil, Walters, & Watkins, 2010; Ward, Scanlon, & Hinds, 2012). Whereas the 20th century was dominated by the member 'not-for-profit' sector holding exclusive ownership (Ferkins, Jogulu, & Meiklejohn, 2013), the 21st century and its commercial demands has seen the private investor through new ownership models, have a growing influence on sport governance and subsequent organisation performance.

To stimulate discussion, this workshop will explore the changing ownership of sport organisations using the recent approach by New Zealand Rugby (NZR) to allow partial private ownership of its Super Rugby franchises. The approach adopted by the NZR will be compared and contrasted to other forms of ownership in Australian and New Zealand professional sport clubs. This workshop will begin with an overview of the prevalence of private, member owned and mixed ownership models in both countries, and will explore the motivations for the use of each model.

This workshop draws on current research examining ownership and governance structures and will engage participants with the emerging body of knowledge relating to the governance and ownership of sport organisations in Australia and New Zealand. It will do so through an initial 20 minute presentation followed by a facilitated discussion aimed at addressing the following questions. 1). What might the motivations be for investors seeking involvement in mixed ownership in New Zealand's Super Rugby, or other similar professional sport clubs? 2). What are the advantages/disadvantages for investors and national/state/regional associations of the mixed form of ownership compared to full private ownership of professional sport clubs? 3) What are the advantages and disadvantages of the mixed form of ownership for the governance of professional sport clubs? Each of the three questions will be addressed in small groups before contributing to a full group discussion in the last part of the workshop.

Understanding Capacity to Serve: Connecting Research in Community Sport

Alison Doherty (Western University)

Katie Misener (University of Waterloo)

Community sport clubs are grassroots member organizations where much of the participation in organized amateur sport takes place. They rely heavily, if not exclusively, on volunteers to govern and deliver their programs that range from establishing physical literacy to providing a springboard for athletic excellence. There is a growing body of research examining a variety of aspects of the management of community sport, prompting some ‘stock-taking’ of the current state of knowledge. The purpose of this workshop is to share and reflect on a select body of work that mirrors the diversity of research in this area, and which provides a platform for discussion around connecting current knowledge for a synthesized understanding of the field, and identifying areas for future research.

This workshop shares the highlights of research undertaken as part of several projects investigating a variety of topics that relate to the capacity of community sport organizations to achieve their mandates. The research projects focus on:

- Organizational Capacity – understanding the critical assets and resources that community sport clubs draw on to achieve their goals and objectives;
- Capacity Building – modeling and verification of a systematic process of building capacity in community sport that includes identifying specific capacity need(s) and strategy(s) to address that, organizational readiness to build, and evaluation of short and long-term outcomes;
- Innovation – uncovering the nature and extent of innovation, and understanding the adoption of new processes (system) or products (program, activity, service) related to administrative or sport technical aspects of community sport clubs, including the source, drivers/barriers, and impact of that innovation;
- Policy Implementation – appreciating the supports and the barriers to the implementation of centralized (higher level) policy at the local club level;
- Club Certification – understanding the potential role and current status of standardization programs in the context of community sport organizations;
- Volunteerism – capturing individual psychosocial and group dynamics factors that play a critical role in the functioning of community sport clubs; and
- Volunteer Social Capital – understanding the nature and impact of “social energy” as a critical resource generated when people volunteer together within community sport clubs.

In addition to examining and synthesizing the connections among the knowledge generated from these and other projects, and identifying any gaps, the workshop also facilitates discussion on the connection between these phenomena and policy and practice associated with community sport. The development and management of volunteers, coaches, and officials, athlete development, stakeholder partnerships, inclusive programming and participation, and sport safety, are just some of the critical policy issues and practical challenges consistently facing community sport clubs, which can be informed by current research. This workshop provides an opportunity to discuss that connection.

Thursday morning 11.30am – 12.00pm

The Governance Wheel™: A new conceptualisation of nonprofit sport governance terminology and theories

Tracy Molloy (Auckland University of Technology)
 Geoff Dickson (Auckland University of Technology)
 Lesley Ferkins (Auckland University of Technology)

The evolution of nonprofit sport governance theories, from the general for-profit, nonprofit and public governance fields, has led to the adoption of a range of governance terminology, with often inconsistent, or contested, applications and/or meanings. It is timely to review the use of such terminology and the relationships of such terminology with nonprofit sport governance theories. Thus, this conceptual presentation is positioned as a ‘call for consistency’ to sport governance scholars.

We begin with an examination of the terminology attached to the concepts of nonprofit sport governance and board performance. Such terminology includes structures, models, principles, roles, functions, and tasks. A taxonomy of terminology (Rozenky, Grus, Nutt, Carlson, Eisman & Nelson, 2015; Ward, 2012) is proposed whereby such terms are used in a consistent and hierarchical manner. We then summarise the key governance theories drawn from both the broader governance, and the evolving nonprofit sport governance, domains. Such theories include the more traditional agency, resource dependence, institutional and stakeholder theories (Hoye & Cuskelly, 2007; O’Boyle, 2012) together with the emerging board strategic balance (Ferkins & Shilbury, 2014), stakeholder-stakeowner (Ferkins & Shilbury, 2015) and collaborative governance theories (Shilbury, O’Boyle & Ferkins, 2016). The relationships between these governance theories and terminology are explored drawing on the paradox approach to governance (Cornforth, 2004). The paradox approach, recognising the tensions and ambiguities faced by boards in a complex environment, supports the use of a multi-theoretical conceptual framework.

The key outcome is a new visual conceptualisation of nonprofit sport governance; the Governance Wheel™. This conceptualisation reflects both the paradox approach to academic governance theories and the dynamic nature of the board at work. Taking a holistic view, we seek, to “light up the entire stage” (Tricker, 2000, p. 295) and, in doing so, advance academic understanding, and industry practice, of ‘good governance’.

Sports Partnerships through ‘Sports Hubs’ in New Zealand

Koji Kobayashi (Lincoln University)

Peter Burley

Roslyn Kerr (Lincoln University)

There has been an emergence of ‘sports hubs’ across New Zealand. While these new models of community sports delivery, through shared sporting facilities and services across multiple sport clubs, have been heralded as successful partnerships in the sport and recreation sector, they have received little attention within the academic literature. This study attempts to conceptualise this partnership model by drawing on the previous literature on sport partnerships (e.g., Babiak and Thibault, 2009; Dowling, Robinson and Washington, 2013; MacLean, Cousens and Barnes, 2011; Thibault, Kikulis and Frisby, 2003). In particular, Hall et al.’s (2003) framework ‘multiple dimensions of organisational capacity’ is then employed to examine the benefits and risks associated with the formation of sports hubs. Methodologically, this study employed a case study approach through documentary evidence and interviews with practitioners from two sports hubs in New Zealand. The initial findings suggest that the partnership model of sports hubs enhances particular dimensions of organisational capacity yet compromises others for both the hub entity and the participating sport clubs. In particular, an increase in ‘infrastructure capacity’, enhanced by the shared modern facilities, was found to be central to the benefits for them while at the same time the shared spaces created challenges in maintaining ‘organisational cultures’. In this sense, the success of the partnership needs to be assessed with respect to the needs and priorities of each involved individual sport club.

The rise of the silver-surfers: Challenges and opportunities in the growth of surfing by older people

Mark Orams (Auckland University of Technology)

Surfing has its origins as an activity favoured by youth and seen as a rebellious and risky activity. Imagery, music, art, clothing and other representations of surfing culture continue to reflect strong connections to young, sun-tanned, fit and attractive people (Kampion, 2003). However, the reality of the participants in surfing has changed substantially over the past two decades. In the water at many popular surfing breaks now-a-days there is a large cohort of older surfers; grey, silver or no hair, larger bellies, wrinkled skin and knee and elbow braces are features. In 1975 a surfer over the age of 25 was rare (and considered “old”), in 2016 a surfer over the age of 65 is common and represents a transition in the sport which has occurred gradually over the 50 years since surfing was popularised globally. The drivers for this change are multiple. First, there are many older people who began surfing as youngsters and have continued on with it (a 15 year old in 1970 is now a 64 year old in 2016) or who have re-engaged with the sport again in their later years. Second, there are a cohort of older surfers who have commenced the sport later in life as the global spread of surfing and surfing equipment, profile, media and “surf-schools” have created demand and opportunities to learn how to surf. Finally, the influence of the invention, promotion and sale of a much more diverse range of surfing equipment which permits participation in the sport without a prerequisite of high levels of skill or fitness has opened up the sport to a much more diverse market (Orams & Towner, 2012).

Such changes in the demographics of surfers have presented challenges to managers of surfing resources, but also opportunities. Older surfers tend to utilise surfing equipment which is more stable and easier to catch waves on, this is typically provided by surf-craft that are longer, wider and therefore less manoeuvrable. Examples include; longboards (or “Mals”), Stand-Up-Paddle Boards (SUPs), and Surf-skis. Such craft have a higher risk of colliding with and potentially injuring others, particularly in crowded surf-breaks and when combined with abilities that are limited by age, flexibility and/or competency. As a consequence, aggression is sometimes directed towards older surfers on larger craft at surf-breaks, particularly by younger surfers riding ‘short-boards’ (De Alessi, 2009). Ugly confrontations and physical intimidation, threats and assaults are not uncommon in such scenarios (Bandeira, 2014). Conversely, older surfers typically lead and contribute to many organisations dedicated to protecting surf-breaks, marine conservation and supporting impoverished communities (Short & Farmer, 2012). In addition, the great majority of surf-focused entities running competitive surfing events and clubs and societies supporting the development and management of safe, ethical and environmentally responsible surfing are led by older-age surfers.

Thus the transition of surfing from a sporting activity dominated by younger age groups to a more diverse demographic has been accompanied by both management challenges and opportunities. The often quoted mantra of “respect” in the water by surfers can have value in being expanded to take into account both the challenges and opportunities presented by the “silver-surfers”.

Anti-homophobia policies in New Zealand sport

Sally Shaw (University of Otago)

Homophobia, the negative stereotypes and prejudice faced by gay and lesbian people (Goldstein, Collins & Halder, 2007), is a strong and pervading factor in sport (Denison & Kitchen, 2015). Of the 9,494 respondents in the Out in the Fields report (2015), over 80% reported that homophobic abuse was common in sport (Denison & Kitchen, 2015). Related research has found that homophobia is well entrenched in the stands, within coaching, and in sport administration (Barker & Barker-Ruchti, 2016). While some high profile athletes received considerable support, the 'Out in the Fields' research indicates that there are many thousands of lesbian, gay, and bisexual players who do not come out because of fear of recrimination from team mates, opposition players, coaches, and administrators (Denison & Kitchen, 2015). Unsurprisingly, these people may leave sport due to concerns for their physical or mental wellbeing. This prevalence of homophobia is contrary to both many sports' commitment to fair play and respect.

In response to this, an inclusion steering group has been established in New Zealand sport. This group is made up of representatives from seven National Sport Organisations (NSOs) and one representative from Sport NZ. Under the leadership of NZ Rugby, the group is working to develop anti-homophobia policies under the broader theme of inclusion.

The purpose of this research is twofold:

1. To examine the process of developing anti-homophobia policies;
2. To investigate the process of delivering such policies to the sport within NZ.

Members of the inclusion policy steering group were interviewed by telephone over a two month period in March and April 2016. Two senior personnel from the NZ Olympic Commission were also interviewed. Interviews took between 30 and 50 minutes. Respondents were asked their position in the organisation, the reasons for developing such policies, the processes that were undertaken, the extent (or anticipated extent) of the policies' impact at high performance and grass roots and any future developments that the NSOs might pursue, e.g. transgender policies.

The following themes were identified in the preliminary analysis:

- The lack of background knowledge and experience in this area;
- The reasons for considering anti-homophobia policies and joining the steering group
- The policies' scope (broader inclusion or specific anti-homophobia?);
- The positioning of the policy in an organisation: player welfare, community;
- The intended process of developing and actioning policy;
- The anticipated response from regional and local sport bodies;
- The experience of working collaboratively in the steering group.

Full analysis will be conducted using a critical approach (Alvesson & Deetz, 2000) in July 2016. The first research report is due to the steering group in August, 2016. The above themes and the steering group's response to the report will be discussed in more detail in the presentation.

**Strategic management in high performance sport organisations:
Insights from the balanced scorecard and SPLISS**

Trish Bradbury (Massey University)
Winnie O'Grady (University of Auckland)

There is increasing pressure on sport organisations to adopt business practices that will help them achieve their objectives. A common tool used by businesses to manage the implementation of strategy is the balanced scorecard (BSC). This research broadly considers whether the balanced scorecard provides a useful approach for high performance sport organisations and can be aligned with tools such as SPLISS - Sports Policy factors Leading to International Sporting Success. The specific research question posed is 'how does High Performance Sport New Zealand (HPSNZ) manage its strategic performance?' This paper uses the BSC and SPLISS as theoretical lenses for understanding the strategic management practices in HPSNZ. Critical appraisal of the alternate frameworks suggests the causal model underpinning the BSC makes it more useful for understanding how to manage strategic performance.

The research is an on-going project adopting an exploratory, qualitative case study approach. The findings to date reveal that HPSNZ has clear beliefs about the multiple factors driving performance and how they are linked, and adopts a balanced approach to managing these factors using investment schedules rather than formal balanced scorecards. The BSC perspective highlights a shortcoming of the SPLISS model, namely the causal links between the nine SPLISS factors. The research extends the sport management literature by suggesting how the SPLISS model can be enhanced by addressing the causal links required between factors, as well as indicators and measures required for each and also the accounting literature by providing a BSC interpretation of strategic performance management in a high performance sport organisation. The study also illustrates how interactions between business and sport domains can be mutually beneficial.

Thursday afternoon 1.00 – 1.30pm

Empirical evidence for the Sport Value Framework—the bridging role of the Sport Cluster concept in sport marketing theory

Anna Gerke (Audencia Business School)
Herbert Woratschek (University of Bayreuth)
Geoff Dickson (Auckland University of Technology)

‘Service-dominant’ (S-D) logic is premised upon a service centric approach to marketing. The S-D logic emphasises that value is co-created with customers, the use of operant resources, and that value is conceptualised subjectively and realised when the customer uses firm offerings (Skålen & Edvardsson, 2016). The S-D logic guides actors toward understanding value as co-created and assessed in use by customers in their social contexts (Lusch & Vargo, 2014). Extending the S-D logic, Woratschek et al. (2014) provided a fundamentally new logic known as the Sport Value Framework (SVF). The SVF proposes that sport should be analysed in the context of the entire value co-creation system of sport industries (meso-level) rather than from the perspective of single actors (individuals, organisations).

In this paper we seek empirical evidence for the sport value framework (SVF) by breaking the ten foundational premises of the SVF down to the sport cluster level (Gerke, Desbordes, & Dickson, 2015). This study illustrates an empirical case of the service-dominant logic in sports. We conduct a single case study of the Auckland sailing cluster (Eisenhardt, 1989; Yin, 2009). Primary data collection comprises 27 interviews and observations at events. Secondary data include 13 documents of organisational information and archival data. Data were analysed with NVivo.

The results provide evidence that the SVF provides insight into value creation within sport clusters. Eight of the ten foundational premises of the SVF are relevant to the studied sport cluster case. An experience-dominant logic is suggested. This research helps sport management practitioners to better understand value creation in sports. It suggests that sport management and marketing scholars should use more holistic theoretical models and inclusive empirical research designs rather than focusing on isolated elements and actors of sport industries.

Baseball fans' psychophysiological responses to crisis situations in professional baseball

Doyeon Won (Yonsei University)
Jung-sup Bae (Yonsei University)

The information using psychophysiological measures are considered as yielding useful information in assessing consumers' experiences such as emotional responses to media experience and marketing-related activities (Helle et al., 2011; Martinez-Fiestas et al., 2015). Psychophysiological measures such as high and low frequency of heart rate variability (i.e., autonomic bodily responses) can provide more reliable information of subjects' emotions without compounding effects in comparison to subjects' self-reported emotions (Ravaja, 2004).

Despite of the advantages of the psychophysiological approach, it has not been well received and utilized in the sport management literature. Thus, the purpose of the current study was to measure baseball fans autonomic bodily response, namely heart rate variability (HRV) including both the low and high-frequency components of the HRV, to a crisis situation of their favorite professional baseball team. In addition, this study also measured the subjects' attitudes towards their favorite baseball team and word-of-mouth intention using a paper-and-pencil instrument.

Data were collected from 93 professional baseball fans in Korea. Participants completed the first part of the instrument and were measured their autonomic states, using a portable electrocardiogram (ECG) tester, before they were exposed to a crisis situation. After participants watched a video clip, they were measured their autonomic response states and also reported their attitude and WOM intention in regard to professional baseball in Korea.

The results from the repeated measures t-tests indicated that there were significant differences between pre and post-tests in terms of HRV scores and low and high frequency components of HRV as well as attitudinal and behavioral measures. After watching a visual stimulus (i.e., a crisis situation), participants reported a higher level of HRV ($p < .001$) and low-frequency HRV scores ($p < .001$) while they reported a lower level of high-frequency HRV scores ($p < .05$). This result indicated that participants felt significantly more stressful after watching a crisis situation. Similarly, participants reported a lower level of positive attitudes towards professional baseball ($p < .001$) and WOM intention ($p < .001$).

This study suggests that sport fans are indeed affected by negative incidents caused by players and professional clubs. Detailed results and discussion will be presented at the conference.

Emotionally intelligent leadership in sport management: Is it on your radar?

Katie Dee (Auckland University of Technology)
 Gaye Bryham (Auckland University of Technology)
 Lesley Ferkins (Auckland University of Technology)

Leadership is a popular topic that has seen a global increase in interest in recent years as it moves from being a concept associated with assigned 'leaders' to the more inclusive idea that everyone can enact leadership (O'Boyle, Murray, & Cummins, 2015). Traditionally, leadership research has concentrated on individual leaders (typically within the business environment) and their traits, attributes or styles of leadership (Avolio, Walumbwa & Weber, 2009; Bresnen, 1995; Kihl, Leberman & Shull, 2010; O'Boyle et al., 2015). For decades, these leader-centred perspectives and ideas have taken prominence in the literature, often based around a common theme that the leader influences followers to meet organisational objectives. It is only in more recent years, however, that a more holistic, all-encompassing view of leadership has been adopted and explored, recognising that everyone can enact or contribute to leadership (Jackson & Parry, 2011; O'Boyle et al., 2015).

This study drew on a stakeholder approach and a social constructionist lens. For this, a 'relational', 'shared' view of leadership was adopted as opposed to the more traditional 'leader' centered stance. Specifically, the aim was to investigate stakeholder perspectives of leadership within the context of the New Zealand sport sector in order to advance the knowledge and understanding of sport leadership.

To align with the social constructionist view of leadership and the stakeholder perspective approach to understanding the leadership phenomenon, this study is situated in a constructivist-interpretive paradigm, incorporating a case study design. Data were gathered from three highly experienced individual stakeholders through semi-structured in-depth interviews. The data was then analysed using an inductive thematic analysis to allow for themes to emerge from the rich and insightful sharing's.

The findings highlight the significance of emotional intelligence, knowing self and importance of relationships. They also reinforce the social, relational nature of leadership in sport management. This research exposes the gap in the literature in this area and the scope for future research in relation to the significance of emotional intelligence in sport leadership. This presentation will explain the motivation and context of the study, justify the method used, highlight the key findings, and signal future research opportunities. It should also make you question whether emotional intelligence is on your radar.

Media Consumption and Supportive Work Environments Predict LGBT Championing

E. Nicole Melton (University of Massachusetts)
George B. Cunningham (Texas A&M University)

While attitudes have improved over time (Anderson, 2011), prejudice against lesbian, gay, bisexual, and transgender (LGBT) individuals persists in the sport context. Various stakeholders express prejudice in subtle ways (Cunningham & Melton, 2015), and athletics, coaches, and administrators report prejudice and discrimination (Griffin, 2012). These patterns make the role of LGBT champions, or persons who support and advocate for LGBT inclusion and equality in the workplace (Avery, 2011; Melton & Cunningham, 2014), all the more important (Sartore & Cunningham, 2010).

The purpose of this study was to understand the role of a personal factor (type of news media consumed) and workplace factor (coworker support for diversity and supervisor support for diversity) in predicting one's championing behaviors. The media help shape values and norms in society (Kane, 1988), and there is evidence that the type of media consumed (conservative versus liberal) is associated with prejudicial attitudes (Lee & Hicks, 2011) and behaviors (Slater, 2007). Thus, we predicted that there would be a positive relationship between consuming liberal news media and identifying as an LGBT Ally (Hypothesis 1). We also examined the role of workplace support for diversity. Social learning theory (Bandura, 1986) suggests that people develop notions of appropriate behaviors based, in part, on social cues from others. Drawing from this notion various authors have suggested that coworkers and supervisors play important roles in modeling inclusive behaviors (Avery, 2011; Cunningham & Sartore, 2010). Absent such modeling, the influence of liberal news media will have little impact on subsequent championing behaviors. Thus, we predicted that the positive relationship between liberal news media and identification as an LGBT ally would be moderated by coworker support for diversity (Hypothesis 2) and supervisor support for diversity (Hypothesis 3).

As part of a larger study (Melton & Cunningham, 2014), data were collected via mailed questionnaire from 309 employees working in US sport organizations (32% response rate). The questionnaire contained a single item to measure type of news media consumed, 3 items measuring coworker support (Cunningham & Sartore, 2010; $\alpha = .75$), 3 items measuring supervisor support (Cunningham & Sartore, 2010; $\alpha = .75$), and 4 items measuring championing behaviors (Cunningham, 2006, $\alpha = .90$).

Results from the moderated regression analysis, controlling for age, sex, race, and sexual orientation, indicate the model explained 34% of the variance in championing behaviors. Liberal media consumption was positively associated with championing ($\beta = .28, p < .001$), and this relationship was moderated by the media-by-coworker support interaction ($\beta = -.11, p = .05$) and media-by-supervisor support interaction ($\beta = .13, p = .04$). Supervisor support also held a direct effect ($\beta = .24, p < .001$).

Findings from the study suggest factors at the personal and workplace levels influence people's championing behaviors. They are most likely to champion for LGBT rights in the workplace when they consume liberal news media and have others in the workplace who support LGBT diversity. Sport managers can help promote advocacy for LGBT inclusion by modeling their support for diversity themselves.

Developing entrepreneurial behaviour, skills and competences in sports management

Olga Polyakova (Sheffield Hallam University)

Rita G. Klapper (Leuphana University)

Over the last 20 years the discipline of sport management has grown into an independent and in many ways self-sufficient area of study, which has been studied from a variety of disciplines i.e. marketing, philosophy, psychology and sociology (Olivier 2006). Despite this growing interest it is still considered an emerging area. Scholars such as Cunningham (2011) critically asked colleagues in the field to reflect on which theoretical approaches would be of benefit for sports management and enhance its overall standing among disciplines i.e. contribute to research, teaching, service and practice. One of the areas of potential benefit to sports management that was identified was entrepreneurship. Alternative interdisciplinary cross-fertilisation could also come through governance and CSR, sustainability, new and innovative research methodologies, institutional theory, coaching and leadership. Ratten (2011) recommended a focus on the individual as one avenue for future research directions, and theoretically explored aspects of entrepreneurial behaviour such as innovativeness and risk-taking and their relevance for sports management. Arguably sport management and entrepreneurship are complementary in nature as entrepreneurial and enterprising behaviour, skills and competences can make a significant contribution to creating a competitive advantage in any facet of sport. As Jones and Jones (2014) argued there are clear indications for the necessity of development of entrepreneurial qualities in sport management students, in particular creativity (Rampersad and Patel 2014), self-efficacy, optimism, hope, resilience (De Hoe and Janssen, 2014) and even spirituality (Singh et al., 2016). Nová (2015) added to this by exploring the development of the appropriate teaching and learning methods in sport management programs in order to encourage entrepreneurial thinking in a sports context. She recommended to use all facets of enterprise and entrepreneurship education, i.e. curriculum based, extracurricular activity for students, and university-based business start-up support for students and graduates.

This paper is part of a longitudinal project which starts with a theoretical exploration of the relationship between entrepreneurship and teaching in sport management in phase 1. We particularly focus on the kinds of entrepreneurial behaviour, skills and competences that need to be developed in the future generation of higher education students to become the change agents in sport management and thus move the field forward in terms of theory and practice. Recognising the need for guidance from the entrepreneurship education literature this research draws on the work done by the UK QAA (2012), which has taken Alain Gibb's (2000) work as a guideline for setting parameters for the kinds of behaviour, skills and competences to be taught as part of entrepreneurship education. In phase 2 we expect to conduct a number of teaching experiments that aim to stimulate the types of entrepreneurial behaviours, skills and competences accompanied by both quantitative and qualitative research. With this we follow a methodological approach developed by Farber, Priarle and Fuchs (2015), Klapper and Farber (2016 forthcoming).

This paper has implications for educators and senior organisational leaders who are interested in developing entrepreneurial change agents in and through their sports management programmes. We expect new pedagogical frameworks to emerge as a result of this research, introducing innovations to sport management curricula. The main contribution of this paper is to provide a) provide a sound theoretical basis for integrating entrepreneurship theory into sports management education, b) develop a rationale for a holistic, experiential teaching approach to promote the development of entrepreneurial behaviour, skills and competences in future sports management graduates and c) lay the foundations for a mixed method approach to assessing the impact of such transdisciplinary learning experiences.

The way things are done: Boardroom climate in Australian state sport organisations

Geoff Schoenberg (Deakin University)

There are many different factors that influence how a board of directors fulfils its core functions of monitoring and directing (Hoye and Doherty, 2011). Governance research has focused on structural and compositional elements. Recently, more sociological approaches to governance have suggested that intragroup dynamics also influence the board (Davis, 2005). One focus of research on intragroup dynamics has been the different types of relationships among board members. For example, this has included cohesion, board-CEO relationship, and power patterns (Schoenberg, Cuskelly, & Auld, 2016). However, intragroup dynamics can extend beyond the relationships of board members. One concept that has received limited attention is boardroom climate.

Climate, in this context, refers to the shared perception of 'the way things are done'. Research on organisational climate has identified four dimensions of climate including: vision, participatory safety, task orientation, and support for innovation (Anderson & West, 1998). Boardroom climate is grounded in the concept of organisational climate. Thus, rather than the relationships within the board, boardroom climate focuses on how individual board members can make contributions during board discussions. Other governance research has described elements related to boardroom climate such as the openness to group discourse, psychological safety, and willingness to adapt (e.g., Bradshaw & Fredette, 2009; Nicholson, Newton, & McGregor-Lowndes, 2012). These studies have treated these elements as independent constructs with limited identification of boardroom climate as a common underlying theme. The previous governance research suggests an alignment with the organisational climate dimensions of participatory safety and support for innovation. Thus, there is an opportunity to identify whether dimensions from organisational climate also fit within a boardroom setting.

Quantitative data were collected from online surveys of the board members of Australian State Sport Organisations. After data cleaning, there were 448 usable responses. The questionnaire included items adapted from the short version of the Team Climate Inventory that measured participatory safety and support for innovation (Kivimaki and Elovainio, 1999).

Initial analysis, using confirmatory factor analysis, identified that model fit criteria, reliability, and validity had been achieved. These results provide some empirical support for the identification of boardroom climate as a broad construct not previously identified in governance research.

Thursday afternoon 1.30 – 2.00pm

Examining mediating effects of exercise self-identity and constraint negotiation in the planned behavior of the curves circuit exercise participants

Yi-Chung Yeh (Asia University)
Li-Shiue Gau, Ph.D.(Asia University)

The theory of planned behavior is an expectancy-value model based on the assumption that the planned behavior, in turn, is determined by attitude, subjective norms, and perceived behavior control (Ajzen, 1991). Recent studies have shown that a person's sense of self-identity may influence one's behavior (Terry, Hogg, & White, 1999). In addition, the constraints that individuals perceive do not always lead to non-participation; people may use appropriate negotiated strategies to overcome the constraints (Jackson, Crawford, & Godbey, 1993). In this paper we expand the theory of planned behavior by adding two mediating variables of the exercise self-identity and the constraint negotiation strategy with three precursors in the theory of planned behavior and the dependent variable of participation intention in Curves exercise. A questionnaire was used including the six scales with Cronbach Alphas between 0.782 and 0.959. Using all the members of Curves (only for females) as the population, a stratified sampling was used to receive 555 valid responses with a range of age between 14 and 70 (mean = 41). The structural equation modeling (SEM) is used to examine the proposed model. The model fit is acceptable: RMSEA = 0.072, IFI = 0.945, CFI = 0.945, GFI = 0.911, NFI = 0.928. On the whole, this model explains 30% of variance in behavioral intentions (R square = 0.30). Both exercise self-identity and the constraint negotiation partially mediated the relationship between attitude toward exercise and behavioral intention, but seemed to fully mediate the relationships between subject norm and intention and between perceived behavior control and intention. The mediating effect of the exercise self-identity seems to be stronger than that of the constraint negotiation. In conclusion, it is majorly the active attitudes of the female participants to engage in the circuit exercise of Curves centers through the enhancement of psychological exercise self-identity and adoption of constraint negotiation strategy.

Antecedents and consequences of fans' satisfaction

Masaya Muneda (Waseda University)
Hirota Matsuoka (Waseda University)
Tae-Ahn Kang (Waseda University)

Customer satisfaction has been considered a key factor for successful customer retention (e.g., Cronin et al., 2000; Johnson et al., 2006). Studies in sport marketing, in accordance with business marketing research, have also revealed the positive effects of sport fans' satisfaction with games on behavioral intentions such as intentions to attend future games or recommend games to others (Matsuoka et al., 2003; Tsuji et al., 2007; Yoshida & James, 2010). However, due to the difficulty in collecting spectator data after a sporting event, few studies have addressed spectators' reactions to the outcome of a game. It is also important for researchers and practitioners in professional sports to appreciate antecedent variables of game satisfaction.

One of the most commonly examined antecedents of fans' satisfaction and its' consequent variables (i.e., behavioral intentions) might be fans' psychological links including team identification and attachments to various foci such as team, player, sports, and community (e.g., Kwon et al., 2005; Matsuoka et al., 2003; Nakazawa et al., 2014). However, previous studies have not used practical data to examine comprehensive models of fans' satisfaction and its antecedents and consequences. Therefore, this study aimed to examine the relationships among spectators' satisfaction, its antecedents, and its consequences.

Data collected from an Internet survey conducted by INTAGE Group was used to access a wide range of spectators representing the target population. Data on 500 individuals was randomly selected from the entire data set, which contained data on 22,687 spectators of Japanese professional baseball. The sample comprised 61.4% males and 38.6% females. The average age was 44.4 years. Regarding the number of games attended in the 2015 season, 26.6% attended once during the season, 38.4% attended 2 to 3 times, 24.8% attended 4 to 6 times, and 10.2% attended more than 6 times.

In the structural model we designed, three attachment-related variables were selected (i.e., spectators' attachment to the sport, players, and the local community) as antecedents of spectators' satisfaction. Two behavioral intention-related variables were selected as consequences (i.e., the intention and recommendation to attend a game). Team identification was also specified as a mediating variable between satisfaction and antecedents.

As a result of structural equation modeling, the model fit demonstrated acceptable levels for all indices ($\chi^2/df = 4.03$, RMSEA = .078, CFI = .954, GFI = .919). Regarding the relationship between satisfaction and its antecedents, sports attachment had a positive influence on satisfaction ($\gamma = .18$, $p < .05$). Local community attachment also had an effect on team identification ($\gamma = .33$, $p < .001$) and satisfaction ($\gamma = .17$, $p < .05$). Regarding the relationships between satisfaction and its consequences, satisfaction was positively related to attendance intention ($\beta = .61$, $p < .001$) and recommendation intention ($\beta = .60$, $p < .001$). The results indicated that spectators' satisfaction is a critical factor in the relationships between sports attachments, local community attachment, and behavioral intentions, whereas prior studies had emphasized the direct relationships between them.

From player to coach: Linguistic indicators of leadership emergence in a distributed leadership structure

Nick Wilson (Macquarie University)

Whilst leadership is a much-studied social and organisational phenomenon, leadership research often tends to focus on established leaders and the linguistic practices they employ to “do” leadership (Holmes, 2005; Holmes, Stubbe, & Vine, 1999). Less studied is the way in which people become leaders. This paper uses the context of a rugby team to explore how individuals construct themselves as leadership candidates, moving along a trajectory from followership to leadership. In discussing leadership emergence, a distributed leadership structure is seen as crucial to leadership development within an organisation. Distributed leadership is not just about having multiple leaders within an organisation, but is about viewing leadership as an emergent, negotiated practice within an organisation (Bolden, 2011). This paper investigates the development of a leadership community of practice (Wenger, 1998) in which the linguistic practices that define leadership within the organisation are negotiated. Building further on the community of practice model, emergent leaders can be conceptualised as following a trajectory towards being leaders, with the hierarchy of the leadership structure being embedded within the community of practice.

The research that underpins this paper focuses on 17 hours worth of recorded interactions between coaches and players gathered as part of a year-long ethnographic study of leadership discourse in a New Zealand rugby team. This team contained a distributed leadership structure, in which there were two coaches, two captains, a vice-captain, and several other “emerging” leadership figures amongst the players. The overall dataset, from which extracts will be drawn to support the discussion in this paper, comprises 32 frontstage interactions in which coaches and/or captains address multiple players, 5 backstage interactions between leaders and 5 backstage interactions between leaders and individual players. The qualitative analysis of how distributed leadership is constructed in the interactions is supported by 9 ethnographic interviews with the “official” leaders within the team. Each leader (or emerging leader) is discussed in terms of his history, his leadership style and his development as a leader over the course of one rugby season and how this contributed to the development of distributed leadership in the rugby team. Whilst this paper acts as a case study of leadership emergence within a distributed leadership structure, it also demonstrates that principles embedded within the communities of practice model, as a theory of learning, can account for the way in which members of an organisation develop into leaders and how they are spotted by existing leaders.

Robbing from the rich to give the needy? A thematic analysis of the illegal streaming of the Parker v. Takam fight

Taylor Annabell (Auckland University of Technology)
 Angelique Nairn (Auckland University of Technology)
 Frances Nelson (Auckland University of Technology)

Several scholars (Hope, 2002; Jackson, 2004; Scannell, 1990; Scherer & Rowe, 2014; Scherer & Sam, 2012) have asserted that sport contributes to building national identity and that free-to-view broadcasting is therefore a public service that carries cultural citizenship rights (Rowe, 2004; Turner, 2001). However, the deregulation of New Zealand's media environment shifted the relationship between viewers and broadcasters, especially with the arrival and rapid domination of sports broadcasting by SKY Network Television (SKY TV). In fact, SKY TV's commercial imperatives drove their pursuit of owning exclusive sporting rights, altering the broadcasting environment (Hope, 2006) to the point where New Zealand citizens are forced to pay to watch live sports on television (Andrews, 2004; Hope, 2006; Scherer, Falcos & Jackson, 2008; Smith, Evans & Iosifidis, 2015).

Using texts associated with the Joseph Parker v. Carlos Takam boxing clash, when it was found that over 100,000 viewers opted to stream the fight illegally (Beynen, 2016; Hill, 2016), we argue that SKY TV's market-based philosophy has commodified both "the game" and the audience. This paper applies thematic analysis (Braun & Clarke, 2006) to a series of articles and their accompanying public comments published by *The National Business Review*, *Stuff*, *Newshub*, and *TVNZ*. We found two polarised positions: those supporting the illegal streaming and those against. Supporters claimed they were being exploited, and opposed the "greed" of the promoters and broadcaster, while Duco Events and SKY TV believed that the streaming of their product was a copyright breach by "complete lowlifes" determined to adversely impact their profit margins. It appears that the rights to viewing sport on television is a debate about money, as opposed to the cultural and social value of sport and peoples' rights to see it.

Investigating Entrepreneurial Activity In Motorsports – The Case of a World Land Speed Record Attempt In New Zealand

Harald Dolles (Molde University College)

Mark Dibben (University of Tasmania)

AIM OF ABSTRACT/PAPER - RESEARCH QUESTION

One area of world class motorsports in which the entrepreneurial, pioneering spirit of the creation and extraction of value from an environment (Anderson, 2007) can still be seen is in world land speed records (WLSRs). However besides popular motorsport and/or historical literature (e.g. Jackson, 1971) WLSR attempts have not been in the focus of academic research. We apply Santomier's (2002) three-segment (production, promotion, performance) classification of sports entrepreneur activity to the case of a WLSR project – The Flying Kiwi. We suggest that entrepreneurial driven sports events are ultimately about bringing together all three segments to one coordinated moment – the sporting event itself – and that that coordination and culmination of prior activity represents a unique opportunity for entrepreneurial creativity and innovative thinking to achieve success. The purpose of this research is therefore to highlight this entrepreneurial coordination and facilitation process of a motorsport event at the world elite level.

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

Our research however uses participant observation (e.g. Hammersley and Atkinson, 1995) as a legitimate method of engaging in sport management research (Dibben & Dolles, 2013). It does this by presenting and discussing a three-year participant observation case study of a WLSR attempt, in order to unpack the way in which innovation, trust, reputation effects, inter-firm collaboration, club membership and volunteerism can combine to provide the necessary sponsorship (both in-kind and monetary), technical expertise and infrastructure, all brought together – or not – by the entrepreneur to achieve sporting success. Adopting an ethnographic approach also allows us to address and discuss a range of methodological issues commonly associated with the approach.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSIONS

What became obvious during data analysis was that the structure and organizational culture of Flying Kiwi Promotions was a critical success factor. These were essentially designed to achieve high levels of organisational learning and facilitated by a charismatic entrepreneur (arguably another critical success factor) who recognised the need to empower his 'staff'. This generated a close-knit team identity and a clear goal that translated vision, communication, planning, feedback and learning. Ongoing evaluation of goal achievement was a significant aspect of organisational learning and thus strategy development in Flying Kiwi Promotions which 'morphed' successfully from a marketing organisation (to gain sponsorship) into a manufacturing organisation (to build the vehicle) and then an event management organisation (to actually run the attempt), all to deliver a unique and ultimately tangible 'product' of a world land speed record. This was possible precisely because of the coordinating ability of the individual entrepreneur; Santomier's thesis can be extended beyond his 3Ps.

Exploring governance design options for new and emerging sports: The case of Stand Up Paddling in New Zealand

Trevor Meiklejohn (Unitec)
Lesley Ferkins (Auckland University of Technology)
Ian O'Boyle (UNISA)

Sport governance “is the responsibility for the functioning and direction of the organisation and is a necessary and institutionalised component of all sports codes from club level to national bodies, government agencies, sport service organisations and professional teams around the world” (Ferkins & Shilbury, 2010, p. 235). In considering wider not for profit, commercial and public contexts, Rhodes (1996) and Rosenau (1995) take a broader view suggesting that governance is the process by which an organisation, network of organisations or a society steers itself, allocates resources and exercises control and co-ordination. Research and theoretical attention to this topic is still limited and has not yet moved to fully grasp the complexities of governance within the sport context (Hoye & Doherty, 2011, Shilbury, Ferkins & Smythe, 2013). Such complexities are due to the multi-layered federated network of not for profit clubs, regional sport organisations (RSOs), national sports organisations (NSOs) and international governing bodies (IGBs) that are common to most traditional sports (Ferkins & Shilbury, 2010; Hoye & Cuskelly, 2007; Dickson, Arnold & Chalip, 2005; Soares, Correia & Rosado, 2010; Taylor & O'Sullivan, 2009). As such, a majority of research has focussed on governance at an organisational level avoiding the wider governance system and the multifaceted governance structures that many organisations (and groups of organisations) have evolved toward (Hoye & Doherty, 2011; Cornforth, 2011).

To further add to the recognised complexities inherent in sport governance, the sport landscape is undergoing substantial change. Government agencies for sport are cognisant of this with Sport New Zealand in its 'Future of Sport in New Zealand' document (2015) highlighting trends such as a growth in the offering of sport from both not for profit and for profit sectors, the individualisation of the sporting experience and a move away from traditional sporting communities offered by clubs. This suggests that despite the complicated federated systems of traditional sports, new and emerging sports with alternative structures, cultures and new entrants (participants and providers) may further complicate the sport governance landscape. Consistent with this, Kellet and Russell (2009) highlight the sport of skateboarding where entrepreneurs have taken advantage of an open system without the institutionalised boundaries present in traditional sports to gain easy entry for profit maximisation. They observed that this field is fragmented, lacking in formal structures and contains overlapping roles of suppliers, participants and program developers, quite different to traditional sporting structures. They contend there is a dearth of understanding as to how new and emerging sports are structured and governed, and that this lack of knowledge compared to mainstream sports (which is still limited) seems remiss given the growth of these sports.

This proposed research is the next frontier of knowledge development in sport governance. Specifically, it aims to explore governance options for new and emerging sports. To do this, a systemic governance approach that encapsulates the mosaic of current and potential stakeholders will be employed (Kellet & Russell, 2009; Soares et al., 2010). This conceptual presentation will examine the need for such a study within sport governance and also pose a context where such a study could take place, that of stand up paddling, reported as the fastest growing water sport in the world. In doing so it intends to build on the limited body of knowledge in sport governance in general, systemic sport governance, and the governance of new and emerging sports.

Thursday afternoon 2.00pm – 2.30pm

The Influence of Endorsers' Credibility on Advertising Effects, and Repurchase Intention: An Example of Fitness Personal Trainer as Endorser

Yu-Hsuan Wu (National Pingtung University of Science & Technology)

Yun-Chun Chou (National Pingtung University of Science & Technology)

Shang-Min Ma (National Pingtung University of Science & Technology,

Fitness clubs are booming in Taiwan (Health and Exercise Association, Taiwan, 2016). While previous research (Alan et al., 2004; Fink et al., 2004) has revealed a strong positive impact of many kinds of celebrity on sport consumers' purchasing behavior, the influence of personal trainers (PT) in the fitness club as endorsers of sport products is absent. In particular, how PT endorser's influence on advertising effects and the resultant consumers' purchase intention are still unknown. Therefore, a better understanding of the influence of PT endorsers' credibility (professionalism credibility, product credibility & image credibility) on advertising effects (sport brand attitude & sport advertising attitude) and fitness club consumers' repurchase intention will help us understand how personal trainers or professional staff in fitness clubs may serve as a niche between sport product companies and the fitness industry. The purpose of this study was to confirm a structural model of PT endorsers' credibility, advertising effects, and repurchase intention with a sample of fitness club consumers in Taiwan. A purposive sampling was applied to recruit participants from 9 fitness clubs in 2015. A total of 350 valid questionnaires were received. Satisfactory composite reliabilities, convergent validity, and discriminant validity were obtained (Fornell & Larcker, 1981) and the proposed structural model fitted the data well using Lisrel 8.80. The findings showed that (a) PT endorser's credibility exerted a strong positive impact on fitness club consumers' repurchase intention; and (b) among two dimensions of advertising effects, consumers' sport brand attitudes played a significant mediation role in the process. While a positive influence of athletes or celebrity endorsers' credibility on sport products consumers' repurchase intention was evident in the previous research (Fink et al., 2004; Shuart, 2007), the current study further confirmed PT endorsers' professionalism credibility and image credibility as influential factors affecting fitness club consumers' repurchase intention. The findings revealed a symbiotic relationship between fitness clubs and the sport industry. In particular, fitness clubs may increase their overall profits by promoting PTs' professionalism and personal image as well as endorsing the appropriate sport brand products for their PTs.

The impacts of social and cultural context on sport fans motivation: Qualitative research

Hung Huynh, (Griffith University)

Kevin Filo, (Griffith University)

Daniel Lock, (Griffith University)

Existing sport fan motivation research measures: (a) the most important factors driving consumption (e.g., Fink et al., 2002); or (b) the effect of variables, such as age, gender, ethnicity, and nationality on fan motives (e.g., Armstrong, 2002; Won & Kitamura, 2007). Jones (1997) argued that sport fan motives are context specific and, as such, researchers should examine how the social setting in which a team exists shapes a fan's motives. In the current research, we used a qualitative approach to explore the influence of social and cultural settings on sport consumer motives. We addressed the differences in sport fan motives for attending matches and being a fan of home teams in three different cities, which reflect distinct cultural values and social settings.

Consumer Culture Theory (CCT) is the theoretical framework underpinning the current research. Through the lens of CCT, we examine sport fan motives from a social and cultural perspective (e.g., cultural values, social settings) rather than adhering to traditional psychological approaches (Arnould & Thompson, 2007). In particular, we draw on two streams of CCT research: (1) consumer identity projects, and the (2) influence of socio-historic patterning of consumption. Identity projects refer to the temporal processes through which consumers are socialised into and, then, pursue role and group identities (Kleine & Kleine, 2000). The specific identity projects a person deems desirable are strongly orientated towards activities (e.g., sport consumption) that are established in a given social milieu (i.e., socio-historic patterning of consumption).

We conducted in-depth semi-structured interviews (n = 40) in three Vietnamese cities. The interviews focused on the interviewees' motives for following their home team and for attending home matches. A variety of motives for following the home team emerged across the interviews, including city pride, star players, team's achievement, playing style, and fondness for Head Coach. The themes varied across contexts. In Hanoi fans followed the home team to express their pride in the city. Meanwhile, fans in Saigon emphasised the team's achievement and star players as the major motivation for following the local team. In Da Nang, besides being proud of the city's representation through the team, fans admire the head coach of the team and his coaching style.

The differences in themes across the three cities reflect differences in cultural values and social settings in each city. Hanoi is the capital of the country with a rich cultural heritage, reflected through the pride of the city's inhabitants. Saigon is the economic centre of the country, thus its residents frequently emphasise economic factors in their decision process, and this is underscored by the competition-driven and capitalistic nature of their motivation for following the local team. Da Nang is a newly developing city focused on the tourism industry. The city has been developed from a remote area recently, and people living there have gradually approached the world. Therefore, they would admire those who contribute to the development of the city. The head coach of Da Nang team has relocated his family to live and work in Da Nang, demonstrating a contribution to the city's development.

The findings provide initial support for the relationship between social and cultural factors and sport fan motivation. The outcomes support Jones' (1997) contention that cultural values and social settings influence sport fan behaviours. Sport marketers need to acknowledge cultural values and social settings during marketing efforts to increase and retain the fan base. For instance, for the team located in an economic centre, a focus on the team's success past and present should be applied. Meanwhile, focusing on city pride could be a main theme for a marketing campaign for a team located in a well-established historic city.

A transformational leader revitalized a sport governing body by embracing a new vision

Kiyotaka Kato (Hannan University)

The United States has become one of the superpowers of world Alpine skiing. The US won the most medals in Alpine skiing at the 2010 Winter Olympics and was second at the 2014 Games. However, the US was unable to get good results at international competitions in the mid-1990s. The governing body of skiing and snowboarding in the US, the US Ski and Snowboard Association (USSA), had an unstable management system, which saw rapid changes in CEOs in a few short years, and was almost bankrupt in 1995 due to a deficit of over two million dollars (USSA, 1995).

This study explores how the USSA rebuilt itself financially and athletically by focusing on managerial reforms, and particularly focuses on the role of a former CEO. Because he was the CEO of the USSA from 1996 until he resigned after the Winter Games in 2014, it is assumed that he played an important role in revitalizing the organization. A holistic single-unit case-study approach (Yin, 2014) was used to examine how he rebuilt the organization. Transformational leadership theory was used as a theoretical framework to guide this study (Bass & Avolio, 1993) because research has indicated that transformational leadership is the preferred leadership style under unstable conditions (e.g. Waldman, Ramirez, House, & Puranam, 2001; Welty Peachey, Bruening, & Burton, 2011). Eight in-depth, semi-structured interviews were conducted with members of the management of the USSA, including the former and the current CEOs and vice presidents. Interviews were between thirty-one minutes and one hour and nine minutes long. All interviews were recorded and then transcribed verbatim, resulting in 131 pages of data. Data analysis was conducted using pattern matching (Yin, 2014). A coding system was developed based on four factors of transformational leaders: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration (Bass & Avolio, 1993).

This research reveals that the former CEO introduced a new vision and mission, and that these factors played a crucial role in revitalizing the organization by stimulating internal and external stakeholders. The CEO set the vision, “to make the United States of America the best in the world in Olympic skiing and snowboarding”, as soon as he joined the USSA. The vision made it possible for the organization to change its culture. He faced difficulties in having his vision penetrate all areas of management and athletic staff because the organization at that time was far from being “the best in the world”. However, as the vision began to be understood and accepted by staff, it changed the culture of the organization to be more inclusive by encouraging cooperative behavior in order to achieve the vision. At the same time, as a results of this process, it is believed that the CEO facilitated the development of a brand orientation, which is a mindset (Urde, 1999) of strong identities among the staff (Baumgarth, Merrilees, & Urde, 2013; Gromark & Melin, 2013). My research indicates that as the USSA became more brand-oriented, and perceived as being trustworthy and the integrity of the organization increased, this led to more donations, which is one of the main revenue sources of the organization.

The detailed relationship between transformational leadership and brand orientation, which revitalized the organization, and practical implications for non-profit sports organization will be discussed in a presentation at the conference.

Social Media Marketing and Capitalization Opportunities in Professional Sports - An Empirical success factor analysis in the German Premier Football League

Florian Kainz (Institute for Football Management)

Tobias Haupt

Social Media Marketing in sports offers many innovative possibilities, especially in the area of new market development and capitalization opportunities. However, as a young discipline in marketing research it lacks concrete models for implementation and strategy. The present research study presents different success factors, which are decisive for the economic success of professional social media marketing in professional sports, and answers the question of the economic usefulness of social media marketing by identifying and explaining various innovative revenue opportunities in the area of social media. A special area of focus is the discipline of social media sponsorship, which represents one of the main future revenue and funding sources in sports.

Within the context of the rapid progression from Web 1.0 to Web 2.0 and the development of social media applications, fundamental changes have occurred in the communication process, including the type of communication, transmission of information, and formation of opinions, signifying a communication-related paradigm shift in the field of Social media marketing, whereby a new paradigm of communication can be identified (vgl. Haupt 2014, S. 160 ff.).

Recently, a new area of scientific research has evolved in the form of social media marketing. Yet little to no research is evident regarding the success factors of social media marketing. In addition, there is still a lack of scientific research in the area of social media marketing examining the capitalization opportunities for companies from a traditional business perspective.

In order to fill this research gap between professional sports marketing and social media marketing an analysis of social media marketing success factors will be carried out on the basis of the 18 football clubs in the German Premier League during the 2012/13 season. The study examines key research questions, applying statistical methods of hypothesis testing using data collected daily from the 18 teams, including official posts on the respective club's fan pages on Facebook during the period from 01 August 2012 to 31 May 2013.

The study examines a total of 18,574 Facebook Posts according to the defined research variables and their characteristic values. Furthermore, the study conducted a qualitative survey including nine expert interviews, assigned to the four subject areas "Science", "Social Media Marketing", "Social Media Applications" and "Top-Class Sports".

Entrepreneurial athletes: An exploration of athlete transitions to entrepreneurs

Michelle Hayes (Griffith University)

Caroline Riot (Griffith University)

Andrea Geurin (New York University)

Chris Auld (International College of Management)

The parallels between sport and business have long been a topic of conversation in global sport media outlets (Brunskill, 2015; Corbitt, 2014; Elkins, 2015). Little research exists, however, on the concept of entrepreneurial athletes. While entrepreneurship has increasingly become a potential post sport career option, it is unclear how athletes actually prepare and experience the transition process out of sport and into business related activities. A review of literature revealed little previous examination into the role an athlete's sporting experience plays in assisting (or not) with the transition process into business. From the research that has been completed, it has been suggested that specific skills and characteristics developed during a career in sport (e.g., pattern and opportunity seeking, resilience and belief and self-leadership) are helpful in the business environment (Ratten, 2015; Terjesen, 2007). Meanwhile, the potential entrepreneurial logic athletes adopt during and after the transition to business have also not been thoroughly examined.

According to athlete career transition literature it is important for athletes to make effective preparations prior to retiring from sport in order to ensure entering into a second career is smooth and effective (Alfermann & Stambulova, 2007; Baillie & Danish, 1992; Wylleman, et al., 2004). As entrepreneurship is a risky endeavour, it is important to ensure athletes are equipped with the necessary skills and knowledge in order to transition successfully and create stable businesses (Frese & Gielnik, 2014). Therefore, the purpose of this study was to create an understanding of previous athlete transitions to entrepreneurial activity in order to better prepare future potential athletes wanting to become entrepreneurs.

To gain an understanding, researchers adopted a multiple case study approach, conducting semi-structured interviews with three elite athletes who transitioned out of elite sport and subsequently established their own entrepreneurial endeavours as their post sport career. Document collection and analysis was also used in order to reveal the current support programs on offer to budding entrepreneurial athletes as well as clarify any information provided by participants on the support received from National Sporting Organisations (NSOs) or State Sporting Organisations (SSOs).

The findings indicated that the sport experience allowed athletes to acquire key skills and attributes that proved beneficial during the transition process and once the businesses were established. Specifically, sport core competencies (i.e., goal setting, resilience) were a major theme and suggested that athletes gained key skills in their sporting career that were beneficial once they retired. Detailed results and implications for both academicians and practitioners are to be presented at the 2016 SMAANZ Conference if this abstract is accepted.

Governance of small sports clubs in New Zealand: Existing structures, processes and potential models

Simon Hill (Canterbury Cricket Association)

Roslyn Kerr (Lincoln University)

Koji Kobayashi (Lincoln University)

Sports clubs are one of the dominant sports delivery mechanisms in New Zealand, yet despite this, they have received remarkably little attention in the academic literature. This study aims to fill that gap through a case study investigation of the governance structures and processes used by four small sports clubs in New Zealand. Drawing on a case study approach utilising interviews and documentary evidence, the study found that small sports clubs in New Zealand are mostly governed, managed and operated by a group of dedicated volunteers elected or appointed to the committee by their fellow members. The governance structures that small clubs operate within has evolved from the historical 'kitchen table' method of operation to a hybrid model of multiple governance models and ideas. Unexpectedly, the study found that these ideas have in most cases come from the knowledge volunteers bring to the committee table, or borrowed from other clubs that are deemed successful, as opposed to utilising well documented models such as Carver's (2006) Policy Governance Model or Sport New Zealand's *The Nine Steps to Effective Governance* (Sport New Zealand, 2014). Both of these resources advocate for a clear separation between governance duties, including the employment of the CEO, strategic planning and decisions over major capital expenses, and management, encompassing day-to-day operations, management of staff, business plans and purchases. However, the data collected suggests that small sports clubs are not resourced to initiate the separation of duties Carver (2006) and Sport New Zealand (2014) suggest, even though volunteer committee members in this research paper range from five to eighteen people. Instead, the clubs appear to have (unknowingly) adopted aspects of alternative models such as Mowbray's (2011) 'third team' approach, and Bradshaw's (2009) 'contingency theory'. The study concludes that although there is increased pressure for clubs to professionalise their practise, there are no appropriate best practise models or methods of governance available to small sports clubs. Despite this, this study demonstrates that clubs have developed potentially successful governance systems.

Thursday afternoon 2.30 – 3.00pm

Influences of image fit between host city and sporting events and city image toward residents' attachment to host city

Daichi Oshimi (Waseda University)
Munehiko Harada (Waseda University)

The connection between sporting events and an increased recognition of the host city (Ma et al., 2013) or that to improvements to its external image (Bulduck et al., 2011; Kim & Morrision, 2005) is well known. A host city's image (e.g., destination image) plays an important role in tourists' points of view in tourism literature (Hallmann & Breuer, 2010; Nadeau et al., 2007) and residents' points of view in city branding (Kavaratzis, 2004; Merrilees et al., 2013). However, few empirical studies in sport management literature have examined the influence of city image, and the image fit between sporting events and the host city, from the view of host residents'. Furthermore, a longitudinal approach has not been applied to these research areas. This study investigates the roles of image fit and city image in host residents' attachments to their own city using the 2014 and 2015 Tour de France Saitama Criterium in Japan as a case.

We used "attitude toward the event" (ATE) as the antecedent variable of image fit (between the sporting events and the city). The ATE is a useful variable that influences event-sponsor fit (Lacey & Close, 2013). The "fit" has often been used in analyses of consumer responses to investigate the relationship between sporting events and sponsors, such as cognitive and affective reactions to sponsors (Gwinner & Eaton, 1999; Koo et al., 2006). Since "brand image" or "attitude toward the brand" were utilized as consequent variables of image fit in previous studies (Becker-Olsen & Simmons, 2002; Speed & Thompson, 2000), we set "host city image" and "place attachment" as these variables in this study.

With the cooperation of the local city government, questionnaires were distributed to spectators who were current residents of the host city for the 2014 and 2015 Tour de France Saitama Criterium in Japan. In all, 242 (2014) and 198 (2015) usable questionnaires were obtained. Each item—ATE (Lancet & Close, 2013), fit (Speed & Thompson, 2000), city image comprising of six factors (urban area/convenience, sports, city atmosphere, sightseeing/entertainment, nature, and business) (Oshimi et al., 2015), and place attachment (Hernandez et al., 2007)—was based on the pilot study and previous studies.

The study confirmed scale validity and reliability by showing that each case had reached the recommended levels. Additionally, multiple-structural equation modeling showed a positive relationship between ATE and event-city fit. Event-city fit positively influenced the host city's image and place attachment (2014), and the host city image had a positive impact on place attachment in both (2014 and 2015) models ($R^2 = .38$, $\chi^2/df = 2.02$, CFI = .900, RMSEA = .048). Furthermore, a multiple regression analysis predicted that urban area/convenience ($\beta = .28$), sports ($\beta = .21$), and nature ($\beta = .24$) are influential factors on residents' attachment to their city ($R^2 = .37$). This study found that enhancing fit level by holding a sporting event contributes to the city's image development and the attachment residents have to their city. Moreover, the positive impact of sport image toward residents' attachment to their city confirms that the former can be used as a city branding tool that leads to the validation of hosting a sporting event. Future research should deploy a further longitudinal approach for result validation.

Do the structural constraints in sporting spectatorship belong to several phases? Testing the levels by attendance frequency

Rei Yamashita (Toyo University)
Natsumi Adachi (Waseda University)
Munehiko Harada (Waseda University)

A significant body of sports marketing research focuses on spectators' attendance and investigating why people watch a game. However, several researchers suggest that it is also crucial to consider the negative aspects of attending a game (Nakazawa et al., 2014; Yamashita and Harada, 2015; Yoshida et al., 2013). The concept of constraints represents this negative facet, a topic well researched in leisure studies. The leisure perspective suggests that, "every serious leisure activity contains its own combination of tensions, dislikes, and disappointments which each participant must confront in some way" (Stebbins, 2005). Thus, people who attend a leisure activity make more frequently efforts to negotiate their constraints to participate in that activity (Jackson et al., 1993). In the sports marketing field, Yamashita and Harada (2016) tested the psychological factors (i. e., value and attachment) as a negotiator, using them as controllable variables between structural constraints and intention, finding that structural constraints have several phases. Unfortunately, no previous studies in the sports marketing or leisure fields have tested this statement about the dimensions of structural constraints. However, it is crucial for professional leagues or teams to realize what constraints influence their attendees' intention to watch the games within each level of frequency.

This study aims to explain how the structural constraints fit within the several phases using an explanatory test to determine if there is a difference between how the structural constraints influence re-intention at different levels of attendance frequency. Showing these levels of differences enables researchers to state the dimensional phase of the structural constraints and contributes toward a new process in the decision to watch a game.

The researchers distributed questionnaires to spectators who attended two J. League Division 2 games, and used 428 valid answers for the analysis. Of the sample, 71% were men and 29% were women. The study used value and attachment as the psychological factors and multiple regression analysis to test the strength of the influence of the independent variables on the dependent variable.

The first test, confirmatory factor analysis (CFA), revealed the independence of each structural constraint element. All factor loadings were above the threshold (i. e., 0.50) (Hair et al., 2010). The structural constraints included alternative activity, money, tangible, intangible, access, core product, and weather. The model fit values were chi-square/df=4.67, CFI=.85, NFI=.82, RMSEA=.09.

The subsequent multiple regression analysis compared the difference between the previous season's game attendance frequency in terms of the composition score of the seven structural constraint factors and the two psychological factors as an independent variable and re-intention as the dependent variable. The study looked at three frequencies of game attendance for the previous season: low frequency (0 to 7 times), medium frequency (8 to 15 times), and high frequency (16 to 21 times). The results show that low frequency spectators perceived alternative activity ($\beta = -.22$, $p < .05$) and intangible ($\beta = -.25$, $p < .05$) as significant negative factors in re-intention; as they spent more time attending games, spectators perceived less constraints and more influence from the psychological factors ($\beta_{\text{Attachment}} = .48$, $p < .01$, $\beta_{\text{Value}} = .20$, $p < .01$) on re-intention.

The results from this study suggest that spectators' perceptions of structural constraints change if their game attendance frequency increases or decreases. According to Mannell and Kleiber (1997), individuals with a stronger psychological connection to their leisure activity tend to consider themselves as a serious leisure participant. This finding offers a potential practical application in the area of sports spectators. Further discussion will be presented at the conference.

A conceptual model for leadership and character development interventions through sport: Development and Empirical Testing using Mixed Methods

Kenneth Tan (Singapore Management University)

The question of whether leadership and character can be taught through sport has received a lot of attention in academic and practitioner arenas. In Singapore, character and leadership development is taught in schools and emphasised by government ministries focused on community and social development. Schools have taught it under the Civics and Moral education (CME) classes from as early as 1959 (Chew, 1998) and formal syllabus were written to support the teaching in CME lessons. In the review of CME by Koh, 2012, it was highlighted that there have been no impact analysis or effectiveness testing of the program on learning outcomes. There has also been no significant study in Singapore schools on whether sport builds character. In this study, the researcher is investigating the relationship between intentionally designed sport participation with leadership and character development. It is found that there exists a significant theoretical gap at the convergence of these bodies of knowledge, specifically civics and moral education, character & citizenship education, leadership and character development & sport education. This presents an opportunity to dovetail the research and address theoretical and methodological gaps by developing a conceptual model to be implemented in schools for educators to implement character and leadership development interventions through sport. The model will utilise key theories from the Role-Learning and the Sport Education Model, (Siedentorp, 1982) and situational modified activities (Hellison, 2003) which highlights the role of sport in developing character and leadership role-models. This research thesis contributes to research in two ways, by addressing a theoretical gap in four bodies of educational research and in developing a distinctive methodological approach in determining the revised conceptual model for leadership and character development through sport in school.

This revised conceptual model when applied in schools will thus provide directions for institutions in Singapore to use sports as a platform for developing character and leadership values in the future. Overall, the results provided positive evidence that the conceptual model was effective in supporting educators to integrate, apply and facilitate values-inculcation principles and practices into their lessons, and in turn, increased the behavioural frequency of students demonstrating values during lessons. Implications and practical applications of the framework will be discussed.

Should we YouKu, VK, Kaskus, Zing and Rappler our organisations? Assessing global digital reach to support your international objectives: including a digital snapshot of the English Premier League soccer (Association Football) clubs during the 2014/2015 season

Marc Taylor (Sheffield Hallam University)

The Leading Question: Do organisations ensure that their digital communications are visible to all interested international stakeholders?

Digital communications and Premier League soccer in the context of global marketing communications and international trade

For over fifty years we have been asked a relatively simple question; ‘Are we planning our marketing effectively (e.g. Winer, 1965; Stasch and Lanktree, 1980). Media and digital platforms have changed quickly in the last twenty years and internet and digital marketing spend has been the fastest growing sector of Marketing communications and advertising spend rising to 26% of a \$555bn industry in 2014 from 4% in 2004 (Clift, 2014; WARC, 2015, World Economics, 2015). This growth has been estimated to continue, reaching 30-50% of average marketing communications budgets in the next decade in most developed countries (OFCOM, 2015). At the same time, there has also been rapidly changing economic strength of countries and consumer expectations (e.g. Copestake, 2015; The World Bank, 2015; PwC, 2011; Bell et al., 2012). With emotional connections stronger than in any other industry, with the exception of actors and singers (Couvellaere and Richelieu, 2005), Premier League clubs have consequently developed international and brand strategies.

Research Approach

For traditional media, buying and evaluation mechanisms are reasonably well developed and understood e.g. Official broadcast regulators for metrics (television, radio); official Audit of Bureau Circulations (ABCs) for print publications. Executive interviewing suggested digital macro and micro ‘reach’ metrics were less clear. This research, conducted over 2014 and 2015 used four macro sources to assess global trade data, official country populations and internet penetration rates and the official leading 25 digital sites each country covering in excess of 75% of global internet users (c2.2bn users). Only 23 countries cover in excess of 75% of all internet users globally. Three core secondary sources were used; International Telecommunications Union (ITU); The Central Intelligence Agency and Alexa (recommended by eMarketing experts Chaffey and Smith (2013)). Official Premier League club digital platforms and digital reach metrics in multiple countries were analyzed and evaluated.

Research Findings

There is a need to ensure that digital communication platforms are analyzed at a national level. Local digital reach is often not the same as in your home country. There is a need to pay particular attention to digital platforms in BRIC and MINT countries. Sites such as Facebook, You Tube, Twitter, Instagram and Google+ may not be visible to hundreds of millions of regular internet users, including over 640m internet users in China (as of May 2015). Even in domestic markets, a significant number of digital users may prefer to use platforms that they are familiar with from their original home markets. Do not simply follow a ‘Me Too’ approach to digital communications.

You pay you play: The emergence of commercial sport event delivery models in New Zealand

Cindy Wiersma (Auckland University of Technology)

New Zealand has a longstanding tradition of sports clubs and schools being the primary providers of sports events, experiences and opportunities for the community. Driven by a number of broader societal trends, many sports clubs have experienced a decline in memberships and, as a consequence, struggle to remain viable (Sport NZ, 2015). In this context the provision of sporting participation opportunities through private events companies has emerged. Such approaches typically have their genesis in an entrepreneur who develops and promotes an event or series of events whereby participants purchase, through entry fees, the right to take part. These individuals through small businesses use a commercial model of marketing and promotion and often partner with other private sector companies as sponsors who utilise the event to promote their products and services to participants and spectators.

Ratten (2011, 2012, 2013, 2014) has completed some work in bringing together literature in entrepreneurship, social innovation and sport management. She describes sports entrepreneurship as consisting of "...individual entrepreneurs who leverage opportunities that arise from their networks..." and views sport entrepreneurship as "...identifying the conditions and procedures in which emergent business ventures with a social orientation are formed (Ratten 2014). This paper presents an exploratory case study to provide insights into this emerging alternative approach to the provision of sporting events for the community.

"The Beach Series" is a weekly event held on Tuesday evenings in Takapuna, a popular urban beach on the North Shore of the city of Auckland, New Zealand. The event offers participants options of competing in races of varying distances in running, swimming and stand up paddle boarding. The event was launched in 2005 by Scott Rice, a sportsman who realised an opportunity to establish a business promoting and delivering sporting events for the non-elite sporting enthusiast. The Beach Series operates over an 18 week summer season and has grown to attract hundreds of participants each week of all ages and abilities.

As an exploratory case study, the purpose is to investigate an information-rich case from various perspectives as one example of the emergence of sport entrepreneurship and the growing diversification of the way sport is offered to the public. It investigates the origin, subsequent development and eventual sale of the Beach Series and identifies characteristics of the event which have contributed to its success. The researchers use purposeful sampling, firstly to target this event and then to conduct interviews with key stakeholders including the event founder, sponsors, volunteers and participants. Publically available data on participant numbers and demographics over several years is analysed for trends.

This paper presents a single case study with the intention to develop a series based on other community based commercially delivered sports events to investigate patterns and identify common themes related to the rise of sport entrepreneurship and the increasing diversity of sport event delivery models in New Zealand.

A quantitative analysis of soccer fans' opinions on governance: Towards a new typology

Borja García (Loughborough University)
Ramón Llopis-Goig (University of Valencia)

Research on football (soccer) fans has predominantly been done from a sociological theoretical perspective, using quantitative n=1 case studies with relatively traditional data collection tools, such as interviews and participant observation (García and Welford 2015). This has led to a number of sociological fan typologies that have focused on the level of loyalty towards the club. The two typologies that are most used are Redhead's (1993) concept of participatory (active) and passive fandom, and the traditional consumer vs fan dichotomy proposed by Giulianotti (2002). These approaches suggest that there are certain characteristics that define active, traditional or 'authentic' fans such as attending matches (Gibbons & Nuttall, 2014), having close ties to the local community (Brown, 2007) and immersion in local cultural practices (Williams, 2012).

These typologies, however, have three fundamental flaws, though. First, they consider the supporter only as a passive consumer of football. Second, they fail to incorporate recent developments in the activities of fan groups: their governance activism. Third, their qualitative nature only allows for discursive and descriptive analysis. Thus, it is not possible to measure the strength of the different elements that constitute the typologies.

This paper presents, for the first time, a quantitative analysis of football supporters. Moreover, it focuses on supporters' opinions on football governance structures. It is, therefore, a first attempt to propose a different and modern way to analyse football fans. It updates the traditional typologies in three fundamental areas: a quantitative analysis, an addition of governance activism as a new component of the typology, and a large international sample.

The paper draws on data of the FREE (Football Research in and Enlarged Europe) on-line questionnaire. It includes a sample drawn from supporters in six countries: Spain, UK, France, Germany, Turkey and Poland. The total of valid and complete questionnaires, after data cleaning is 11,384 (3,490 in Poland; 3,120 in France; 1,804 in Turkey; 1,800 in Spain; 635 in United Kingdom and 535 in Germany). For this paper, we use two sets of questions from this questionnaire, which in total had 68 questions. Statistical analysis focuses on two sections related to supporters' opinions on governance. The paper first does a factor analysis to identify the factorial structure of both sets of questions. It does then examine the differences between the factorial components identified through the use of ANOVA analysis.

Results suggest that there are 6 different groups of attitudes towards governance issues: 1) Supporters alienation, 2) Trust in national governing bodies, 3) Trust in international governing bodies, 4) Trust in control and pressure groups outside football, 5) Supporter activism efficacy, 6) supporters participation. Results suggest that 56% of fans trust groups of supporter activists, whereas trust in public authorities to regulate football governance is very low. Our findings also reveal that supporters would like to have a bigger say on how their clubs are managed, but however feel they are not being listened to at present.

The implications of the findings are that there is a new profile of the supporter, which is well informed and willing to protest against football governance structures. This can have an impact on the way they relate to their clubs and, in turn, have implications in areas such as attendance or fan/customer satisfaction. Most importantly, this is of relevance to current debates of football governance, as supporters need to be seen as an emerging stakeholder. Finally, our findings contribute to the creation of a new fan typology to enrich the academic literature in that area.

Thursday afternoon 3.30 – 4.00pm

Measurement of Competitive Balance in NSW Premiership Rugby and the impact of the Player Points System

David Bond (University of Technology Sydney)

This study will first provide descriptive evidence of the level of competitive balance within the NSW Premiership Rugby competition. The NSW Premiership Rugby Competition is a key development pathway for players into the Australian Super Rugby franchises and having suitable levels of competition are important in providing quality playing stocks to these higher level teams (Owen and Weatherston, 2002). Numerous Australian sporting competitions (including the National Rugby League, Australian Football League and the National Basketball League), as well as international sporting competitions have previously been studied in this context, but to date no such study has documented the level of competitive balance within a domestic rugby competition in Australia.

The second is to examine whether the introduction of the player points system in the NSW Premiership Rugby competition in 2009 led to an improvement in the level of competitive balance. Concerns have been raised regarding the continuing poor performance of a number of teams, as well as the dominance of Sydney University (Robinson, 2013) over an extended period of time. Over the 13 years from 2003 to 2015 inclusive, Sydney University contested ten grand finals in 1st Grade, winning eight. They also contested 13 1st Colts (Under 20's) grand finals, winning 11. In reaction to these concerns a non-monetary salary cap, the Players Points System (PPS) was put in place for the 2009 season. The PPS is similar to a normal salary cap, but instead of a cap in terms of dollars, it is a cap in terms of player points, which are based on representative honours, 1st grade caps, club loyalty and junior club.

Results using a number of different measures of competitive balance, including the actual-to-idealized standard deviation and the Herfindahl Index of competitive balance (Lenten, 2015), suggest that firstly, the NSW Premiership Rugby Competition is not competitively balanced and secondly, the introduction of the PPS did nothing to alleviate this. Implications of these findings will be discussed,

Two psychological avenues to shape of team identification: Sports fans belong to and own a team

Kazunori Maeda (Kochi University of Technology)

Ken Sumida (Shizuoka Sangyo University)

It is interesting for both marketers and scholars to understand team identification of fans, because it is a crucial factor affecting future consumption (e.g., Kwon & Armstrong, 2002, 2004). We consider that team identification would be shaped through two processes: belonging to and owning a team. The purpose of this study is to investigate two psychological processes to shape of team identification leading to behavioral intentions to consume spectating sports.

One of the two processes is based on a perspective on fans belonging to a team. Team identification is shaped through a process where fans attempt to identify themselves with their team by psychologically belonging to it; then their team's success and failure are internalized and a fan's identity is integrated into their team (e.g., Lock et al., 2012). The latter one is the process on which we put an emphasis in this study. We consider that fans see their team as the important possession; they psychologically own it. They repeatedly consume a team (e.g., attending a game); and then their team starts becoming part of the self (me), which is seen as extended self (Belk, 1988). It is expected that we gain an understanding of shape of team identification by introducing the combination of two processes.

A questionnaire was designed to assess an individual fan's psychological states, place attachment (Bricker & Kerstetter, 2000), fan community identification (Nakazawa & Yoshida, 2015), psychological ownership (Van Dyne & Pierce, 2004), extended self (Sivadas & Venkatesh, 1995), team identification (Mael & Ashforth, 1992), and behavioral intentions (Cronin et al., 2000). Data were collected from attendees at two professional baseball games of the independent teams in New Jersey and New York area in US (n=132: the team in NJ, n=166: the team in NY).

Confirmatory factor analysis was undertaken for assessment of the measurement scales. The results demonstrated satisfactory reliability, convergent validity, and discriminant validity, indicating the employed scales accurately gauged the factors. After that, the proposed model consisting of 6 hypotheses was tested. All hypotheses were supported. It is indicated that fans' team identification is shaped through two processes: belonging to and owing a team, which is the contribution of this study to understanding development of fans' team identification.

Leadership Development: Implications and Opportunities for Teaching Leadership in Sport Management Programs

Jim Weese (Western University)

University officials frequently speak about the role, if not obligation of our institutions of higher learning to develop disciplinary and community leaders. This is also true in the area of sport management. Many programs throughout the world offer a course on the topic of leadership.

Considerable research has been undertaken in the leadership development area. The author will provide an overview of these discoveries, discuss how they can be implemented in leadership courses in sport management. The author will also present the empirically-based approaches he has deployed in his leadership class as well as profile approaches effectively deployed leadership classes from other academic fields. Delegates attending this session will leave information and insights that they may wish to reflect upon and adopt when developing and delivering courses in leadership on their respective campus.

Graduate we prepare will work in highly participating teams. As leaders they will need to bring clarity to situations in the form of a vision, communicate and engage followers effectively, and inspire their hearts and minds by deploying an emotionally intelligent leadership style. Recognizing these realities is one thing, but implementing them in a classroom is another matter and the genesis of this presentation.

Sport management professors looking their efficacy in teaching leadership by deploying teaching and learning pedagogies and learning activities that promote deep learning, critical thinking skills, heightened student engagement, and life-cycle learning and engagement will be well-served by the content of this session.

Framing the 2015 Rugby World Cup: An analysis of Australian and New Zealand newspaper coverage

Olan Scott (University of Canberra)
 Andrew Billings (University of Alabama)
 John Vincent (University of Alabama)
 John Harris (Glasgow Caledonian University)
 Stirling Sharpe (University of Canberra)
 Anthony Beaton (University of Canberra)

In the context of international sporting contests, which typically attract great interest globally, the coverage of these events by newspapers help to define, influence, and sometimes reflect mainstream beliefs. Although media consumers have no influence over how stories are framed, editors and journalists can construct their narratives and stories to attract, maintain, and foster continued media consumption (Scott, Zakus, & Hill, 2014; Vincent & Crossman, 2012). Informed by framing theory, this study strove to investigate how two nations' coverage of the Rugby World Cup (RWC) was characterised. Framing occurs as the media actively select certain aspects of an issue to report, affecting the understanding of the message people receive (Entman, 2007).

Framing is prominent in sport communication and sport media. In their study on the FIFA Football World Cup, Scott, Zakus, and Hill (2012) suggested that "gaining an understanding of the framing processes used by media in their construction of social and political issues is important due to its influence on attitudes and beliefs of audiences" (p.24). Bie and Billings's (2014) study on how Chinese and American newspapers covered the success of Chinese swimmer Ye Shiwen at the 2012 London Olympic Games revealed dramatically different coverage in the two nations.

This study sought to investigate how the 2015 RWC held in England (and Cardiff) in September and October 2015 was covered in two nations: Australia and New Zealand. These nations' news coverage was selected to collect a distinctive understanding into how nationalism and feeling of patriotism were perpetuated in the coverage of the RWC. Each of these nations has a strong history in rugby union and consumption (both spectatorship and participation) of the sport is wide-ranging, offering a unique understanding into the coverage of the RWC.

For each of the two nations, a search on Factiva (an online information and research repository of media coverage), was conducted and every relevant RWC article was downloaded and coded. Providing a deeper understanding of how the same event was framed not only answers the call from Whannel (2000) for more cross-cultural research into sporting events, but also provides further insight into how two nations' newspapers framed the RWC.

Preliminary results indicated that (i) coaching and coach's' thoughts, (ii) tournament progression and match analysis, and (iii) national pride and interest were key themes in Australia and New Zealand. Of interest is a comparison between Australia and New Zealand reporting on national pride and interest. Australian newspapers reported a lack of whole nation interest in Rugby Union over recent years which was altered as the team successfully progressed through the tournament. New Zealand reporting featured an unwavering trust and belief in the ability of their national team. Despite less than convincing performance in the opening matches, newspaper reporting rarely doubted the team's ability or the belief that a consecutive RWC title would be won.

Sport for social cohesion: Exploring impacts and influences

Katherine Raw (La Trobe University)
Emma Sherry (La Trobe University)
Katie Rowe (Deakin University)

Physical activity and sport are increasingly being recognised as vehicles for achieving a wide range of social development goals internationally (Schulenkorf, Sherry, & Rowe, 2016). Within the field of sport for development (SFD), one line of research enquiry relates to how sport initiatives can be used to enhance social networks (Levermore & Beacom, 2009; O’Driscoll, Banting, Borkoles, Eime, & Polman, 2014), social capital (Spaaij, 2012; Welty Peachey, Cohen, Borland, & Lyras, 2011), and social cohesion (Coalter, 2010; O’Driscoll et al., 2014; UN, 2003). Over the last decade, the growth in SFD activities has been paralleled by academic interest across a wide range of disciplines and thematic areas. The extent to which each of these areas has been examined varies, for example, education has been more frequently represented in the literature as opposed to gender (Schulenkorf et al., 2016). Deficiencies have particularly been noted with regards to research focusing on the issue of social cohesion (Cubizolles, 2015; Kidd, 2011). Kidd (2011), hypothesised that such deficiencies might exist due to the fact that programs that “follow an evidence-based logic model of development...and social cohesion, with appropriate community engagement, monitoring and evaluation, constitute a tiny fraction of programmes overall” (p. 604). In summary, SFD interventions aiming to enrich social cohesion are among the least understood and hold the greatest scope for future research (Cubizolles, 2015; Kidd, 2011).

This research aims to address this gap in the literature through the investigation of a SFD program focused on social cohesion. To explore this issue, the chosen SFD context was ‘The Huddle’, a non-profit organisation which employs a variety of targeted programs with the aim of increasing social cohesion among culturally and linguistically diverse and refugee youth populations in Melbourne’s inner North West. Founded in 2010 within the North Melbourne Football Club (NMFC) headquarters, The Huddle was developed as a joint initiative of the NMFC, the Scanlon Foundation and the Australian Multicultural Foundation. A qualitative method was employed and data was gathered through semi-structured interviews. Interview recordings were transcribed verbatim and both inductive and deductive processes were used to analyse the data. Staff and stakeholders (n=19), as well as youth participants (n=20) and parents (n=5) involved with The Huddle in 2015 and 2016, shared their views regarding the initiative. Participants reported that benefits provided by The Huddle programs linked to social cohesion were: belonging, trust and inclusion. The socio-environmental factors thought to positively influence these outcomes included: networks and stability. However, results also suggested that some components of The Huddle could be improved, including ongoing engagement. The results of this study will be used to guide the creation of a survey instrument to further examine social cohesion. In addition, study findings will assist the development and expansion of The Huddle and thereby encourage better quality experiences for youth and future SFD programs.

Successful strategies for communicating the value of sport management programs to university administrators

Damon P. S. Andrew (Louisiana State University)

Without question, the higher education industry has entered into one of the most challenging periods in its history. Changing demographics of the student body, adopting to new modes of educational delivery, and public pondering on the employability of graduates (Baum, Kurose, & McPherson, 2013; Board, 2013; Ebersole, 2014; Universities UK, n.d.; Strategic Issues Program, 2014) represent a small sampling of issues drawing increasing attention in modern times. As higher education resources become more limited, all academic programs, including sport management, are increasingly asked to justify current and projected expenses. In such instances, programs that are able to successfully communicate their value to internal university constituents are in better positions to command the resources they deserve. Moreover, in consideration of the many internal audiences at a university (e.g., faculty, staff, current students, and administrators of other academic programs in the department, school, college, and/or university), effective strategies will tailor information to each respective audience in a manner that will maximize perceived impact. Accordingly, the purpose of this presentation is to introduce strategies for successfully communicating value of sport management programs based on goals specified by the host institution. In addition to communication via established university metrics and ratios involving external research funding and enrollment productivity, the following current and future ways to communicate value will also be discussed:

- Ability to secure external contracts
- Continuing education potential
- Ability to engage key internal/external stakeholders
- Ability to support interdisciplinary initiatives
- Ability to positively impact overall university reputation
- Ability to function efficiently (high relevant output with low costs).

Thursday afternoon 4.00 – 4.30pm

Strategy for excellence in sport: The downside of Canada's own the podium from the athletes' perspective

Hillary Pattenden (Hamilton Bulldogs)

Lucie Thibault (Brock University)

Own the Podium is a Canadian nonprofit organization responsible for the development of a strategy for reaching high performance sport excellence in Olympic and Paralympic Games. Through the use of targeted funding for specific athletes with the potential of reaching the podium at Olympic and Paralympic Games, Own the Podium (OTP) has changed Canada's approach to funding sport excellence. Initially developed for the 2010 Vancouver Olympic and Paralympic Winter Games, OTP was the result of the collaborative work of several sport stakeholders namely Sport Canada (i.e., Federal Government), the Canadian Olympic Committee, the Canadian Paralympic Committee, all winter national sport organizations, the Calgary Olympic Development Association (now WinSport), the Vancouver 2010 Olympic and Paralympic Games Organizing Committee (VANOC 2010), and LegaciesNow 2010 (Church, 2006; Lawrie & Corbett, 2011; Priestner Allinger & Allinger, 2004).

The purpose of this study was to assess the downside of OTP as a strategy for excellence from the athletes' perspective. Some work has been critical of OTP citing for example, increased pressure on athletes, narrow focus on podium results as the only measure of success, and the high cost of the strategy (cf. Donnelly, 2009, 2010). These criticisms however have never been checked against the perceptions of Canadian high performance athletes. For this study, a basic qualitative research method was undertaken where 11 Canadian athletes who had received at least one year of OTP support and funding were interviewed (single sports, winter and summer Olympians, Paralympians, and recently retired athletes). This method of data collection allowed us to present the voices of athletes with regards to their first hand experiences with OTP.

Results revealed that a number of athletes considered OTP very favourably. For example, being targeted as an OTP athlete provided athletes with a boost in confidence and the resulting increased access to support and financial resources led to positive outcomes such as opportunities for more training camps, better equipment, more support from key professionals (e.g., specialty coaches, nutritionists, biomechanists, sport psychologists, and physiotherapists) and financial support. There were athletes however, whose experiences with OTP included some negative elements. Increased media exposure focusing only on top three international results leading up to the Olympic and Paralympic Games added extra pressure on athletes. In addition, OTP's targeting approach used to make decisions about which athletes would receive support and funding left some athletes with less resources or without resources from OTP (because of poor performances, or inability to compete internationally because of injuries). OTP support and funding for athletes could only be used for high performance training and competition and consequently, some athletes still faced important challenges with respect to covering their living expenses.

This study on athletes' experiences with OTP provided important insights into some of the shortcomings of this strategy for excellence. Recommendations for OTP included ongoing consultation with athletes whilst recommendations for future research included expanding the scope of the study to interview more athletes, to interview athletes from team sports, and to interview coaches and sport leaders in order to better understand the impact of targeted funding for high performance sport.

Psychometric evaluation of the team identification scale in spectator sport events and its cross-cultural validity

Jhu-Jyun Hsu (National Cheng Kung University)
 Shang-Chun Ma (National Cheng Kung University)
 Kyriaki Kaplanidou (University of Florida)

Professional teams in the USA have been confronted with the challenges of attracting and retaining consumers, which is manifest in the decline in attendance of some sport teams (Byon et al., 2013). Taiwan is facing similar challenges with its professional baseball teams. Academia (Lock et al., 2014) and practitioners (Business Weekly, 2015) have noted that team identification can play a vital role in consumer behaviors (e.g., media consumption, merchandise sales and attendance). Previous researchers (Dimmock & Grove, 2006) have made contributions to our understanding of team identification by developing the Team Identification Scale (TIS); however, its utility is limited due to language barriers. The validation of the scale in languages other than English can ensure the psychometric qualities of the scale and encourage cross-cultural studies (Theodorakis et al., 2010). Consequently, fans of different cultural backgrounds can be compared collectively among preexisting validations for English and Greek and new cultural context (Chinese) to better understand and validate the scale across cultures. The purposes of this study were first to test the Team Identification Scale among Taiwanese sport fans using a cross-validation approach (i.e., Taiwan and the USA), and second to examine the structural relationships between the Taiwanese's fans team identification and consumption behaviors (i.e., attendance, purchase and word-of-mouth intentions). Following the seven-step procedure developed by Vallerand (1989), the current study translated TIS into Chinese, and initially validated it using a sample of 587 Taiwanese baseball fans (Chinese Professional Baseball League). Item meaning equivalence was examined using a sample of 201 American sport fans (MLB). Satisfactory composite reliabilities, convergent validity, and discriminant validity were obtained, and the proposed structural model fitted the data well using Lisrel 8.80. It is expected that the findings should support the validity of the TIS construct outside in another language than English and Greek, providing broader evidence for its cross-cultural applicability. (The results and discussion will be presented at the conference).

Design thinking and sport [for] development: Maximising social capital

Greg Joachim (University of Technology, Sydney)
 Nico Schulenkorf (University of Technology, Sydney)
 Stephen Frawley (University of Technology, Sydney)
 Katie Schlenker (University of Technology, Sydney)

Participation in youth sport is a powerful way to generate social involvement in the wider community and this participation in the community has the potential to last through the adult life cycle (Perks 2007). Further to direct participation benefits, youth sport has been shown to positively enhance the development of social capital in players and other stakeholders, including parents, coaches and volunteers (Darcy et al. 2014; Brown 2014; Gould & Voelker 2012). This effect is even more pronounced when a sport-for-development (SFD) program is designed with the intention to achieve this particular outcome (Bruening et al. 2015; Cohen & Welty Peachey 2015). Such social development is ostensibly the goal of youth sport organisations such as Little League Baseball and Softball. Little League explicitly state on their website that the program “... is designed to develop superior citizens rather than stellar athletes,” (Little League n.d.). In practice, however, Little League coaches often draft teams toward a primary end goal of win maximization and the satisfaction of socio-political concerns or obligations (Brown 2014), rather than the development of citizens.

It is proposed that *design thinking* – an experimental approach to creating value that aims to enhance ‘user’ experiences rather than solving a particular problem (Tan & Wong 2012) – may help SFD programs overcome such conflicting interests in order to maximize the social development of all participants and – by extension – other program stakeholders. While there is not necessarily a problem with the current approach of programs like Little League, SFD programs are potentially capable of creating greater and more meaningful impacts on the social development of stakeholders. Intentional design thinking has already yielded positive results in the education field (see e.g. Comer 2015), so – given Little League’s aim to combine educational elements with social skills and sport – an exploration of the potential of integrating design thinking elements into Little League’s SFD program is timely. Currently in its early stages, the study’s proposed conceptual framework and focus on social capital development will be explained and the research approach will be openly discussed.

Where is home: Kinesiology versus business

Daniel J. Burt (Texas A&M University)

Brian Menaker (Texas A&M University)

The field of sport management has experienced explosive global growth over the past 20 years. Not only has the field been able to demonstrate the ability to position sport as a force for effectuating social change (Sherry, Schulenkorf, & Chalip, 2015), it has shown to be suited for providing an able workforce to fill all available jobs in the industry. Presently sport management programs fall into two categories, those with an orientation toward a business foundation in sport versus kinesiology-based programs rooted in human movement sciences. Over 462 programs are noted as sport management according to NASSM (31 of which are doctoral granting programs) (Smith, 2014), with 13 programs in Australia and four in New Zealand. A brief analysis of the SMAANZ sport management programs shows that nine member programs (53%) are housed in kinesiology or exercise science focused faculties while eight (47%) are housed in business faculties. This compares with approximately 75% of programs in the US housed outside of business programs. We present a short overview of the academic homes of sport management programs across the field and discuss how this may impact employment preparedness of our students

There is an ongoing discussion on a program's actual academic home, where sport management should be located, typically in business or kinesiology, but there are some apparent trends in the industry's hiring practices that are making it very clear on its preference. The housing of sport management in kinesiology has been the traditional method of developing a program, and still contains the majority of programs currently in existence (Smith, 2014). Due to the drastic increase in the commercialism of the sport industry over the past several decades there is an increase focus on business professionalism in the industry (Dowling, Edwards, & Washington, 2014). The increase in business content does support the shift that has occurred in academia with more preparation of students to work beyond the recreational and professional sport managers and help prepare them for potential jobs in areas such as public administration (Schwab, et al., 2013). Notably, the field has focused on the commercial aspect of sport while overshadowing "the type of sport and physical activity management that is the capable of improving the lives of all populations" (Bowers, Green, & Seifried, 2014). So, what does this mean about the value of Kinesiology as a component of Sport Management programs?

A concluding discussion will focus of the global similarities and differences that exist in sport management student preparation all over the world. This will hopefully lead to discourse on future research for best practices in strengthening the academic field, and still fulfilling the duty to students on making them employable and productive for the industry when they graduate.

Friday morning 8.30 – 9.00am

Measuring resident support and the Use of Referenda for Hosting the Commonwealth Games in Auckland

Mel Johnston (Auckland University of Technology)
 Geoff Dickson (Auckland University of Technology)
 Michael Naylor (Auckland University of Technology)

The use of public funds to host major sport events is a contentious issue that all major cities face. It is expensive to host a major sport event, and the benefits, or lack of, associated with hosting have been widely researched and reported (Kim, Jun, Walker & Drane, 2015; Kim & Petrick, 2005; Ochman, 2013). Therefore, the decision on whether a city should bid to host a major sport event is of critical importance for both at city's elected officials, event owners and organisers, as well as the local community.

Community support is considered an essential part of planning and operating a successful event. The perceived social, economic and environmental impact of hosting a major sport event on the local community is commonly used as a method to understand community support for an event. In addition, it is becoming increasingly common for a city to hold a referendum as a method to gauge community support for a major sport event, and as a result decide if the city should submit a bid to host.

Competition between major cities for hosting major sport events is becoming increasingly strong. However, Auckland is known as a desirable location to host such events, having recently hosted successfully the 2011 Rugby World Cup, and the FIFA U-20 World Cup and Cricket World Cup in 2015. The possibility of Auckland hosting a future Commonwealth Games provides an ideal context to investigate factors affecting community support for the event, and local resident interest in an event-related referendum.

A mixed-method approach will be taken to achieve the study's purpose. The quantitative phase of the research will be a cross-sectional study of local residents in Auckland. To make the results relevant to real world decisions, a representative sample of participants will be surveyed through the use of an online market research panel. This phase would measure the perceived social, environmental and economic impact of a future Auckland Commonwealth Games. In addition, local residents will be asked three key questions: 1) Should there be a referendum?, 2) Would you participate in the referendum?, 3) How would you vote in the referendum? Scales with established validity and reliability will underpin the survey. The survey has been designed so that it can be easily replicated in future to determine if support is changing or applied in the context of other events or stadium developments. The qualitative phase of the research will be semi-structured interviews with key stakeholders that would be involved in a bid to host the Commonwealth Games in Auckland. Interview questions will be formulated based on the data generated from local residents. Data from the interviews will be analysed using thematic analysis.

Branding through Athletes: The Role of Athlete-Team Brand Personality Alignment in Team Evaluation

Junsang Ahn (Seoul National University)
Joon-Ho, Kang (Seoul National University)

Star athletes have been at the forefront of team branding. These trends are supported by extant studies (Carlson & Donovan, 2008; Foster, O'Reilly, & Davila, 2016) which report the positive effect of star athletes on their respective teams' image (e.g., LeBron James for Cleveland Cavaliers). However, these effects are derived from star athletes and, therefore, are more like ripple effects caused by the star athletes permeated into teams rather than team selected or controlled branding. In other words, the role of athletes—particularly for non-superstars—in team branding is not fully examined. Therefore, the purpose of the current study was to

investigate the role of athlete in team branding. Particularly, this study investigated athletes' role in team branding by examining the effect of alignment of athlete-team brand personality on team related fan responses. Furthermore, the authors examined the conditions under which this alignment has stronger influence on brand evaluations.

The current study employed an experimental study with two 2 x 2 between- subjects factorial designs. 'Team signing an athlete' context (either brand personality aligned or misaligned athlete with that of the team) with real soccer teams and athletes was used to operationalize the brand personality alignment. Students of large national universities in South Korea were randomly assigned to one of four conditions. The authors empirically demonstrated that athlete-team brand personality alignment increased overall team evaluation and customer-based team brand equity, with more pronounced result for unfamiliar teams. Furthermore, hypothesized interaction effect of alignment and athlete familiarity was statistically insignificant. Our findings not only establish the vital role of athletes in teams' branding strategies but also uncover when aligned brand personality is more influential in reinforcing brand meaning and shaping affective brand evaluations and customer-based brand equity.

This study is one of the first to demonstrate how teams can leverage their most influential human assets (i.e., athletes) in their brand-building efforts. The brand personality alignment is particularly effective for new or unfamiliar teams in their efforts to establish brand positioning in fans' minds. The results of the current study fill gaps in the literature and extend the body of knowledge in branding studies in general and sport team branding studies in particular. Furthermore, this study yielded practical and managerial implications for understanding the role of athletes in team branding appeals. For instance, the authors suggested that teams should train and motivate athletes to perform their service roles in a manner that represents team's branding appeal—this is particularly important as many athletes interact with fans more frequently through multiple online platforms such as Facebook and Instagram.

The relationship between performance assessment and budget allocation of the foundation-funded programs: A case study on the Korea Sports Promotion Foundation

Carolyn Yoonhee Park (Seoul National University)

Kihan Kim (Seoul National University)

Traditionally, an incremental budgeting model was widely used in allocating budgets for various public organizations in Korea, including sport-related public organizations. This budgeting approach can be easily understood by the notion of path dependency in that the future budget is primarily based on past experience Ackrill, R., & Kay, A. (2006). Consequently, with an incremental budgeting system in place, public institutions in Korea have been criticized as suboptimal in terms of efficiency and cost control. Thus, more recently, Korea has implemented a performance-based evaluation system into various public sectors, including quasi-governmental organizations (Kim & Park, 2007; Park, Lee, & Lee, 2016).

The Korea Sports Promotion Foundation (KSPF) is a quasi-governmental organization that raises funds and supports various sport-based programs. In 2013, KSPF spent \$772 million dollars to promote sports in Korea and to support more than 200 funded programs. The number of programs that KSPF needs to support has been increased over the last decade due to the new wellbeing through sports paradigm. Meanwhile, KSPF itself should work on a tighter budget due to the government budget constraint. For example, in 2015, KSPF spent 330 million dollars to support 223 funded programs in Korea. In 2016, KSPF supports 257 programs with its limited financial resources. The 257 programs include 157 programs for Sports for All, 21 programs for elite sports, 39 programs for international sports and 40 programs for adaptive sports. Annually, KSPF's performance evaluation committee appraises each of its funded programs using KSPF's own performance evaluation criteria. However, it is unknown whether there is a systemic linkage between performance assessment and budget allocation decisions.

Thus, it deemed to necessary to investigate the relationship between program performance assessment and budget allocation of KSPF sponsored programs. The current study is particularly interested in whether KSPF is utilizing an incremental budget system or a performance-based budget system. Using the data from KSPF in 2015, the current study investigate whether the program performance information (e.g., scores on program planning, on-site evaluation, and user satisfaction) predicts the amount of allocated budget, after controlling the size of program budget, duration of programs, and executing agency types.

The results and detailed discussion will be presented at the conference.

Running for Community Good: The Two Oceans Marathon and Social Impact in Cape Town

David Maralack (University of Cape Town)

Globally, mass participation events such as marathons attract millions of serious and recreational competitors each year. The Two Oceans Marathon, in Cape Town, for instance, attracts 27 000 runners (11 000 in the 56km ultramarathon and 16 000 in the half marathon) and tens of thousands of supporters. Cities increasingly use mass sport events, such as big city marathons, as a platform to enhance their status in the context of global competition for international capital (Levermore 2011; Misener and Mason 2007) and to promote a city brand. In some cases, such as Cape Town, events also promote social, economic, and infrastructure regeneration. This paper focuses on Cape Town's Two Oceans Marathon and its social impacts. Although the development and analysis of event social impacts has become central in the sports industry at global, national and local levels (Levermore 2011), social responsiveness strategies are less studied in the context of mass running. Analysing the Corporate Social Responsibility strategies employed by the Two Oceans Marathon, the paper assesses the key social issues that the marathon addresses, ranging from building citizenship and forms of social inclusion to ameliorating the environmental concerns that arise from hosting the marathon. Drawing on policy analysis, participant observation, and interviews, the paper examines the social and consumer forces that shape the Two Ocean's social impact, including sponsors looking to improve their own CSR reputation, as well as opportunities for participating runners to provide community investment in socially responsible projects. This paper examines the Two Ocean's social impacts and reflects on the impacts of these types of mass running events in broader debates on transformation and urban governance of cities.

Investing the Dynamics of Customer Engagement within a Sport Context using an Experimental Design

Julia A. Fehrer (University of Bayreuth)
 Herbert Woratschek (University of Bayreuth)
 Claas Christian Germelmann (University of Bayreuth)
 Roderick J. Brodie (University of Auckland)

To explain the level of sport fandom and unique behavioral patterns in spectator sport, the term “engage” and “engagement” is receiving considerable attention in sport management literature (Yoshida et al., 2014). This is because engagement plays a central role in the network of relationships, which occur between customers or spectators, organizations, sponsoring partners and other stakeholders. Previous research has proposed a theoretical understanding for the dynamics of engagement as a psychological state (Brodie et al., 2011) on the one hand and engagement as a behavioural manifestation on the other hand (Van Doorn et al., 2010). Building on Yoshida et al.’s (2014) conceptualisation of fan engagement in a sports context we argue, that context-related investigations of engagement are crucial to unfold the mechanisms of social interactions beyond the dyadic view of relationships. As actors (i.e. spectators, sports team, and sponsoring partners) engage with one another in a network they are influenced by and reciprocally influence the social context, in which focal interactions take place (Storbacka et al., 2016).

The purpose of this paper is to explore the contextual nature of customer engagement and examine the dynamics of engagement based on spectator experiences with a rugby match compared to customer experiences with an insurance service. In light of the growing interest and controversy surrounding the emerging stream of research that examines the context-specific nature of engagement (e.g. Conduit et al., 2016; Chandler and Lusch, 2015), this study has two objectives: (1) Provide empirical evidence of the main effects of customer engagement in a sport context setting compared to an insurance context setting, (2) Show that the social context is inherent in spectator’s experiences and hence an important dimension of customer engagement in the sports context setting.

This research represents one of the first attempts to measure the influence of context on the dynamic and iterative processes of customer engagement. With this study, we investigate the endogenous nature of context. We build on insights coming from social psychology to set up our research design. The main effects of different context settings were tested using a pre-post-test experimental design. We compared different combinations of social contexts (other spectators/customers showing engagement behaviors) and industry contexts (sports versus insurances).

Aligned with the latest development of SDL (Vargo and Lusch, 2016; Koskela-Huotari and Vargo, 2016), this study presents institutional theory as one theoretical framework for examining dynamic and iterative processes of spectator engagement from a network perspective and thus our theoretical contribution comes from further refining the sport value framework (Woratschek et al., 2016) from a SDL perspective. Our substantive contribution comes from developing a richer understanding of the mechanisms by which customer engagement can be inflamed through different context settings and how context settings can be designed or facilitated by organisations.

Is it wrong to be right? Do left-sided players in the Australian Football League (AFL) have a competitive advantage?

Chris Allen (Monash University)
Ross Booth (Monash University)
Robert Brooks (Monash University)

There is extensive literature exploring the over-representation of left-sided players observed in many sports around the world. This phenomenon also true in the Australian Football League (AFL), but there is little in AFL literature on the topic. Cameron & Adams (2003) looked at the potential biomechanical advantage of left-footers, and in the press Stevens (2010) and Ryan (2015) have speculated that the recent premiership successes of Hawthorn are partly a result of the teams comprising a large number of left-footers.

Using cross-sectional data from the 2012, 2013 and 2014 home and away premiership seasons, this paper uses an econometric model to investigate what, if any advantage left-sided players in the AFL have. This might be because of some superior biomechanical skill advantage, that is, they can ‘use’ the ball better (have higher ‘disposal efficiency’). Or it might be because of some strategic or structural on-field advantage?

Contrary to popular belief and recent speculation in the Australian sports media, our results show that left-sided players do not have any measurable biomechanical advantage, but rather, it is actually right-sided players, overall, who kick and handball more effectively. However, our findings show that using a high proportion of left-sided players also leads to greater team success, which we believe is probably a result of a strategic or structural on-field advantage.

Friday morning 9.00 – 9.30am

The role of the Youth Games on pre-elite athletes' performances and transition to the Commonwealth Games

Eric MacIntosh (University of Ottawa)

Popi Sotiriadou (Griffith University)

Sport competitions represent a stepping stone and a forum for pre-elite athletes to transition to elite levels of competition and to more senior levels of performance (Sotiriadou, Shilbury & Quick, 2008). Consequently, to best fulfill their needs, it is essential to understand their experiences at sport events (MacIntosh & Nicol, 2012) and the ways their experiences manifest in their performance. This study examines pre-elite athlete's experiences at the 2015 Commonwealth Youth Games in Samoa. A mixed method survey design was used to identify the ways various aspects of the games environment influenced (1) athletes' needs, (2) their experiences at the games, and (3) their performance. In total, 244 athletes from 23 different Commonwealth countries completed the survey. The athletes from 11 different sports included 98 women (40.2%), 146 men (59.8%). The findings point to the importance of the Youth Games in fulfilling the young athletes' *basic, social, service* and *competition* related needs. The athletes stressed the significance of meeting other people and attending the Youth Games ceremony and other unplanned social events in their overall satisfaction with the games. Importantly, athletes pointed out key aspects of the Youth Games that affected their performance including various services, the accommodation arrangements and the country climate. Also, the results support the notion that positive experiences at the Youth Games fostered pre-elite athletes' will and confidence to participate at the Commonwealth Games. These results contribute to an emerging research interest on athletes' experiences during mega events and have practical implications for both event organizers and high performance sport managers on the role of events on young athletes' experiences, performance, retention and transition to higher levels of competition.

Developing a brand association scale for professional sport teams

Yukako WADA (Waseda University)
Hiroataka MATSUOKA (Waseda University)

The purpose of this study is to develop a brand association scale for a specific professional sport team by differentiating product-related and non-product-related attributes, brand benefits, and brand attitudes, and by measuring strong, favorable, and unique brand associations, based on the Consumer Based Brand Equity (CBBE) of Keller (1993). Prior studies on brand association scales for sport teams based on the CBBE have focused on European and American sport teams, and were pointed out some limitations (Gladden & Funk, 2002; Ross et al 2006; Bauer, Sauer, & Exler, 2008). For example, the Team Brand Association Scale (Ross et al., 2006) “does not differentiate product-related and non-product-related attributes, brand benefits, and brand attitudes; nor does the scale obtain ratings of the favorability or uniqueness of the items or the dimensions” (Bauer et al, 2008, p. 210). Further, these scales reflected the fans and season pass holders’ associations. Brand associations for a specific team should be collected from not only fans but also consumers within the team’s marketing domain to improve team management and develop the fan base.

Since 2004, all teams in the Pacific league of the Nippon (Japan) Professional Baseball Organization have been advocating community-based team management and focusing on specific communities to improve management and develop stronger bonds with their hometowns. The Pacific league teams and the local residents of these teams may be valid subjects for developing a brand association scale.

The first step was collecting free associations of team attributes. An Internet survey was conducted that included local residents living in each hometown of six teams in mid-February 2015. Valid free associations for the team attributes, numbering 1,967, were obtained and were categorized into 15 items. The second step was determining the construct validity of the scale. An Internet survey was conducted that included local residents living in each hometown of six teams at the end of January 2016. In each city, 171-173 samples were collected of which 1033/1034 (99.9%) were valid respondents that attended at least one game in three years between the 2013 and 2015 seasons.

Strong, favorable, and unique brand associations were measured for 12 of 15 items. Consumer benefits consist of symbolic and experiential benefits (Keller, 1993). Symbolic benefits were assessed by “self-esteem.” Experiential benefits were assessed by “entertainment.” Consumer attitude was assessed by feelings such as “like and dislike,” and “it matches/does not match my sense” (Blackwell, Miniard, & Engel, 2001). The brand association scale comprised having the strong, the favorable, and the unique attributes models, and the model fit of the brand association scale were acceptable, with discriminant validity, convergence validity, and reliability estimates. Further details of the procedures and model fit will be presented.

Not just a game anymore: How esports can take over the sports world

Joey Gawrysiak (Shenandoah University)

Competitive video game events, or esports, are more popular than ever and are being played at their highest level around the world. The number of events and value of the prize pools being offered are constantly increasing. This increased participation has spawned a movement of increased spectatorship for esports as a “non-traditional” commercialized sport (Gawrysiak 2016). Although numbers are ever increasing, video game players make up the majority of the viewing audience and creating spectator interest from other consumers is a challenge for esports organizers (Needleman 2015).

This conceptual work uses tenants of Diffusion Theory (Rogers 1995) as a theoretical framework to look at the adoption of esports as an innovation in order to provide recommendations for sustained success (Botha & Atkins 2005). Three aspects of Diffusion Theory are used to frame the current state of esports, especially as a commercialized sport. First, the innovation itself must be important. Competitive gaming has been around for decades and video games are more popular around the world than ever before. Second, communication channels that disseminate information on esports influence the adoption of esports. Major communication outlets such as Turner, ESPN, Twitch, and Modern Times Group (MTG) have spread esports across a variety of platforms to mass audiences around the world. Third, the nature of the society where the innovation is being introduced influences the adoption as well. First-world countries are ripe for esports to take hold. With sports like American football in jeopardy due to safety concerns, something will fill the void. Video games are important in the daily lives of both adults and children like never before. These components impact the adoption and acceptance of esports as a long-term success through the adoption cycle.

This study examines the future of esports as a representation on the future of sport as a whole. Sport management practitioners and researchers should pay particular attention to the emergence of non-traditional sports as a compliment, or possible substitute to traditional sport. Practical recommendations for widespread adoption such as a unified governing body, the development of an institutionalized esports platform in colleges, the establishment of a players’ association, and a connection to media and talent representation agencies are discussed. Esports has the opportunity to be commercially successful worldwide but must adapt to traditional models of sport in order to be adopted by the mainstream.

Individual and Structural Factors Affecting Time Allocation of Volunteer at Sport Events

Kirstin Hallmann (German Sport University Cologne)

Paul Downward (Loughborough University)

Geoff Dickson (Auckland University of Technology)

We investigate the individual and structural factors affecting time allocation of sport event volunteers. Sport events should be considered as projects because they have a definite beginning and end. Sport events need volunteers and sport event owners depend on the time given by the volunteers (Cuskelly, Hoyer, & Auld, 2006). As the number of sport events has increased, it is important for sport event owners and managers to know the factors affecting volunteer's time-allocation decisions. Although some studies have investigated time allocation, volunteering for non-profit sport clubs has mostly been the context (Burgham & Downward, 2005; Hallmann, 2015; Taylor, Panagouleas, & Nichols, 2012). In addition, research regarding structural variables is scarce with some exceptions (e.g. Handy & Greenspan, 2009; Schlesinger & Nagel, 2013).

Employing a survey, data were collected from volunteers at 25 sport events in Germany, Italy and New Zealand ($n=2,303$). The OLS regression analysis ($F(21, 24)=818.11$, $p \leq .001$) used cluster-corrected standard errors because the event-level factors do not vary across volunteers of each event. R^2 amounts to 27.57%. At the individual level, the results suggest volunteer experience ($\beta=3.98$), higher education ($\beta=4.34$) and motive values ($\beta=3.19$) have a positive and significant influence on time allocation. Being female was a negative predictor ($\beta=-6.13$). At the structural level, host destination population ($\beta=-.00001$), multi-sports events ($\beta=19.42$), international event status ($\beta=38.99$), and duration ($\beta=2.37$) all possessed a positive and significant influence of time allocation. The results demonstrate the importance of structural variables for event volunteering. Implications for theory and practice will be provided in the presentation.

A comparison of charity sponsorship and sport event sponsorship in the mass participation sport event context

David Fechner (Griffith University)
Kevin Filo (Griffith University)
Andrea Geurin (New York University)

Sponsorship expenditure has grown continuously over the last 30 years and is expected to overcome the US\$ 60 billion mark for the first time in 2016 (IEG, 2016). As a result of the success of sponsorship as a marketing tool, companies now develop sponsorship portfolios (Chien, Cornwell, & Pappu, 2011). Therefore, managers need to be able to compare different sponsorship approaches in regards to their ability to influence consumers' attitude towards the brand (Cornwell, 2014; Meenaghan, 2005).

Previous studies indicate opportunities to advance research on the comparison of sponsorship activities. Therefore, this research will investigate how a sport event sponsorship and a charity sponsorship can influence consumer attitudes towards each respective sponsor. The current research will be conducted in the context of the City2Surf 2016, an annual 14 kilometre fun run in Sydney officially sponsored by the sport brand adidas. The Australian Cancer Research Foundation (ACRF) charity is officially sponsored by the sport brand Mizuno and utilises the City2Surf 2016 as a fundraising event. The ACRF purchases gold tickets, which allow the holder to start behind the elite runners, and offers these tickets to runners who commit themselves to fundraise at least AUD\$ 1,000 for the charity (in the following called ACRF runners).

This research will compare the impact of adidas' and Mizuno's sponsorship activities on ACRF runners' attitude towards both sport brands. ACRF runners will be invited to complete an online questionnaire after the City2Surf 2016 (event date 14/08/2016). A series of regression analyses will investigate the relationship between the independent variable: social identification with ACRF, and the dependent variables: attitudes towards Mizuno and adidas. Data collection and analysis will be completed by September 2016 and the full study is scheduled to be completed by November 2016.

This research can help sport managers to gain a better understanding of how brands can develop their sponsorship portfolio through charity sponsorship and how this sponsorship approach can influence consumers' attitude towards the brand. Sport managers will also be provided with insights on the benefits that can be gained via smaller-scale and more focused sponsorship approaches.

Furthermore, this research will provide not-for-profit managers with insights on how a cooperation with a sport brand can potentially increase the level of cause identification among supporters. The results can also potentially help charities to build long-term relationships with existing sponsors and attract new corporate supporters.

Mission statements of UK Summer Olympic sport organisations: An exploratory study of strategy and governance alignment

Marc Taylor (Sheffield Hallam University)

Introductory context: In the last fifteen years, there has also been an extensive accumulation of practitioner driven modernisation and good governance guidance in relation to nonprofit sports organisations in the UK, Australia and New Zealand (e.g. UK Sport, 2003; Sport and Recreation Alliance, 2011, 2015, 2016; Australian Institute of Sport, 2015; Sport New Zealand, 2003-2016). At the same time, a number of academics have undertaken research in relation to good governance or board structures of non-profit sports boards (e.g. Hoye and Cuskelly, 2003; Hoye, 2004, 2006, 2007; Doherty and Hoye, 2011; Taylor and O’Sullivan, 2009; Ferkins and Shilbury, 2010; Shilbury and Ferkins, 2011, 2015).

Despite this base of literature, there appears to be an assumption that governance makes a strategic contribution to organisations, although there are virtually no studies that have explored this governance and strategy link empirically, although a small number of researchers have recently started to do so (e.g. Ferkins and Shilbury, 2014, Cossin and Matayer, 2014). Despite this knowledge ‘gap’, a number of countries (e.g. Australia, The UK) have, or are in the process of establishing mandatory or recommended Good Governance principles which Governing Bodies of sport need to adopt in order to receive public sector investment (e.g. AIS, 2015) in order to create high performing boards and high performing sports organisations.

Research Context: Most of the strategy literature, talks of about high performing organisations having good Mission/Vision statements (e.g. Drucker, 1974; Waal, 2007), and have a clarity in relation to critical success factors and key performance indicators (e.g. Waal 2001, 2007; Kaplan and Norton, 1996, 1998, 2001, 2007). I presented about this topic at The International Olympic Committee in Lausanne in 2010 and I have subsequently been interviewed by UEFA and the European Commission as part of their governance related research. I also served as an Independent Board Member of the largest participation sport in the UK (2007-2011) and led governance related changes in the organisation. Yet, through initial exploratory executive interviewing with Sports Councils, Executives and Board Members in the UK and Europe, there remains questions as to whether governance modernisation and strategic performance are aligned. There appears to be a practitioner and theoretical knowledge gap. Within this context, I have registered for a part time PhD at The University of Liverpool and I am exploring ‘*how does stakeholder saliency theory matter in relation to governance and strategic organisational performance: Multiple case studies of UK National Governing Bodies of Sport*’. The literature in relation to Mission/Vision statements, suggests that these are established at an organisational level. Yet, within this context, one would expect the organisation Mission/Vision statements of the UK Sport funded Olympic Sports to explicitly have objectives along an elite level success dimension. Using a multiple case study (Yin, 2009, approach of these twenty sports (UK Sport, 2016), this presentation will present the findings from the UK. Whilst this presentation will present these findings, it is also hoped that it may stimulate similar research or collaboration potential with researchers in Australia, New Zealand and other countries represented at conference.

Friday morning 9.30 – 10.00am

The networks behind an active legacy: The case of the 2018 Commonwealth Games

Millicent Kennelly (Griffith University)

In 2018, the Commonwealth Games will be held on the Gold Coast in Queensland, Australia. The Queensland Government (2013) plans that the Games will encourage Queenslanders from all walks of life to adopt healthier, more physically active lifestyles. However, the Government has acknowledged that it lacks the resources to deliver this legacy aspiration alone. Consequently, the delivery of its 2018 Games legacy plans relies on “innovative partnerships” with “implementation stakeholders” such as the City of Gold Coast, the 2018 Games Organising Committee (GOLDOC), and several State Government departments (Queensland Government, 2013, p. 23). It is unknown whether this network approach will enable the Government to achieve its legacy ambitions.

The overarching aim of this ongoing project is to examine what factors assist or impede the development and delivery of physical activity legacies around the 2018 Commonwealth Games. The research is underpinned by tenets of stakeholder theory, social network theory and literature on strategic alliances. This presentation will focus on data from the first phase of the project: a mapping exercise designed to analyse the policy environment and relationships within the network of implementation stakeholders involved in increasing physical activity in Queensland. Sixty documents published between 2011 and 2016, including strategic plans, annual reports, progress reports and official statements were collected to identify the roles, expectations and relationships between key legacy delivery partners. Documents were inductively analysed to identify key themes pertaining to the rationale for, and planning, implementation and evaluation of physical activity legacies.

Preliminary findings highlight that during planning in 2012 and 2013 an effort was made to link Games legacy intentions to existing strategic plans for the host city and state. A consequence of this approach is that the intended ‘distribution’ of legacy outcomes is at times ambiguous. For example, the Gold Coast’s Candidate City File (2011) emphasises physical activity increases in ‘the city’ and ‘the region’, while the Queensland Government’s (2013) legacy plan speaks broadly of getting all Queenslanders more active. Cashman and Horne (2013) described how London’s 2012 Olympic Games legacy plans were “driven by an extremely wide range of organisations and stakeholders representing many different levels of government” (p. 58). They suggested the divergent remits of those involved made legacy planning and delivery challenging. The analysis of documents suggests a similar challenge confronts those involved in planning and delivering a physical activity legacy from the 2018 Commonwealth Games. This research will contribute to knowledge on legacy management and the factors that may assist or impede effective design and delivery of physical activity legacies around future major sport events.

Athlete/Team brand identity and brand image: A systematic literature review

Annika Lohneiss (Griffith University)

Popi Sotiriadou (Griffith University)

Brad Hill (Griffith University)

Despite long established definitions of brand identity and brand image, these terms are often used interchangeably (Azoulay & Kapferer, 2003; Nandan, 2005). Brand identity is created by the athlete/team, whereas brand image is created by the target audience and represents consumer perceptions of the brand (Nandan, 2005). An athlete's brand image is sport consumer perceptions about athlete brand attributes, as consumers hold unique associations in memory when thinking about the athlete brand (Arai et al., 2014). High congruence between image and identity, i.e. the match of the information sent by the brand insider (e.g., athlete, manager, agent) with the information received by the consumer, has several benefits for the brand; it creates value for the consumer and helps achieve brand loyalty (Nandan, 2005), promotes consumer trust and increases purchase intentions (Ghodeswar, 2008), positively impacts customer satisfaction (Minkiewicz et al., 2007). Studies that discussed the brands of individual celebrities, athletes and sports teams have primarily focused on the topic from the consumer's, or endorsed brand's perspective (e.g., Carlson & Donovan, 2008; Gilchrist, 2005; Thomson, 2006; Till, 2001). Research interest exclusively focusing on human brands in sport has only developed over the last decade; for instance, brand personality of individual athletes and teams (e.g., Carlson & Donovan, 2013; Carlson et al., 2009), and athlete brand image (e.g., Arai et al., 2013, 2014). However, the research field is still developing and lacks clarity as there seem to be no universally accepted definitions and frameworks.

This systematic literature review (SLR) identified existing studies and advancements within the area of athlete and team branding research, with the objective to provide a clear picture of the current research status. A holistic search was administered across six databases (e.g., EBSCOhost, ProQuest), using predefined search terms. A rigorous revision process revealed 44 articles eligible for inclusion. Each of the included articles was reviewed, analysed and summarized with special focus to the research objective. The SLR uncovered two emergent research streams and 10 associated sub-streams. The first research stream highlighted brand image to be commonly investigated from a consumer perspective. The second research stream identified brand identity to be investigated from a brand insider perspective. The 10 associated sub-streams are divided evenly between brand identity and brand image.

Articles identified in this SLR provided insight into several areas of athlete and team brand image and identity. The results demonstrate that: (a) there is a foundation for athlete and team brand image research, especially with regards to brand personality, but there is no scale or theory that has been used in a consistent way, (b) brand identity has mainly been investigated through case studies whereas brand personality, from the sender perspective, has been neglected, (c) two studies examined the athlete brand from the brand insider and the consumer perspective but no studies explored the brand congruence between brand image and brand identity, (d) there is a lack of a widely accepted framework that would provide a holistic overview of current literature and offers direction for future research.

The reported lack of brand identity and brand congruence studies in sports is a deterrent for the growth of research in this area. It is essential to develop a better understanding of elements of brand identity and brand image and how they come together to advance brand congruence in elite sport. These results offer recommendations that assist athletes and provide guidance on how to successfully build and manage their personal brands.

Rethinking Sports Management – Integrating the Dynamic Capability Approach

Maïke Bruckes (University of Muenster)
Gerhard Schewe (University of Muenster)

What is it that makes some teams more successful than others? It is not only the athletes' performance, but also the managers' contribution as well as the use and development of resources that can help decide victory.

The resource-based view (RBV) has been previously applied to the management of sport and sport systems (Truyens et al., 2014, see also special issue ESMQ, 2003). However, it has often been criticized for its static nature (Priem & Butler, 2001). The conceptual framework of dynamic capabilities (DC) addresses this criticism and ex-tends the RBV by including the idea that not only the existence of these resources, but also their development and deployment, determines success.

The DC framework has become a leading framework to describe strategic change (Barreto, 2010). It is the only construct that specifically focuses on how resources can be changed continuously over time (Ambrosini & Bowman, 2009). DC refer to 'the ca-pacity of an organization to purposefully create, extend or modify its resource base' (Helfat et al. 2007, p. 1). Several conceptualizations and classifications of DC exist, which I will discuss in my presentation. It has been shown that the possession of DC can lead to improved effectiveness and performance (Drevich & Kriauciunas, 2011; Zollo & Winter, 2002). Managers seem to have an impact on this, as they are expected to orchestrate team dynamics (Barrales-Molina, 2010; Kor & Mesko, 2013). In sport management, however, research is mostly unaware of this concept. In my presentation I will outline how DC can be applied to sport management to predict how managers can develop capabilities and enable the modification and creation of re-sources. The DC view suggests placing the focus on the whole team and developing capabilities such as training and scouting routines, advanced interplay of resources, the athlete's trust in the team's management and on investments or divestments.

My presentation offers a conceptual approach towards DC and its microfoundations in sport management, and focuses on how DC develops and how microfoundations might contribute to this process. The presentation highlights knowns and unknowns and out-lines an agenda for future research, including much-needed empirical work and case studies about measurement and outcomes of DC. In this way my presentation helps to broaden the theoretical basis of the research field of sport management.

Event rights holders perception of destination image and service quality: Impact on an emerging sport tourism market

Jo Williams (University of Southern Maine)

Sport tourism has experienced continued growth as cities, regions, and countries have recognized the benefits and built event portfolios designed to provide a positive year-round impact. Sports events have become a vital component in boosting economic development, increasing the numbers of visitors and enhancing the overall image of a destination (Chalip & Costa, 2005; Getz, 2008, NASC, 2012; Presana & Sheehan, 2013). Sport commissions and destination marketing organizations focused on attracting events face strong competition and must consider numerous stakeholders including sports events rights holders who have significant influence in the process and often control final site selection decisions (Shonk et al., 2012; O'Connor, 2012).

The purpose of this presentation is to examine right holders perceptions of destination image and service quality in an emerging sports event market in the United States and to consider the impact of these perceptions on site selection decisions. Surveys were distributed to events right holders (N=385) with a response rate of 14.5%. Additional qualitative data were collected using semi-structured interviews. Overall, the data collected provides valuable insight into the characteristics that are most important to event rights holders as they assess potential host destinations. Results indicated that accessibility of Maine as an event destination, supporting infrastructure and general awareness of the region were potential barriers. Positive aspects associated with the personal safety of participants and spectators were also found. Implications for sport commission and destination marketers will be discussed and suggestions for future research are provided.

An exploration of the gender and career status of athlete endorsers in social marketing

Shima Behnoosh (AUT)
Michael Naylor (AUT)
Geoff Dickson (AUT)

Social marketing is an attempt to persuade people to voluntarily adopt behavioural changes (Weinreich, 2011). In sport, these changes can be adopting a new behaviour (e.g., participating for the first time) or modifying a current behaviour (e.g., increasing participation from one to three days of the week). The believability of a social marketing advertisement to stimulate sport participation is vital if benefits to individuals and society are to accrue. A practitioner should be very careful about the characteristics of the endorser that they use (Friedman & Friedman, 1979) to shift attitudes and ultimately increase participation. Match-up hypothesis (Kammins, 1990) has been used to explain the fit among endorser, the product/message and the audience (Charbonneau & Garland, 2005). Although most research has focused on the endorser-product side of match-up principles, other research has shown that endorser-audience fit is also very important (Kim & Cheong, 2011; Till, 1998). Therefore, this study aims to explore the effects of gender and career status of an athlete endorser on ideal endorser-campaign and endorser-audience congruency.

A sequential explanatory design in which the quantitative phase is followed by a qualitative phase will be carried out in this study. The quantitative, experimental phase involves fictitious athlete endorsers being presented in mock social marketing advertisements. The advertisements differ only based on the gender and career status of endorsers. 200 participants will be randomly assigned to four groups. A 2×2×2 factorial design will be employed to explore whether the presence of an athlete endorser with gender matched with the target group and/or endorser career status enhances the perceived campaign-audience fit, attitudes and participation intention. To measure the extent to which an endorser's gender is perceived to fit to the campaign, four items adapted from Till & Busler (2000) and Fleck, Korchia & Le Roy (2012) will be used. Attitude towards the social marketing campaign will be measured using four items adapted from MacKenzie & Lutz (1989) and Till & Busler (2000). Intention to participate in the social marketing campaign will be measured through three 7-point semantic differential scales adapted from Yi (1990) and Till & Busler (2000). A one-way, between-subjects ANCOVA will be used to compare mean differences among groups, while controlling for the psychological involvement construct (Beaton et al., 2011) as a covariate.

It is hypothesised that perceived endorser-audience fit will be higher when gender of the athlete endorser matches rather than mismatches that of the audience. Furthermore it is hypothesise that participants will report more positive attitudes and participation intentions towards the campaign when gender of the athlete endorser matches rather than mismatches that of the audience. No a priori hypothesis has been made regarding career status and how it may impact the outcome variables. A follow-up qualitative phase is planned to generate additional insights on the gender and career status of athlete endorsers. Focus group participants will be generated through sequential nested sampling. Thematic analysis (Braun & Clarke, 2006) will be carried out through use of NVivo.

This post graduate research project has been approved by an institutional ethics committee and data collection is scheduled for July/August. Results of the quantitative and qualitative phases will be reported at SMAANZ 2016.

Determining Legacy: How soon is too soon?

Phil Hatlem (Saint Leo University)

When a city hosts a mega-event, much discussion eventually centers on the concept of *legacy*. Recent studies have focused on the legacy of sport participation of the population before and after an event occurs (Perks 2010, Veal et al 2012), while other studies have looked at the health legacy in conjunction with the event (MacAuley 2015, Weed and Coren 2012).

With the Olympic Games, there are many other legacy discussions that eventually are examined, with the fate of the facilities being a common topic. In many cities, sports stadiums are among the most visible civic monuments (Trumpour 2007, Katzer 2010). Thus following an Olympics, the stadium's legacy is usually dissected, both in the popular media and by academics. But can a *legacy* be determined in the days, weeks, and months after a mega-event, or must one wait years for a legacy to truly be established?

Legacy is broadly described as “all planned and unplanned, positive and negative, intangible and tangible structures that remain for a longer time than the event itself” (Leopkey 2013). The author will attempt to identify the *legacy* of various stadiums from past Olympic Games, and then determine whether these resulting legacies were planned or unplanned, and whether they are positive or negative. Upon these determinations, we can then enter into discussion as to the best ways for cities of the upcoming trio of Olympic Games (PyeongChang, Tokyo, Beijing) to have a planned, positive legacy for their Olympic venues.

Friday morning 10.30 – 11.00am

Sustainability and sport, turning the rhetoric into reality: The case of Project Litefoot, New Zealand

Mark Orams (Auckland University of Technology)

In the 21st century sport has increasingly been viewed as having opportunities and obligations beyond its immediate competitive and financial objectives. In particular, the issues of environmental sustainability have become explicitly part of the sporting agenda. Examples include the International Olympic Committee stating that it “considers the environment as an integral dimension of Olympism, alongside sport and culture” (IOC, 2014). Both the London 2012 and Rio 2016 Olympic Games developed ‘sustainability plans’ and strongly positioned themselves as advocates for environmentally sustainable mega-events (Epstein et al., 2011; The Special Committee of the Environment, Rio 2016). However, many point out the significant discrepancy between the lofty and widely touted ambitions for sustainable practice and positive “legacy” outcomes and the reality of the many detrimental impacts from such events (eg. Gaffney, 2013; Gold & Gold, 2013; Samuel & Stubbs, 2012). With regard to the Rio 2016 Olympics some authors are scathing in their criticism of what was promised by the Rio bid compared with what was actually delivered. For example, Geiling (2016) entitled her review “We were promised the greenest Olympics ever. What we got was an ecological disaster”.

The issue of environmental sustainability in sport is not confined to the Olympic Games but is an increasingly widespread ambition for many sporting organisations and events globally (Falt, 2006; Ioakimidis, 2007; Trendafilova et al. 2014). The growing focus on environmental sustainability occurs in the context of increasing concerns about the environmental effects of human activities and consequences for the future. In particular, climate change, waste, pollution, clean water, biodiversity and biosecurity. Leaders within the sporting realm recognise that sport has a potentially important role to play in shaping this future. This is because firstly, sport as a multi-billion dollar global industry has, through its many activities, significant global environmental effects. Secondly, because of its profile and global reach it has the potential to impact the behaviour of billions of people and, as a consequence, the opportunity to be a catalyst for significant behaviour change for the benefit of the environment. Thus, the potential of sport to become a force for positive environmental outcomes is widely recognised. What is missing are tangible examples of how this potential can be realised.

Project Litefoot is a registered New Zealand based charity which explicitly seeks to use the inspiration of sport to engender positive change for the benefit of the environment. Established in 2008 it has used a combination of high profile sports people as “ambassadors” competing against each other to reduce their personal ecological footprint and practical implementation of changes for sports clubs through the ‘LiteClub’ programme. This is achieved through a travelling team of staff who work with clubs free of charge to reduce electricity use (and therefore green-house gas emissions), waste going to landfill and water usage. An important feature of LiteClub is the accurate and verifiable measuring of the outcomes resulting from the actions taken through engagement in the programme. By August 2016, 845 sports clubs around New Zealand have become involved in LiteClub and this has resulted in a total of 4,467 tonnes of CO₂ prevented from entering the atmosphere, 2,621 tonnes of waste diverted from going to land fill and 25.85 million litres of water being saved each year. These actions have resulted in LiteClubs reducing expenditure of (NZD) \$4,871,139, which frees up this money for the clubs to spend on their sport. The success of the LiteClub model has been widely recognised with a range of awards and international sporting entities are interested in adopting the model as an example of the successful implementation of environmental sustainability objectives through the power of sport.

Exploring the market development of a ‘new’ sport – Contributions of equipment manufacturers and retailers

Harald Dolles (Molde University College)
Carl Gabrielsson (University of Gothenburg)

AIM OF ABSTRACT/PAPER - RESEARCH QUESTION

Innovative new sports face a tough challenge of becoming recognized and established. In the very first beginning of a new sport, it requires a lot of inspired and passionate enthusiasts who are ready to work pro bono for “their” sport’s development. Later on the role of equipment manufacturers and retailers will be of increasing importance to the global spread of the sport. Floorball or “Innebandy” in Swedish language is a Swedish sports innovation which emerged and started to be played as a sport about 40 years ago. This research aims to explore the development of this new sport and the various contributions by different actors towards market development and increased professionalization of the sport. The research utilizes a theoretical framework of value capturing in professional team sports (Dolles and Söderman, 2013) for research, allowing us to differentiate between different “sports consumer” groups and different “product offerings” associated with floorball.

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

In the light of absence of research on floorball a qualitative, explorative approach was chosen for research. Furthermore, the purpose of research required more vivid storytelling to be able to capture the intangible value that different individuals experience. A qualitative content analysis was applied upon 13 semi-structured interviews with representatives from three groups, ‘players/coaches’, ‘board members of a floorball club’ and ‘manufacturers/ retailers’.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSIONS

We conclude that all the economic actors and customer groups within the theoretical framework for research contribute to various extents to the market development of the sport, yet they are all in need of cooperation with each other, thus exemplifying that innovation towards market development and value for the sport can only be co-created. Our research also concludes that the role of equipment manufacturers (dominantly located in Asia) and the retailers is underestimated so far in research as both contribute largely to the development of floorball. From the beginning manufacturers introduced new products on the market that made it possible for the game to be played and developed. Going from playing with plastic sticks into playing with sticks made out of carbon fibre was the first and possibly largest innovation in this process. Equipment manufacturers are also globally oriented and collaborate closely with organizations around the world to market the sport. There are further different groups of retailers involved, large sport retailers showing only limited interest into promoting a new sport and specialized retailers, trying by all means to create value for the development of floorball by their specific way of marketing and for the different floorball brands that they are selling.

Ethnicity and sport preference: implications for future Australian sport consumption

Hunter Fujak (University of Technology, Sydney)
 Stephen Frawley (University of Technology, Sydney)
 Nico Schulenkorf (University of Technology, Sydney)

Australia is among the world's most competitive sport markets, with a multicultural population of twenty two million people sustaining 47 top flight football teams as well as numerous international scale events (Summers & Johnson, 2015). Local sport practitioners must therefore maintain a strong knowledge of the market to not only understand their customers but also identify their non-customers. Against this background, the aim of this study was to perform a cross-sectional analysis to understand the relationship between specific demographics and sport preference. The dataset comprised of a primary survey of 27,412 Australian adult respondents, capturing demographic information as well overall sport avidity and interest across 40 specific sports. Principal Component Analysis (PCA) was performed to consider sport preference clusters (Jolliffe, 2002) while correspondence analysis (CA) evaluated the relationship between ethnicity and sport preference.

Significant differences exist in both overall sport avidity and specific sport preferences amongst Australians of different ethnicities. Notably, six distinct favourite sports featured among the 11 categorised ethnicities. When standardising for age, location and gender, people of South-Central Asian ethnicity self-reported the highest levels of sport avidity (6.0) while North-East Asians recorded the lowest (4.6). These two groups both showed lower interest in several current mainstream commercial sports (AFL, Rugby, Cricket) and these appear potentially vulnerable to predicted future population patterns. The challenge for these sports is to therefore embrace such cultural groups to not only promote multiculturalism, but to ensure their long term commercial sustainability.

Corporate social responsibility in professional team sport organisations : An integrative review

Stefan Walzel (German Sport University)

Jonathan Robertson (Deakin University)

INTRODUCTION: The purpose of this study is to systematically review the current literature on corporate social responsibility (CSR) in professional team sport organisations with a critical conceptual lens. At its core, the concept investigates the economic, legal, ethical and discretionary elements of an organisation (Carroll, 1979), through the analysis of its principles, processes and outcomes of its operations (Wood, 1991). The purposes of the review are to a) map the social responsibility territory in the professional team sport, b) critically appraise the field's direction for the purpose of advancing scholarly inquiry in the area. A socially responsible professional sport team is required to meet multiple social, economic and environmental objectives. Therefore, the aims of this research are to: 1) review the research on social responsibility in professional sport team contexts from 2006-2016, 2) synthesize the current knowledge regarding how professional sport teams manage multiple objectives, and 3) identify implications and future directions for sport managers and academics.

LITERATURE REVIEW: CSR research in the field of sport can be generally divided into CSR *in* and *through* sport. While latter focuses on research on organisations outside the sport industry which use sport as a medium for their CSR activities (Smith & Westerbeek, 2007), this research only considers publications about professional team sport organisations and their social responsibility measures. Reviewing the literature on CSR in sport it becomes obvious a universally accepted definition of CSR does not exist within the academic literature as well as within the sport management domain. This results in a very broad and diverse understanding of CSR. Consequently, the scope of CSR management practice in the field of professional team sport seems to be endless (Paramio-Salcines, Babiak & Walters, 2013). Additionally, the CSR in sport literature increasingly merges with other and related fields of sport management research e.g. sport for development, sport volunteerism, community sport. In the last decade CSR in the context of sport was a topic of extensive research from different perspectives (fans, sport organisation, stakeholders), using various methods and theories as well as different research lenses. A systematic and extensive review of the CSR research in other management fields provided valuable knowledge and guidance for future research avenues but has not been done in the context of CSR in sport as well as particularly in professional team sport, yet.

METHOD: We conducted a systematic literature search with the following two key search terms in combination: “social* respons*” and “sport*” using the databases of SCOPUS and EBSCO HOST. As the first step, we identified 271 initial articles that have been published in English since 2006 in peer reviewed academic journals and after removing duplicates. Then a purposive search was followed in the major Sport Management Journals (identified by Shilbury, 2011) and 15 more papers could be added for further in-depth review. In total we identified 286 initial articles which were subsequently reviewed by the authors.

CONCLUSION AND FUTURE RESEARCH: From preliminary analysis the review indicates a heavy focus on compartmentalised approaches to social responsibilities that particularly focus on highly commercial sport organisations. Preliminary findings also indicate an overrepresentation of studies that looked at discretionary and environmental activities of professional team sport organisations (i.e. community programs and environmental changes), and relatively few that investigated economic and legal concerns. In general, multi-dimensional empirical work was underrepresented. With a view to prompting discussion at the conference we feel that discussion on the following questions hold potential to shape the future of the field. What is a socially responsibility professional sport team? Is CSR simply organisational performance? If CSR is multidimensional, where is the research on compliance and harm avoidance? Future research can build on the discussions within this workshop to shift the direction of the concept from a public relations discourse toward a more critical approach to organisational behaviour and performance in professional team sport.

Experiences of elite female athletes in disability sport and implications for practice

Emma Seal (La Trobe University)

The focus of this presentation is the negotiation of identities by elite-level female athletes in disability sport and the wider practical implications of such experiences and contestations. The 2012 and 2014 Paralympic Games showcased the contemporary nature of disability sport and ostensibly suggest a growth of public interest in this field. However, there has been limited research conducted into the experiences of physically impaired, female athletes competing at the elite level of disability sport (Thomas 2006). Moreover, the existing literature fails to address the negotiation of identities within the interplay of gender, 'disability', body and wider socio-cultural influences (Macbeth 2010; Moola and Norman 2012). There is a need to respond to this dearth of literature to enrich understandings of these unique experiences that are currently missing from existing bodies of work. This research questions how elite female athletes negotiate their identities across contexts, and the wider social, cultural and political values that influence this process.

The theoretical framework is guided by symbolic interactionism in combination with a social-relational conceptualisation of disability. This theoretical approach recognises the women's bodies as a 'fleshy' presence in their interactional encounters and brings 'impairment' back into the theorisation of disability (Waskul and Vannini 2006). The participants' narratives offer a powerful insight into the complexity of disability, whilst exploring the multiple and fluid nature of identities. This has illustrated complex perceptions of 'disabled' physicality in society, the identity management practices the women engaged with and the 'micro-relations' of their day-to-day lives. The work is significant for highlighting the social processes that influence interactions between identity, disability and gender in sport, and other spaces. Moreover, it provides a unique insight into the way disability and disabled female athletes are perceived in Western society. Subsequently, this raises fundamental questions about how disability sport is understood, the access individuals have to sport spaces and the way disabled sporting practices are currently managed at all levels; both recreationally and at the elite-level.

Friday morning 11.00 – 11.30am

I'll be there for you: Spousal supporters of amateur endurance athletes
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Matthew Lamont (Southern Cross)
 Millicent Kennelly (Griffith University)
 Brent Moyle (Griffith University)

There has been a proliferation in recent times of amateur athletes participating in endurance sports such as marathons, ultra-marathons, triathlons, adventure and obstacle course racing (Lynch & Dibben, 2016). These amateurs need to maintain high levels of fitness in order to participate in competitive endurance events, and must engage in consistent day-to-day physical training. Research has shown that amateur athletes can engage in a 'career' whereby the demands of their sport shape their lifestyle, and may also influence the lifestyles of those close to them (Getz & Patterson, 2013). Whilst previous research has shed light on the ways in which the lives of amateur endurance athletes can be shaped by their athletic pursuits, much less is known about the support provided to these athletes by their spousal partner, along with the impacts on spousal partners who adopt such a supporting role.

In-depth interviews were conducted with 12 spousal partners of Australian amateur endurance athletes. A grounded theory approach was adopted in which constant comparison of new and existing data informed a process of theoretical sampling, whereby lines of questioning were iteratively adjusted to further explore emergent themes (Corbin & Strauss, 2014). Preliminary analysis revealed that spousal partners implicitly or explicitly adopted a support role for their athletic partner, the scope of which spanned both daily life and event specific contexts. On a day-to-day basis, spousal partners provided support such as child care and taking on a disproportionately high share of domestic chores to facilitate their athlete partner's training. When attending competitive events, this support role extended to providing physical and moral support to their athlete partner, whilst many reported concurrently attempting to fulfil other competing priorities, such as minding young children. Data revealed that serious pursuit of an amateur athletic career is characterised by absenteeism. Athletes are frequently absent from the household in the day to day context whilst undertaking training and are separated from their spousal partner during events. Acting in a supporting role also induced a range of stressors including increased unpaid domestic labour, maintaining visibility' to the athlete during events, and experiencing anxiety around the absent athlete's wellbeing.

However, spousal partners also widely reported that athletic endeavours made positive contributions to their family life. Sport events provided an impetus for travel, facilitating a sense of family togetherness. In this sense, *communitas* typically associated with such events can provide a positive leisure context for families. Further, interviewees reported that their families identify with living a healthy lifestyle, largely attributable to their athletic partner's influence. As such, pursuing an amateur athletic career appears to be a contradictory cycle in which participants and their families tolerate significant day-to-day opportunity costs that are offset by benefits such as an enhanced sense of family togetherness, especially after events. Moreover, the data suggested that sporting events are contradictory spaces that provide opportunities for intensely fulfilling, hedonic experiences for participants, yet can potentially be stressful environments for some non-participants. This research therefore has implications for the design and management of events, along with implications for the broader promotion of participation in grassroots sport.

Conceptualisation of the ‘Marketing Mix 4Ps’ for masters sports events: Comparison between Japan and Australia

Ryutaro Yamakita (Kobe University)
 Makoto Chogahara (Kobe University)
 Daichi Sonoda (Kobe University)
 Yuki Matsumura (Kobe University)

Masters Sports has been developed under the philosophy devised by the International Masters Games Association (IMGA), ‘Sport for Life’ throughout the world. According to Chogahara (2007), this lifestyle includes middle-aged and older participants attempting to improve their motivation and skills in various disciplines, while enjoying a healthy social activity. In Japan, the culture surrounding Masters Sports is growing in popularity among people with the 10th World Masters Games has been scheduled to be held in the Kansai area, Japan in 2021. There is, however, a shortage of research in regards to event management for Masters Sports in Japan. To date, the marketing for events, sporting event included, has been discussed by many researchers from the perspective of the “Marketing Mix 4Ps” (McCarthy, 1960) which consists of ‘Place’, ‘Product’, ‘Price’, and ‘Promotion’. For instance, Van Der Wagen and Whitel (2010) have applied this framework to tourism, cultural, business and sporting events. Kudo et al. (2010) have discussed marketing strategies of 14 lifelong events by using this framework. Nevertheless, the elements in each concept of the 4Ps framework for Masters Sports Events has still not been conceptualised. We aim to seek out the various elements within the 4Ps for Masters Sports Events by thorough discussion.

This study has discussed events between Japan and Australia, with Australia considered as a leading country successfully hosting Masters Sports events. Therefore, it can be set as a model standard for counterparts in Japan. Each country’s national Masters Sports event called ‘Sports Masters Japan (SMJ) 2015’ in Ishikawa and ‘Australian Masters Games (AMG) 2015’ in Adelaide have been selected for this research. Research was conducted with literature documentation of each Event Official Website, Guidebook, Final Report (SMJ only), and Sport Folder Contents (AMG only) with application of the ‘Marketing Mix 4Ps’. Three researchers specifically familiar with the managerial aspects of Masters Sports events, conceptualised each concept in depth through discussion based of data acquired from the two events and previous literatures. As a results, eighty-two elements have been identified for all concepts in total (Place: 28, Product: 26, Price: 13, Promotion: 15). The elements and conceptual framework revealed from this research were unique from other sporting events. Several similarities and differences in each identified element regarding event management have been further revealed through the comparison between SMJ 2015 and AMG 2015. These details will be explained at the presentation.

Sport as a complex business ecosystem: a theoretical lens for understanding digital co-evolution in sport

Paul Templeman (University of Technology Sydney)

The genesis for this research came from the author's observation, following 15 years as an Information Technology (IT) Consultant across several industries and a further 10 years working for various Australian National Sporting Organisations (NSOs), that undertaking digital or IT transformation within sport was significantly more challenging than other than industries or sectors he had worked in or consulted to previously. The question is why?

This research is set within the context of an industry that: is becoming increasingly complex (Shilbury 2000, p. 199); where "sports will need to respond to changing dynamics and revamped inter-organisational networks" (Shilbury 2000, p. 217); and in an environment of fundamental change (Hajkowicz et al. 2013, p. 36).

At the same time, like other industries, the Australian sports industry is being disrupted by digital technologies. These technologies, often referred to as SMACIT technologies (social, mobile, analytics, cloud, and internet of things), are transforming industries, organisations, value chains and competition (Gawer & Cusumano 2014; Porter & Heppelmann 2014, 2015; Weill, Ross & Woerner 2015).

How, in such an environment of change, disruption and complexity, can Australian NSOs manage the digital transformation of their organisation, their sport, and their industry?

To answer these questions, this paper proposes a theoretical framework to understand digital transformation within the Australian sports system. The theoretical framework draws on literature on business ecosystems (Iansiti & Levien 2004; Moore 1993, 1998; Peltoniemi 2006; Peltoniemi & Vuori 2004), industry platforms and ecosystems (Cusumano & Gawer 2002; Gawer & Cusumano 2014, 2015; Tiwana 2013; Tiwana, Konsynski & Bush 2010), complexity theory (Anderson 1999; Dooley 1997; Rouse 2008), and open innovation (Chesbrough 2006; Dougherty & Dunne 2011).

Specifically, it looks at how organisations, digital platforms, and governance functions coevolve within a complex business ecosystem to meet the changing environment, including changing consumer and user desires.

Measuring Community Expectations of CSR in Chinese Professional Football

Eric C. Schwarz, (Victoria University)
Dongfeng Liu, (Shanghai University of Sport)

While interest in corporate social responsibility (CSR) from sport organizations has been growing rapidly across the world in recent years (Babiak & Walters, 2013), the discussion on the topic by academics and its application in practice by professional sport organizations remains limited and relatively new in China. This may be partly explained by the fact that the concept of CSR, originating from a western context, is relatively new to China which did not open its door and established a market economy until two to three decades ago. There is minimal knowledge about the expectations and perceptions of CSR by Chinese consumers, or the effects of CSR image on Chinese consumers' attitudes and behaviours in general (Xu, 2014), let alone CSR in professional sports as sports professionalization itself has a history of only twenty years.

Prior to 1990s, modelled on the former Soviet Union system, sport in China was mainly government funded with the primary goal of winning gold medals and glory for the country. The situation began to change in 1994 when Chinese soccer became the first sport to become professionalized, and followed by similar reforms in basketball, volleyball, table tennis and Chinese Chess. The lack of discussion on CSR by both academics and sport business does not mean it is irrelevant to Chinese professional sports. On the contrary, professional sports in China in general, and professional soccer in particular, has just witnessed its worst CSR crisis within its relatively short history of professionalization. This has led to a growing interests in and awareness of CSR issues in professional sports from media and public debate. In July, 2012, eleven people, including former top officials of the Chinese soccer association, club managers, referees, and former national team players, were sentenced by Chinese courts for accepting bribes and fixing matches. The harsh sentences are part of a government effort to clean up a system that has long been tainted with corruption, and in total 59 people have been convicted by 2012 in a series of investigations that began in September 2009 (Li, 2012).

This research sought to explore the expectations of CSR in professional football clubs from Chinese community's perspective, which is justified by the lack of knowledge about Chinese consumers' expectations and perceptions of CSR in professional sports from "an emerging market with its own unique sociocultural and economic backgrounds" and "value system" (Xu, 2014).

An initial CSR scale containing 39 items along eight dimensions was first developed based on an extensive review of literature, experts review for content validity, and a pilot study for reliability test, before an empirical survey study was conducted in which data was collected from a sample of 300 residents from Shanghai. A CFA analysis and modification resulted in a seven-factor instrument of 29 items. Among the factors, 'responsibility to spectators' was rated the most important, followed by 'youth educational initiatives', 'responsibility to employees', 'financial responsibility'; 'health initiatives', and 'environmental initiatives', with 'philanthropic activities' considered the least important factor.

The results to be presented provide a better picture about the community expectations of CSR in Chinese professional football clubs, and potentially could be replicated in different countries and sports in the future to provide a bigger picture of CSR in professional sports overall from the community expectation perspective.

Exploring material culture associated with official sport fan apparel: A cross-national comparison

Katie Sveinson (University of Regina)

Larena Hoeber (University of Regina)

Licensed products are an important economic aspect of sport organizations. The International Licensing Industry Merchandisers' Association noted that in 2014, the sports category had 12.8 billion dollars in sales (Heitner, 2014). Sport fans purchase official merchandise to demonstrate loyalty and identification with teams (Derbaix & Decrop, 2011; Kwak & Kang, 2009; Kwon & Armstrong, 2006; Pope 2011). This research focuses on merchandise consumption from the fan perspective, however exploring and analyzing the products themselves, as material culture, has been absent. Furthermore, little research has focused on the gendered aspect of sport apparel, including the reinforcement of traditional gender roles and norms through clothing (Kerwin & Hoeber, 2013; Sveinson & Hoeber, 2016). This study explored the range, designs, and descriptions of official team apparel from the online store of 5 teams in the National Football League (NFL), the National Basketball League (NBA), the Australian Football League (AFL), and the National Rugby League (NRL).

Crane and Bovone (2006) proposed a framework for studying material culture, including clothing. Of the five analysis processes mentioned in their framework, we chose to incorporate three. First, we focused on 'meaning-making', which involves viewing clothing as texts that can create and contribute to discourses of cultural repertoire. Second, we highlighted the symbolic values that are disseminated through media advertising. Third, we incorporated an analysis of cross-cultural symbolic values found through clothing. As well, we focused on the values associated with the gendered identities in sport-related apparel.

Data was collected from the top 5 teams in each league for merchandise sales. For each team, we identified and analyzed the first 20 t-shirts offered for men and women on the team's official website store. Critical discourse analysis was used to examine the embedded discourses associated with the written and visual texts of the t-shirts. The findings for the NFL and NBA were compared to those for the AFL and NRL.

Preliminary findings suggest that there are gendered differences and similarities between the North American leagues and the Australian and New Zealand leagues. The AFL and NRL teams offered less than 20 t-shirts for both men and women, while the North American leagues offer a wider variety of clothing. The descriptions for all four leagues are relatively similar involving some obvious gender distinctions, such as using traditionally feminine terms to describe clothing for women.

By examining the clothing available by sport leagues, we develop insight into how sport apparel contributes to larger discourses of culture in sport, including meanings associated with gender. This research can provide suggestions to sport organizations in regards to the range, design and descriptions provided for official team apparel.

Friday morning 11.30am – 12.00pm

Examining the Precursors of Sport Diversity Attitudes

Chin-Ni Lin (Asia University)

Li-Shiue Gau (Asia University)

The goal of this study is to investigate students' attitudes toward sport diversity with the precursors including one personality trait (openness to experience, OE), one cultural value (low power distance, LPD), two personal values (self-direction, SD; stimulation, S), and diversity value orientation (DVO). Sport diversity in schools here refers to various resources or opportunities for students to participate in different sports and watch different types of sports. Diversity in sport participation and spectatorship means various opportunities or resources are available to play and watch different types of sports. Previous studies see "diversity in sport" as the same level of sport participation given to people from culturally, linguistically, and ethnically diverse backgrounds (Taylor & Toohey, 1999), whereas this study sees sport diversity as the level of sport type diversity for people to play and watch (Gau, Kim, Bae, Cheng, & Lee, 2014). Attitudes toward sport diversity indicate people's enduring favorable or unfavorable evaluations and emotional feelings toward sport diversity (Gau & Kim, 2011; Gau & Korzenny, 2009). Prior studies have revealed that values are determinants of attitudes (Probst & Lawler, 2006; Rokeach, 1973, 1979) and suggested the influence of cultural values on sport attitudes (Gau & Kim, 2011). Likewise, values may impact attitudes toward sport diversity. Further, DVO was used in this study as a mediator in the relationship between values and sport diversity attitudes (SDA). DVO refers to awareness and acceptance of both the similarities and differences that exist among people (Fuertes, Miville, Mohr, Sedlacek, & Gretchen, 2000; Kegel & DeBlaere, 2014; Miville, Gelso, Pannu, Liu, Touradji, Holloway, & Fuertes, 1999).

Due to different features within different types of sports, different sports may attract different groups of people. Thus, higher DVO may encourage more positive attitudes toward sport diversity. As for the precursors of DVO, in a study with counselor trainees, one of the Big Five personality traits, OE, was shown to positively relate with DVO (Thompson, Brossart, Carlozzi, & Miville, 2002). Additionally, LPD in cultural values may provide a good atmosphere to have higher DVO than high power distance does. Self-direction (SD) and stimulation (S) in personal values tend to be openness to change (Schwartz & Rubel, 2005; Struch, Schwartz & van der Kloot, 2002), and more emphasis on these two values would cultivate higher DVO.

The study adopts a paper and online survey by means of a questionnaire. A total of 426 valid questionnaires were collected on April 2016 with 140 questionnaires from Tainan City junior high schools, 141 questionnaires from senior high schools, and 145 questionnaires from colleges in Taiwan. Scale reliability, Cronbach's Alphas, for the six variables is between 0.716 and 0.944. Correlation coefficients among the six variables are between 0.390 and 0.611. Regression analysis shows that the variance explained of DVO is 35.2% by the four predictors: LPD, SD, S, and OE. The variance explained of attitudes toward SDA is 27.3% by four predictors and the mediator, DVO. DVO partly mediates the relationship between low LPD and SDA, and also partly mediates the relationship between OE and SDA. However, DVO *fully* mediates the relationships between personal values (SD and S) and SDA. This study constructed a model to explain that SDA can be related to cultural and personal values, personality, and DVO. A campus where diverse values are encouraged may cultivate students with SDA.

The impact of perceived CSR on consumer-based brand equity

Brian S. Gordon (University of Kansas)
Brent D. Oja (University of Northern Colorado)

While research has progressed in the areas of implementation and strategic communication of corporate social responsibility (CSR) activities (Kolyperas & Sparks, 2011; Walker, Kent, & Vincent, 2010) as well as the strategic benefits of such activities (Inoue, Kent, & Lee, 2011; Walters & Chadwick, 2009), the impact of such activities on sport team brand equity from the perspective of the sport consumer has been relatively unexplored in the literature. Therefore, the purpose of this study was to examine the relationship among sport consumer's perceived CSR, brand perceptions, brand feelings, and their purchase intentions toward a sport team brand.

The study included data collected from a sample of sport consumers ($N = 474$) residing in a mid-sized, midwestern city. To better understand the role perceived CSR plays in building brand equity, a two-step approach was utilized to test the measurement and structural model components via MPlus 7.31 (Kline, 2005). The goal of the analysis was to assess how perceived CSR impacts brand affect and brand superiority and to test the indirect relationship among perceived CSR, the two brand-related variables, and purchase intentions of sport consumers.

For the measurement model via confirmatory factor analysis, the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) were an acceptable fit at .94 and .94 respectively. The Standardized Root Mean Square Residual (SRMR) was a close fit at .06. Convergent and discriminant validity was assessed with Fornell and Larcker's (1981) average variance extracted (AVE) method. Convergent validity was supported as perceived CSR (.57), brand affect (.70), brand superiority (.62), and purchase intentions (.55) were all above .5. The discriminant validity evidence between brand superiority and perceived CSR was mixed. Lastly, each factor had a Composite Reliability (CR) value greater than .70.

Once the measurement model was assessed for validity and reliability, the hypothesized direct and indirect relationships were tested via structural modeling via MPlus 7.31. The structural model tested the relationship among perceived CSR, brand superiority brand affect, and purchase intentions. Perceived CSR significantly impacted brand superiority ($\beta = .76$) and brand affect ($\beta = .74$). Brand affect ($\beta = .65$) and brand superiority ($\beta = .16$) significantly predicted purchase intentions. Interestingly, perceived CSR ($\beta = .07$) did not directly impact purchase intentions. A mediation analysis was performed using Mplus version 7.31. A bootstrap estimation using 5000 iterations revealed significant indirect effects of perceived CSR on purchase intentions through brand affect. However, the indirect effects of perceived CSR on purchase intentions through brand superiority was insignificant. Therefore, the indirect effect of perceived CSR on purchase intentions was mediated by brand affect.

The results of this study are important for numerous reasons. First, sport organizations commit a significant amount of resources to CSR activities. However, the impact of CSR on sport consumers thoughts, feelings, and intentions toward the sport team brand are unknown. This study showed that being perceived as "socially responsible" positively impacts perceptions of superiority and feelings that sport consumers hold toward the brand. Further, this study illustrates the vital role that brand affect plays in the perceived CSR-purchase intentions relationship.

Understanding Japanese conceptualizations of volunteering

Sheranne Fairley (University of Queensland)

Shiro Yamaguchi

Eiji Ito

Volunteers are an integral component of running a successful event (Cuskelly, Hoye, & Auld, 2006; Kemp, 2002). It is important for event managers to understand volunteer motives and experiences so that they can optimize marketing strategies for volunteer recruitment and retention. In recent years, there has been an increase in event hosting in Asian countries (Dolles & Soderman, 2008), and it is predicted that there will be a congruent increasing need for volunteerism (Kim, 2010). However, we know little about volunteerism in these countries and contexts. Recent research by Fairley, Lee, Green, and Kim (2013) noted that significant cultural differences exist between Australian and Korean event volunteers. Further, Hustinx, Handy & Cnaan (2012) have noted that significant differences exist between volunteerism in the West and that in Asia.

Japan will be host to the 2019 Rugby World Cup and the 2020 Tokyo Olympic Games. Both events will require a considerable number of volunteers, however we know little about what motivates Japanese citizens to volunteer for sport events. It is not known exactly how cultural differences may impact on the meaning and performance of volunteer roles in different countries. Studies of volunteers have utilized scales developed and validated in western nations to examine volunteers in foreign cultural contexts, and have not considered the potentially unique cultural characteristics that are used to both define and motivate volunteers in those countries. In other words, research on event volunteers has largely ignored the cultural environment in which the volunteer operates. This study seeks to bridge this gap by identifying the ways in which individuals from Japan conceptualize, value, and enact volunteerism, by examining the ways in which cultural norms influence the volunteer experience and the meaning attached to that experience. Understanding the cultural variations ascribed to volunteerism will allow us to develop strategies to effectively recruit and retain volunteers in different cultures.

Friday afternoon 2.00 – 2.30pm

LGBTQ Parents' Experiences of Community Youth Sport Organizations

Dawn E. Trussell (Brock University)

Rationale and Purpose: Numerous studies have documented how athletes who identify as LGBTQ are marginalized through subtle and overt stigmatization as well as the perceived or real threat of discrimination (e.g., Carless, 2012; Cunningham, 2015). Much of the research, however, on diverse sexual identities is found in educational based settings (e.g., physical education classes; colleges/universities) rather than community-based contexts, and has primarily examined the experiences of athletes (Norman, 2013). In turn, a gap remains in the literature examining how parents who identify as LGBTQ (re)negotiate the sport domain to support their children's involvement in a culture that may not have been inclusive in their own childhood. The purpose of this paper is to understand the complexities of diverse family structures within community-based youth sport organizations, notably families of LGBTQ parents. Specifically, I sought to understand the parents' experiences and what initiatives and/or adaptations organized youth sport service providers should consider to help meet the needs of diverse family structures.

Theoretical Framework/Methods: For this study, general concepts of feminism provided the guiding framework. Feminism seeks to challenge social conditions of oppression that stem from patriarchy (Parry & Johnson, 2015). Similar to many North American feminist scholars, I used a critical social constructivist lens (Henderson & Shaw, 2006) that believes that human activity is constructed through dialogue, discourse, and social practices (Freysinger et. al., 2013). An on-line closed focus group through the use of a social network platform (i.e. Facebook) was used for data collection. Aligned with a social justice feminism perspective, the on-line forum was created in a way that would build a sense of community and create a space whereby the parents could learn from each other. Using a constant comparative method of data analysis (Charmaz 2006; Levy, 2015), the perspectives of 73 participants participated in this study, representing three different countries: 23 of the participants were from the United States, 18 from Canada, 16 from Australia, and the remaining 16 did not specify where they resided.

Findings: The analysis of the data revealed that the youth sport contexts could be altered in relation to the parents' identity as LGBTQ and cultural norms related to homophobia and heteronormativity. Three main themes that best reflected the parents' experiences emerged: (a) anticipating homophobia and finding accepting communities; (b) confronting heteronormative assumptions through non-inclusive language and special events/programs; and (c) wanting a sense of 'normalcy' for their children and educating but not flag waving. Embedded throughout all of the three main themes was the underlying core category of how the parents intersecting social identities and notions of privilege (e.g., geographical location, race, socio-economic resources) altered their experiences within the youth sporting context.

Implications/Conclusions: The themes that emerged from this study emphasize the importance of understanding the complexities of diverse family structures within organized youth sport organizations, notably families of LGBTQ parents. Even though there may be shifting societal attitudes and behaviors, heterosexism and perceived stigma continue to persist (Kivel & Johnson, 2013). In terms of application for practice, the findings provide *cultural competence* (Johnson & Waldron, 2011) to reduce stigmas, oppression, and heterosexism for parents who identify as LGBTQ and their children. In that, they call attention to the responsibility of youth sport organizations to create a climate of change through inclusive language, behaviours, and program/event design.

Sport Sponsorship from a Small Business Perspective

Denise Harnett (Waikato Institute of Technology)

Within a reasonably short timeframe sponsorship has morphed from a passive form of marketing that was often philanthropic in nature (Morgan et al., 2014), to a legitimate element of the promotional mix (Segium & O'Reilly, 2007), and a key strategic business partnership initiative (O'Reilly & Horning, 2013). Sport sponsorship has been defined as the provision of assistance by commercial organisations (sponsors), in cash or kind, to a sports property (sponsee), in exchange for the rights to be associated with the sports property for the purpose of gaining commercial and economic advantage (Triodi, 2001).

While substantial research has been directed towards large organisations and corporate sponsorship, little interest has been focussed on the relationship between small businesses and sport sponsorship (Mack, 1999, Jing 2010). Small businesses are extensively involved in the sponsorship of sports organisations, teams, individuals and events (Slack & Bentz, 2010). As more and more local and regional sport organisations look towards sponsorship as a means to financial support their organisations this relationship will continue to grow.

This research aims to address the gap in literature, by seeking to gain an insight into the rationale for small business involvement in sport sponsorship. The study examines the objectives, practices and perceptions of small business related to sponsorship decision making. For the purpose of this study a small business is defined as any enterprise with less than 20 employees.

The research applied a qualitative, exploratory approach in order to explore small business perceptions and experiences with sport sponsorship. A series of in-depth semi-structured interviews were conducted with relevant personnel from the selected small businesses. Interviews were recorded, transcribed and then analysed using grounded theory coding techniques, allowing for key themes to emerge.

The research is still on-going, however preliminary findings indicate that there is generally a lack of long term strategic planning; researching and differentiating between sponsorship opportunities; and little or no formalised internal policies to guide the small business sport sponsorship decisions. Decisions are also often based on personal preferences and/or a sense of “giving back” to the community.

This research is particularly relevant in the New Zealand context as 97% of all enterprises are deemed to be “small” and the sport industry is a major contributor to the New Zealand economy (NZ Government, 2014). As sponsors become more and more a part of the social context that shapes and sustains local and regional sport it is important that both sport organisations and small businesses understand better what motivates, attracts and sustains small business sponsorship.

Continuing participation in sport: An examination of women in rugby union

Ellie Bigsby (Auckland University of Technology)
Michael Naylor (Auckland University of Technology)

Women's sport participation levels are generally lower than men especially for older women and in contact sports such as rugby. There is widespread interest among sport organisations, governments and clubs to understand the underlying psychology of adult sport participants in the hope of improving offerings and increasing participation. The aim of the study is therefore to understand the motives and constraints – two constructs with an extensive theoretical underpinning (Beard & Ragheb, 1983; Crawford & Godby, 1987) - experienced by female rugby players aged 35 years and older. Purposeful sampling was used to identify past and present players as well as club representatives who had experience with female players aged 35 years and older living in New Zealand, Australia, the USA and England. Semi-structured interviews were chosen as they are informal and can put the interviewee at ease when sharing their thoughts, feeling and experiences whilst also ensuring that the interview covers the objectives of the study. After 15 interviews, it was determined that data saturation had been reached. Segmenting activities were used to code the data and triangulation was then employed to ensure the validity of each interviews' findings (Patton, 2002).

Rugby participation motives that emerged included friendship and enjoyment. Findings here were consistent with existing literature (Chan Sun & Azmutally, 2013; Green, 1998) in which it was highlighted that a key element of female friendships is having fun together, "women's talk" and having a sense of shared belonging. Respondents reported constraints including time, children, career, injury and self-consciousness. An "ethic of care" was prevalent with mothers expressing the need to prioritise their time with their children and family above their commitment to the sport and also that society can be judgemental. This finding is supported by numerous studies on leisure constraints experienced by mothers of young and dependent children. Time, social support and societal beliefs of motherhood and their right to leisure time are all crucial factors related to mother's involvement in leisure activities (Brown, Brown, Miller & Hansen, 2010). Several women also highlighted pain and injuries as a constraint – a notion consistent with Cerin et al (2010) who noted that health can be a significant barrier to leisure participation. Self-consciousness was highlighted by respondents as a prevalent constraint, a finding also consistent with previous literature in which it has been suggested that mature aged women may choose not to participate in activities due to perceived lack of skill and their impact on others enjoyment of the game (Wood & Danylchuk, 2012). Several of the constraints mentioned by respondents are psychological which means that they could be overcome with improved negotiation strategies – an area of research well covered in terms of recreation and leisure but underrepresented in our sport management literature. This could be explored further. It is suggested that managers associated with women's rugby consider these motives and constraints carefully in all aspects of marketing including program design and promotion.

Institutional complexity in sport organisations: The cases of the Portuguese and Australian Triathlon Federations

Loïc Pedras (University of Technology Sydney)
 Tracy Taylor (University of Technology Sydney)
 Stephen Frawley (University of Technology Sydney)

National Federations (NFs) have a central position in organised sport, facing several professional, commercial and governmental pressures from a complex set of stakeholders. NFs struggle to deliver a dual mission of developing both participation and elite sport, which requires strategic responses. Most are highly dependent on public funding, thus vulnerable to the government's policy priorities that mostly concentrate on high performance rather than participation (Green & Collins, 2008; Green, 2005, 2007; Houlihan & Green, 2008, 2010; Phillips & Newland, 2013). Return on public investment in elite raises questions (De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006; Green, 2007; Houlihan & Green, 2008). Challenges arising from elite/mass agendas are key to NF's legitimacy and effectiveness (Phillips & Newland, 2013). However, it is crucial to understand how NFs respond to such pressures so that they can be more successful and, therefore, sustainable into the future (Washington & Patterson, 2011). Through the lenses of institutional theory, namely logics and complexity (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Thornton, Ocasio, & Lounsbury, 2012), the research aims to identify how NFs respond to different and conflicting logics implementing their mission. A longitudinal case study was undertaken using the Portuguese and Australian Triathlon NF. Data collection covers the period between 1989 (NF foundation) and 2015, including interviews with key informants from governmental organisations and Triathlon NF; document analysis from legislation, annual reports, strategic plans, job descriptions, press releases and social media. Implications for sport management research, practice, and education are discussed.

Are they 'worth their weight in gold'? Sport for older adults: Benefits and barriers of their participation for sporting organisations

Claire Jenkin (Victoria University)
 Rochelle Eime (Victoria University, Federation University)
 Hans Westerbeek (Victoria University)
 Grant O'Sullivan (Victoria University)
 Jannique van Uffelen

The ageing global population has led to an increased focus on health for older adults (World Health Organisation, 2015). However, older adults have not been a specific priority for some sporting organisations. Thus there is an emerging opportunity for this age group to be considered within international sport policy.

The aim of this study was to understand the benefits and barriers that sporting organisations encounter when engaging older adults. Eight focus group interviews (n=49) were held with representatives of Australian National Sporting Organisations, and older adults who were either sport club or non-sport club members. The socio-ecological model domains: interpersonal; organisational; and policy, were used as a framework for thematic analysis, and organisational capacity building concepts were utilised to explain the findings.

Common perceived benefits included interpersonal benefits (intergenerational opportunities; role models) and organisational benefits (volunteering; financial contributions; maximised facility usage) for engaging older adults. Common perceived barriers included interpersonal barriers (competing priorities; perceived societal expectations), organisational barriers (lack of appropriate playing opportunities; lack of facility access; lack of club capacity), and policy barriers (strategic organisational focus on children and elite sport; risk management).

Whilst participation in sport is not common for older adults, their involvement can be invaluable for sport clubs. It is not anticipated that any policy focus on older adults will significantly increase active participation for this age group. However, any increase in older adults' sport participation either through actively playing, supporting family and friends and/or volunteering, will contribute to the positive health of individuals, sport clubs and the community.

Match-fixing, sport integrity and responsibility shift: The role of ideas in contemporary sports-betting governance

Minhyeok Tak (University of Otago)

Sports have an inherent affinity with gambling. Rules of some modern sports such as golf, cricket and pugilism were developed for the purpose of gambling, and profits from betting provided seed money for the development of the sports' professionalisation (Forrest and Simmons, 2003; Guttmann, 1986; McNamee, 2013; Munting, 1996; Vamplew, 2007). However, as betting became "a serious menace" to the integrity of sports, sports organisers gradually disassociated their sports from the "sin product" in an attempt to be accepted as a legitimate, desirable institution in the burgeoning capitalist society (Adelman, 1986; Cabot and Faiss, 2002; McDaniel, Mason and Kinney, 2004; Nathan, 2003; Taylor, 2005). About a hundred years later, the twenty-first century, wherein most sports are now legitimate socio-cultural commodities, witnesses sports organisations' increasing reunion with the betting industry mainly for monetary reasons. Drawing upon new institutionalist theories in political science and policy studies (Goodin, 1996; Lowndes and Roberts, 2013; Offe, 2006), this paper examines the historical trajectory of the relationship between sports and betting, and the changes in its institutional environments. The results show that sports' ongoing recombination with betting industry is resorting to the idea of *sport integrity* which was firmly established during the twentieth century where sports kept their distance from betting. In other words, falling back on a prevalent myth that sport itself has integrity, today's sports organisations, unlike their predecessors, expose their sports to the dangers of match-fixing, and shift the responsibility for maintaining and protecting sport integrity to their individual players.

Friday afternoon 2.30 – 3.00pm

Understanding community sport as a school of generosity among youth
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Katie Misener (University of Waterloo)

While the central purpose of community sport organizations remains firmly grounded in sport and athlete development, these grassroots organizations also play a central role in developing athlete values and attitudes towards others and society (Spaaij, 2009). Recent research suggests that community sport clubs are engaging in purposeful practices that reflect broader notions of social responsibility and that some clubs desire to create 'little citizens' rather than purely athletes (Misener & Doherty, 2012; Misener & Babiak, 2015). This notion builds on the literature on sport for social change, although much of that work focuses on elite athletes who use their position to advocate for social justice or engage in philanthropic causes (e.g., Babiak, Mills, & Tainsky, 2012; Kaufman & Wolff, 2010). Less is known about how community sport organizations may engage with philanthropic or charitable causes in order to increase the social consciousness of their members and enhance the club's community presence.

The purpose of this study is to explore the role of community sport in developing social awareness and generosity among youth athletes, through multiple stakeholder views of a partnership between one sport club and a registered International charity. The mandate of this charity is to provide orthopaedic surgeries for children in Uganda that would otherwise not be able to afford surgical treatment. The study focuses on a community hockey club in Ontario, Canada that has been partnering with the charity for three years to promote charitable giving among families of players aged 11-14, and engage athletes from a middle-upper class community in a social cause. The partnership was deemed an appropriate fit for both parties given the duration of the hockey season and corresponding length of time required to raise the needed funds, undertake surgeries, and monitor recovery time for affected children. As such, the connection made between a team in Ontario and a child in Uganda supported by the charity was clearly and purposely intended to last only as long as the surgical process and one hockey season. If desired, teams may participate the next season by raising support for a different child.

The study employs an intrinsic case study methodology (Stake, 2003). Data collection is currently underway and includes interviews with club organizers and coaches (total 6 participants), as well as two focus groups with youth players (5/group) and two groups of parents (6/group) from one team that has participated in the partnership for 3 seasons. Data from participant observation of team and parent meetings will also be incorporated.

Preliminary analysis of the findings suggests that by participating in charitable giving as a collective through team-based fundraising and related initiatives, the community sport club acts as a "school" of generosity for youth where players learn skills and values associated with giving and develop a deeper level of social consciousness/recognition of their own privilege. Further, partnering with a charity to engage youth athletes in off-ice initiatives serves several important functions for the club including differentiation from other clubs, increased parent involvement in the club and team activities, group cohesion, and development of a reputation for 'giving back'. Implications and future directions for research will also be presented at the conference.

Sponsor awareness, attitudes and purchase intentions: A multi-context approach

Javeed Ali (Auckland University of Technology)
 Michael Naylor (Auckland University of Technology)
 Geoff Dickson (Auckland University of Technology)

Sponsorship is one of the most important revenue streams for elite sport organisations. The revenue stream is an important complement to broadcasting, match day ticket sales and merchandise sales (Buhler, Hefferman, & Hewson, 2007). Awareness of sponsors is important to overall effectiveness and therefore its antecedents and outcomes must be understood. Through a search of the literature it is evident that both attitudinal loyalty and behavioural loyalty, sponsor awareness, attitudes towards the sponsor and purchase intentions are interrelated (Biscaia et al, 2013). As this research was undertaken in a New Zealand context where such research has not been undertaken before, three professional sport franchises were selected as contexts to ensure a thorough approach – the New Zealand Warriors, Auckland Blues & Northern Mystics. The following research questions were explored:

RQ1: To what extent are Blues, Warriors and Mystics fans aware of the team sponsors?

RQ2: What differences in sponsor awareness exist among the three contexts?

RQ3: What relationships exist among behavioural/attitudinal loyalty, attitude towards the sponsor, sponsor awareness and purchase intentions?

To explore the research questions, data ($n = 495$) were generated from the three fan bases via an online questionnaire. Mean age for the sample was 48 years old, and 57% were male. A major sponsor of each franchise were partners in the research project. Items were adapted from Biscaia et al. (2013) to measure attitudinal loyalty (3 items), behavioural loyalty (3 items), attitude towards the sponsor (3 items) and purchase intentions (4 items). Sponsor awareness for each of the three contexts was measured by presenting 6 authentic sponsors alongside 6 foils (Walsh et al., 2008).

In all three contexts, questionnaire respondents were successfully able to identify sponsors and NOT identify foils incorrectly. In each case the focal sponsor (a major partner) was identified correctly by 80% or more of the questionnaire respondents. For other authentic sponsors, correct recognition varied from 12% to 96% with fans of the Warriors correctly identifying sponsors the most accurately. Attitudes toward the sponsor were equivocal, while purchase intentions were much higher towards the focal realtor sponsor than the focal automotive sponsor. To explore the interrelationships among the constructs of interest, correlations were calculated. First, a sponsorship identification score out of 12 was computed for each respondent. This variable took into account both correct sponsor identification and non-selection of foils. Significant correlations emerged between each pair of constructs except for the correct sponsor identification variable and purchase intention. The strongest relationships were in the moderate range.

Amidst overall high awareness, the top two correctly identified sponsors from each context were the sponsors who appeared most prominently on playing apparel. It is suggested that the high levels of sponsor awareness in the Warriors context may be due to effective leveraging of sponsor brands as well as a disciplined approach to referring to sponsors across various media. The current research also provides further evidence of the interrelationship among loyalty, sponsor awareness, attitudes and purchase intentions which builds on the work of Biscaia et al. (2013).

Modifying rules for target populations: The AFL National Women's League

K. Encel ((Deakin University)
 P. Phillips ((Deakin University)
 H. Brown (Deakin University)
 J. Vanderloo (AFL)

Modifying rules for target populations (such as juniors and women) has been a widely accepted practice in sport for many years (Green & Chalip, 1997). Rule modifications are designed to provide a sport experience that matches the age and/or physical ability of participants to increase safety of participation as well as to provide optimum opportunities for skill development through involvement. Women's participation in invasion sports (traditionally the domain of men) is increasing and the consideration of modifying rules in this context is important. For example, in the sport of Australian Rules football (ARF), female participation has burgeoned with an increase of 46% in 2015 such that females make up 22% of overall participation in the sport. As a result of the growing popularity, the AFL is introducing a professional National Women's League (NWL) in 2017 and have already conducted a series of women's exhibition matches in 2016 as a precursor. A major consideration for the AFL and key stakeholders (teams, coaches, and umpires) is the rules under which women will play in the 2017 AFL NWL. There is little research that has examined the efficacy of modifying rules for women's sport, or the decisions about how and why rules might be modified. This research fills that gap by examining the impact of rules and rule modifications in women's AFL.

Champion data (on-field statistics) from 295 players in 10 matches in the 2016 women's AFL exhibition matches were analysed to better understand how women play the game of (ARF) under traditional (men's) rules and modified rules. Further, 17 interviews were conducted with stakeholders involved in the delivery of the matches (league and club administrators, coaches, and umpires) and focus groups were held with 80 players to understand the impact of rules and rule modifications on the sport.

As might be expected, on-field statistics indicate that women play the sport of ARF differently to men when playing under the same (traditional) men's rules. What is important however, is how these differences provide implications for coaches, umpires and ongoing management of the sport, including provisions for sport development. The concept of modifying rules for the upcoming AFL NWL was examined, as decision making about rules also has implications for the governance, management and development of the sport. These issues will be further discussed.

High performance sport management and the role of gender in the coach-athlete relationship

Donna de Haan (Hogeschool van Amsterdam)

Popi Sotiriadou (Griffith University)

An athlete's performance is contingent upon many situational and personal factors that exist in the highly volatile environment in which High Performance Sport (HPS) operates. Within this environment the coach plays a key role in preparing and training athletes tactically, physically, technically, and psychologically whilst also supporting the social well-being of the athlete (Becker, 2009). Within HPS several studies have demonstrated the significance of the coach-athlete relationship for the impact upon athletic success. However, Norman and French (2013) called for a holistic view of this relationship which presented both the coach and athlete voice. Sotiriadou and de Haan (2015) also highlight that an understanding about female athlete specific needs during their careers is rather limited leaving high performance managers and coaches unable to adopt and advance their educational and professional development activities and practices accordingly. Therefore the aim of this paper is to review the role of gender in the coach-athlete relationship.

This study is situated within the sport-specific context of rowing, a sport in which athletes compete at elite level in sex-segregated competition but male and female athletes may be trained together and coaches often have experience coaching both male and female athletes. Elite level coaches may work in several countries during their careers and this brings an international dynamic to the coach-athlete relationship. With regards to their high performance athletes, in a recent report on Women's Development within Rowing, FISA identified 'highly motivated and committed coaches prepared to work with female teams', yet concluded that there was a 'lack of mental preparation for coaches to train female athletes (as they are mostly prepared to train men)' (FISA Report on Women's Development Survey, 2014; p.18).

The chosen methodology for this study was a qualitative approach. This was chosen in order to understand fully the athlete-coach relationship as a socially constructed phenomenon. Following Patton (1990) and interview guide was employed to provide prompts for the interviews. The interview guide created for the purpose of this study centred upon the following six core themes: (a) Defining success, (b) Coach education, (c) Communication, (d) Socio-cultural issues, (e) Coach-athlete relationship, and (f) Role of the coach. Semi-structured in-depth interviews were carried out with 15 elite rowing coaches, 4 female and 11 male coaches, who represented 9 nationalities and had coaching experience in over 18 countries. Semi-structured in-depth interviews were also carried out with 15 elite female athletes from 12 countries.

The results show that the female athletes experience of the coach-athlete relationship are socially constructed and that despite both coaches and athletes referring to 'an individual rather than a gendered approach to coaching' gendered ideologies concerning women's socio-cultural roles and sporting abilities can negatively affect this relationship. Due to the international dynamic in the coach-athlete relationship within HPS we propose that coach education should focus not only gender but also socio-cultural training and support.

Competence, motivation, and senior track and field participation in Australia: Why do athletes continue?

Joseph I. Nolan (Griffith University)

Caroline Riot (Griffith University)

Andrea N. Geurin (New York University)

Registration and participation figures in Queensland track and field have risen steadily over the last five years (Queensland Athletics, 2016). Despite this continued growth in participation across all age groups, a clear drop-off can be seen in the number of registrations once participants reach the 'under 20' group, and this represents a problem in participant retention within the sport. One of the most commonly cited reasons for athlete continuation is that of motivation (Klint & Weiss, 1987; Pelletier et al., 1995; Russell, 2014) and therefore understanding the motives of participants who have continued in this age group and beyond is of paramount importance to a sport which has participation growth as a major strategic objective (Queensland Athletics 2014 to 2016 Strategic Plan, 2013).

The purpose of this research is to uncover the dominant motivations present amongst current track and field participants in Australia through a descriptive quantitative approach. This context, with a particular focus on 17-20 year old participants, has not been previously investigated. Using Harter's (1982) Competence Motivation Theory (CMT) and Pelletier, Rocchi, Vallerand, Deci, and Ryan's (2013) revised Sport Motivation Scale (SMS II), it is believed that this research can both further the understanding of what motivates current participants as well as investigate how homogeneous or heterogeneous these participants are. This will be done in order to put forward justified recommendations to the sport in regards to potentially modifying their service offerings in order to match these participant motivations.

The majority of previous track and field research has been qualitative in nature and focused on elite participants within the sport. This study attempts to take a more holistic approach when investigating the motivations of current participants, and classifies participants into groups based on their varying motivations and levels of competence rather than focusing on only one particular group (e.g., elite).

To achieve the study's purpose, an online survey will be distributed to members/athletes within Queensland Athletics to identify dominant motivations and the relationship between participant motivations and perceived level of physical and social competence. Data analysis will include ANOVAs and correlations. Data collection is scheduled to begin in August 2016 and data analysis is scheduled to finish by early September 2016. Results and implications of the relationship between competence and motivation in the context of a competitive individual sport such as track and field will be presented at the 2016 SMAANZ Conference should this abstract be accepted. It is anticipated that this research will further the understanding of the relationship between competence and motivation in regards to sport participation, as well as provide insights into why athletes continue.

Slippery eels: A thematic analysis of NRL supporters' responses to the Parramatta Eels salary cap scandal

Angelique Nairn (Auckland University of Technology)

Taylor Annabell (Auckland University of Technology)

Frances Nelson (Auckland University of Technology)

On the 3rd of May 2016, Todd Greenberg, CEO for the National Rugby League (NRL), announced that the salary cap scandal rocking the Parramatta Eels rugby league club was “a stain on our game” (Gabor, 2016) and accordingly, the club was forced to reform their governance, shed players and pay a fine of \$1 million. However, the ramifications of such a breach are far-reaching, because the negative publicity experienced by the club poses a threat to their legitimacy and polarises followers of the sport.

According to Turner (1974), a public scandal entails breach of societal norms, producing conflicts and tensions that push people into choosing sides. An organisation in the throes of a scandal is subject to ongoing negative publicity that inevitably impacts the relationships it had established with stakeholders and the reputation it had constructed (Cowden & Sellnow, 2002; Sims, 2009). On the one hand, people committed to an organisation discount negative information relayed in a scandal situation. On the other hand, uncommitted and neutral people are likely to be persuaded or more receptive to the negative publicity emerging during a scandal or crisis (Dawar and Pillutla, 2000; Dean, 2004). For these reasons, we chose to examine the comments recorded by NRL stakeholders published under articles released online by *The Daily Telegraph* and *The Sydney Morning Herald*, to gauge public attitudes towards the Parramatta Eels and the National Rugby league.

Therefore, this paper explores the public opinions offered on the Parramatta Eels salary cap breaches, to consider how the salary cap scandal is impacting the reputation and image of the club. Using thematic analysis (Boyatzis, 1998; Braun & Clarke, 2006), we sought to uncover the underlying reactions of the public and effects of the scandal on the club's image. Amongst our findings were the belief amongst stakeholders that the club was comprised of cheaters and frauds and that they should just “cop” the punishment and start from scratch. A few Eels supporters looked to discredit the media publications, while other contributors blamed the “incompetent” club management for the predicament. Other findings included the applauding and scrutinizing of the NRL, but of particular note was the general consensus that the salary cap was flawed and in need of reevaluation.

Friday afternoon 3.30 – 4.00pm

Economic value of community club-based sport in Australia
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Chris Gratton (Sheffield Hallam University)
 Daniel Lock (Bournemouth University)
 Graham Cuskelly (Griffith University)
 James Skinner (Griffith University)
 Kristine Toohey (Griffith University)
 T. Kokolakis (Sheffield Hallam University)

Introduction

Sport is widely perceived to generate social benefits. These include individual impacts: improved physical health and fitness, increased subject well-being, and increased educational performance; and broader community impacts such as increased social capital and reduced crime and anti-social behaviour. This paper attempts to measure the economic value of such benefits.

Aim of the study

The aim of the study is to develop a valid model that will provide an economic estimate (i.e. dollar value) of the broader social benefits associated with the provision of, and participation in, community club-based organised sport to Australian society.

Literature Review

The literature review concluded that:

- Out of all the social benefits of sport the improved health benefits associated with sports participation are the most well evidenced and widely accepted across the world.
- In the relationship between sport and well-being, recent research has shown a strong relationship and also provided the methodology for putting a valuation on the benefits of sport to subjective well-being (SWB).
- A wide range of studies from across the world provide strong evidence of a positive association between sport and social capital and that this benefit is particularly relevant for community club-based sport.
- The evidence supporting the education and reduction in crime and anti-social behaviour benefits is much more mixed.

It was decided therefore that the study would concentrate on putting an economic value on the health, SWB and social capital benefits from sport.

Methodology, research design, and data analysis

The health benefits can be estimated from secondary analysis of existing data using a methodology used in several countries. The SWB and social capital benefits will be estimated from primary social survey data collection. The data will be collected using a module added to the Australian Sports Commission's National Sports Participation Survey, Ausplay, in the July to September period 2016 with a sample size of over 5,000. The estimates of the monetary value of these benefits will use the income compensation approach as has been used previously by several studies.

Results

The estimate of monetary valuation of the health benefits will be carried out between July and September 2016 and the value of the SWB and social capital will be produced in October 2016 and these results will be reported for the first time at SMAANZ2016.

Preliminary results of a conceptual framework of sponsorship accountability

Adrian France (Wintec)

There has been increasing amounts of sponsorship funds provided to sports. The sponsorship provides crucial amounts of funds for some sports organisations that are not-for-profit. Despite the increasing accountability movement, little research has investigated accountability of sport sponsorship relationships. This paper constructs a framework of an accountability continuum that ranges from profit organisations that have economic responsibilities to charities as a form of not for profit organisation that receive donations and have philanthropic responsibilities. Within the extremes of the continuum includes other not for profit organisations and public benefit entities of mixed expectations and responsibilities. Sport sponsorship relationships include not for profit entities that receive funds from profit organisations, thus span the accountability continuum. The aim of this study was to identify the practices of sport sponsorship to determine the existence of the accountability framework. This current study investigated the characteristics of sport sponsorship reporting using 60 semistructured interviews of both sponsors and sponsorees. A range of diverging responses were found with the frequency and content of reporting consistent with accountability theory of reporting expectations and responsibilities.

Alternative delivery models for women's participation in sport: The case of mountain biking

Debbie Curgenvan (Auckland University of Technology)
 Associate Professor Lesley Ferkins (Auckland University of Technology)
 Associate Professor Geoff Dickson (Auckland University of Technology)
 Dr Katie Rowe (Deakin University)

Nonprofit sport organisations including national sport organisations and their affiliated clubs are central to the provision of opportunities to participate in sport within New Zealand. Despite this, there is strong evidence to suggest that current traditional club based participation pathways are not conducive to encouraging women's participation in sport (Moore, 2012). In some 'gender neutral sports', women's current participation rates are up to 50 percent less than their male counterparts (Australian Bicycle Council, 2011). Whilst women's participation levels lag behind men's, there is strong evidence to suggest that women want to participate, but need help to do so (Szczepanski, 2012). A number of researchers highlight delivery models as part of the problem and call for future research to consider the review of alternative delivery models, to encourage women's participation (Garrarard, Hackman & Crawford, 2008; Moore, 2012; Rowe, Shilbury, Ferkins & Hinckson, 2013; Vail, 2007;). While the traditional club membership concept will continue, the traditional, if not antiquated models of recruiting, retaining and engaging members are under considerable threat (Garrarard, Hackman & Crawford, 2008; Green, 2005; Moore, 2012; Sotiriadou, Wicker & Quick, 2014; Vail, 2007).

The sport of cycling is one sport where, despite women's reported desire to participate, there exists a major discrepancy between male and female participation levels (Rowe et al., 2013). Furthermore, while a small but growing body of work exists on road cycling (Garrarard, Hackman & Crawford, 2008; Moore, 2012; Rowe, et al 2013; Sotiriadou, Wicker & Quick 2014; Szczepanski, 2012) participation in mountain biking (or off-road cycling) has received little scholarly attention. New Zealand, replete with mountainous terrain has embraced mountain biking and there are hopes that it could prove highly popular for women (Bike New Zealand, 2012a). This study investigated how an alternative delivery model can support women's engagement in mountain biking. The study applied an action research methodology, partnering with 50 women 18 years and over during a 12 month period. Data generation involved interviews, focus groups and participant observation with analysis founded on a thematic approach. The research contributes to the body of knowledge into alternative delivery models that support women's participation in sport. The presentation will share the findings from the study (to be completed early November 2016).

Typologies of sport clusters based on socio-economic proximity

Anna Gerke (Audencia Business School)
Yan Dalla Pria (Université Paris-Ouest)

Cluster theory is a well-established field of research (Greve, 2009; Martin & Sunley, 2003; Porter, 1998, 2008) and has been an enduring element in national economic policies around the globe (Benner, 2012; Ketels, 2015). Also the sport sector has seen political and economic initiatives for cluster development on national and international level (EU4SportsClusters, 2015; EuroSIMA, 2015; Sporaltec, 2016).

Shilbury (2000), pioneer in this topic, emphasises that in Australia sport clusters are potentially a new form of the sport delivery system in response to environmental changes, e.g., reduced state subsidies for sport. Until today sport clusters have been viewed as one conceptual category. However, this paper suggests a dual typology of sport clusters depending on the level of heterogeneity of cluster members and the type of interorganizational linkages.

This study compares two clusters from the sailing industry to two clusters from the surfing industry. The use of a multiple case study with pairs of similar case studies permits theory development through literal and theoretical replication. Similar results amongst similar cases strengthen theory through literal replication. Differing results across different pairs of cases deepen theory (Miles, Huberman, & Saldaña, 2014; Yin, 2009). This qualitative research uses interviews (n=117) and observations (n=17) as the primary data sources, and organizational information (n=47) and archival data (n=27) as secondary data sources.

The results reveal two diametrically opposed models for clusters in the sport industry in terms of socio-economic proximity (i.e., social proximity affecting economic proximity and vice versa (Gerke, Desbordes, & Dickson, 2015)). These two models represent the fundamental logic of community and society (Dalla Pria & Vicente, 2006; Storper, 2005). The logic of a society like cluster is founded in the paradigm of proximity because of complementarity. The two sailing clusters rely on the logic of society because the boat-building projects are complex and require a variety of specialised skills that are supplied by small-and medium-sized cluster members. The creation of a formal cluster governing body accompanies an existing collective logic between much diversified and specialised local actors. The logic of a community like cluster is founded in the paradigm of cognitive proximity. The two surfing clusters rely on the logic of community because cluster members have similar business models, competencies, and value creation processes. There are few buyer- supplier relationships and firms tend to be direct competitors, thus interorganisational linkages tend to be competitive in nature.

The influence of triathletes' serious leisure traits on sport constraints, involvement, and participation

Ting-Chu Chou (National Pingtung University of Science & Technology)
Yong-Cheng Wu (National Pingtung University of Science & Technology)
Shang-Min Ma (National Pingtung University of Science & Technology)

A growing number of triathletes and triathlon events are held in Taiwan (Chinese Taipei Triathlon Association, 2016). Due to the serious leisure traits (SLT) (Ma & Tou, 2015) and high constraints which arise from the demand for a high profile of physical fitness and equipment for competitive swimming, cycling, and running (e.g., Kennelly, Moyle, & Lamont, 2013), triathletes may modify the way they are involved and participate in triathlons in their daily training. A better understanding of the sport constraints involvement processes engaged in by these triathletes will help us understand how to promote and manage a burgeoning sport like the triathlon in Taiwan in a sustainable manner. The purpose of this study was to confirm a structural model of serious leisure traits, constraints, involvement, and the resultant participation with a sample of triathletes in Taiwan. Purposive sampling was applied to acquire the project participants in the 2015 Ironman 70.3 Taiwan, from October 30th to November 1st, 2015. A total of 371 valid questionnaires were received. The satisfactory composite reliabilities, convergent validity, and discriminant validity were obtained (Fornell & Larcker, 1981), and the proposed structural model fitted the data well according to Lisrel 8.80. The findings showed that (a) SLT exerted a strong positive influence on triathletes' participation through the sport constraints they encountered; (b) SLT had a larger significant positive impact on participation via sport involvement. Contrary to our expectations, the influence of constraint on involvement was mitigated after SLT was controlled in the model, which denoted a strong impact of triathletes' serious leisure traits on their daily participation in triathlon training. These findings were inconsistent with the prediction of a boosted effect of constraints on involvement efforts (Hubbard & Mannell, 2001). Differing from previous studies evidencing the costs and long-term benefits related to SLT as the baseline mindsets sustaining high-constrained sport participation like triathlons (Lamont et al., 2014), the present study further confirmed the detrimental role of SLT as the antecedent in the constraints involvement process. The findings suggest that, in order to sustain athletes' involvement and participation in a high-constrained sport, sport instructors or sport promoters could develop a long-term goal, plan a career path, develop team governance, and increase group identity for the promising young athletes.

Urine trouble: The use of humour in reactions to critical sport incidents

Larena Hoeber (University of Regina)
 Orland Hoeber (University of Regina)
 Laura Wood (University of Windsor)
 Ryan Snelgrove (University of Windsor)

Introduction: Studies examining critical sport incidents, such as riots (Burch, Frederick, & Pegoraro, 2015) and sex abuse (Brown, Brown, & Billings, 2015), provide insight into how social media actors (e.g., spectators, media, organizations) learn and communicate about current events. While it is common to classify the posts as negative responses (e.g., anger, disapproval, denial) or positive responses (e.g., hope, support, love) (Brown et al., 2015; Burch et al., 2015), humour has been understudied as a potential response. Journalists use humour in social media to connect with their audiences, engage in collective interpretation, and establish their brand (Molyneux, 2015; Mourão, 2015), yet it is unclear whether these motivations extend to other social media actors. Further, different types of humour have been discussed within the communication field (Lynch, 2002; Meyer, 2000), but not specifically studied in a social media context or a sport domain.

Purpose: The purpose of this presentation is to examine how humour was used in response to two critical sport incidents that involved the same athlete. RQ1: How do humorous responses unfold over time? RQ2: What are the different types of humour used? RQ3: What is the relationship between the type of humour and the social media actor type?

Methods: Using Vista, we identified two critical incidents during Le Tour de France that involved Mark Cavendish. In 2013, he was sprayed with urine, and in 2014, he was involved in a major crash. All English language tweets that used the official event hashtag (#tdf) were collected during both years, and then filtered for those that used the term “urine” in the two days after the first report of the incident (n=1298), and both “crash” and “cavendish” in the four days after the incident (n=941). The tweets were systematically coded and the author accounts were analyzed to identify the actor type. The humour tweets were then isolated for further coding based on the types of humour used and analysis of the actors who posted them.

Findings: For the crash, only 12 (1.3%) tweets involved humour, reaching a possible 6956 followers. In comparison, there were 204 (16%) humorous tweets for the urine incident, reaching a possible 721,741 viewers. The temporal pattern also differed, with the tweets regarding the urine incident continuing throughout the days that followed. With the crash, the tweets were of the general humour variety, whereas in the urine event, the tweets included general humour (128), mockery (33), and sarcasm (43). In this case, fans accounted for 78% of all the humorous tweets, but 91% of the mockery. The media and personality actors used an almost equal distribution of general humour and sarcasm, and virtually no mockery.

Discussion: It appears that the urine incident lent itself to opportunities for humour, such as play on words and connections between urine and doping in cycling. It is also possible that there were more humorous comments about the urine incident because the threat of serious injury or harm was low, whereas in the crash Cavendish was hurt and unable to continue in the race. With the urine incident, it seems that that humour was being used as a currency to gain followers or support (retweets and likes) or to build one’s brand on social media (Molyneux, 2015).

Implications: The findings provide further insight into the behaviour of social media actors with respect to critical sport incidents. More importantly, it suggests that perhaps sport event organizers could use humour to engage with other actors, when appropriate, as this appears to be engaging content.

Friday afternoon 4.00 – 4.30pm

Contribution of Community Sports to the Integration of Migrants
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Richard Ajjee (Auckland University of Technology)

Richard Wright (Auckland University of Technology)

Geoff Dickson (Auckland University of Technology)

Despite significant public and private sector investment in the production and promotion of sport at community level (Morakinyo & Oworu, 2006; Nicholson & Hoyer, 2007), there is limited empirical evidence linking community sport to the social integration of immigrants (Butcher, Spoonley & Trlin, 2006). Whilst there is widespread advocacy about the power/potential of sports for societal good, the foundations for this argument are best described as intuitive and anecdotal. The lack of scientific evidence underpinning the process of social change through sport reflects a gap between practice and theory (Lyras, 2005). Over the years there have been concerns on the scant empirical evidence supporting the positive impact of sports on society, especially in the area of integration (Henry, 2005; Long & Sanderson, 2001). Several scholars have drawn attention to this gap and called for studies to address this shortfall (Coalter, 2001; Amara et al., 2004; Levermore & Beacom, 2009; Spaaij, 2013). In this research we investigate sports as a vehicle of immigrant integration and acquisition of social capital within the local community. A qualitative research approach underpinned by an ethnographic research methodology was adopted for the study. Data were gathered from participants through multiple in-depth interview and focus group discussion. The interviewees comprised of ten immigrants that engage in sports (excluding elite or professional athletes) and were recruited from sports activities in the local community. The focus groups consisted of three groups of seven participants each - coaches, administrators and immigration service providers. Thematic analysis was utilized for the analysis of data gathered and NVivo was employed to transcribe, code, and manage the data. The findings of the study will shed light on the efficacy of sport as a tool of social integration and acquisition of social capital. The study provides empirical evidence for policy development and implementation. It will contribute to strategic policy frameworks and development of sustainable community sports programmes targeted specifically at immigrant integration.

The Moderating Effects of Sincerity and Ubiquity on the Relationship between Sponsorship Fit and Sponsorship Evaluation

Tae-Ahn KANG (Waseda University)
 , Hirotaka MATSUOKA (Waseda University)

Existing research on sponsorship effects shows that congruence between a sponsor and a cause (i.e., sponsorship fit) is one of critical factors for improving consumer evaluation of the sponsor (Olson & Thjømmøe, 2011). Fit-related sponsorship literature examined that a high level of fit leads to positive consumer responses to the sponsor (Roy & Cornwell, 2003).

Although sponsorship fit has been considered as an important variable, it is suggested that sponsorship evaluation depends on the degree of sponsor's sincerity and sponsor's ubiquity perceived by consumers. Perceived sincerity of sponsor refers to the extent of which sponsorship motivation is perceived to be philanthropic. The higher perceived sincerity of sponsor by consumer, the more favorable sponsorship evaluation is (D'Astous & Bitz, 1995). Perceived ubiquity of sponsor indicates the extent of whether a firm is engaging in only a single sponsorship or multiple sponsorships. A high degree of perceived sponsor's ubiquity leads to negative effects on consumer evaluation (Speed & Thompson, 2000). However, no study has investigated about how the sincerity of sponsor and the ubiquity of sponsor influence the relationship between sponsorship fit and sponsorship evaluation. It is yet unclear how consumers respond when a sponsor is perceived as ubiquitous as well as well-fitted. Thus, this research aims to examine the moderating effects of sponsor sincerity and sponsor ubiquity on the relationship between fit and consumer evaluation.

Data were collected from 379 attendances in a Japanese professional basketball game. Each respondent was asked to select one of the basketball team's sponsors and answer questions with regard to the selected sponsor. Cronbach's alpha in scales ranged from .72 to .90, which indicated acceptable levels of reliability for all scales.

Multivariate regression analysis revealed that sponsorship fit ($\beta=.682$, $p<.001$) and perceived sincerity of sponsor ($\beta=.167$, $p<.05$) had significantly positive effects on favorability towards sponsor. Regarding moderating effects, perceived ubiquity of sponsor had a negative effect on the relationship between fit and favorability towards sponsor ($\beta=-.216$, $p<.05$), whereas perceived sincerity of sponsor did not show a significant impact. The results indicated that the higher the level of perceived ubiquity of sponsor, the stronger the negative association between the level of fit and favorability towards sponsor is.

While prior research showed the strong impact of sponsorship fit on favorability towards sponsor, the result indicated that sponsoring a lot of organizations was perceived as less committed to each organization, and thus the organization's consumers feel less favorable to the sponsor. Accordingly, it is important that firms not only sponsor sport organizations fitted well with themselves, but also make an effort to be substantially committed to each one of them.

Keeping the door open with her shoulder; Feminist hermeneutics and focus groups in sport management research

Sally Rae (Auckland University of Technology)

Sport is a prominent agent in the social, political and structural construction of hegemonic masculinity which has systemically marginalized the 'other'. Feminists believe power and identity struggles are centred on privilege and oppression in our gendered social world. Feminist assumptions are concerned not with men, but with the socially constructed gender package that maintains patriarchy and continues to marginalize other groups. In other words, 'Woman' is a socially and politically constructed category. Researchers from a feminist theoretical perspective state that in a patriarchal society, the knowers have been men and the "truth" has been men's truth and argue that women are also the knowers and that women's accounts of "truth" have been overlooked. Overall, feminist research is taken from a female's subjective, lived perspective which is different from the lived experience of men and of traditionally practiced and accepted research. A feminist standpoint epistemology (FSE) gives a voice to women's marginalised, oppressed, ignored or 'hidden' legitimate knowledge and everyday lived experiences, centre-staging women, empowering women and advocating for change within societies. FSE highlights the commonalities across women's lives, sharing the experience of oppression without ignoring the differences shaped by their individual social context. FSE creates the space for women to unite, share their stories, and stop the associated self-blame by interpreting the nature of their oppression from a new perspective.

Feminism and hermeneutics intersect by uncovering, understanding, interpreting and meaning making of the gender biases in everyday experiences that marginalise women. Hermeneutics is characterised by knowledge being socially constructed from the interpretation of an historical subjective 'taken-for-granted' experience within an interwoven and complex social context. It gives us a deeper interpretation of what it means to be human. There is no one hermeneutic research process, rather various hermeneutical approaches which are adopted to elicit thick description from the lived experiences of the participants.

All the evidence cited above suggests that a focus group method is an efficient and effective tool for interpretive feminist hermeneutic research. Focus groups give voice to women's marginalised voices and provide a space for women to hear and explore other women's experiences. The relatively natural conversational dialogue within a focus group enables women to question other's experiences, expanding their own individual horizon and hermeneutically fusing other ways of viewing their world. Focus groups may capture rich data not available through other data collection methods such as personal interviews. Rich data may culminate from women adding to and reinforcing other participant's recounts of their experience and raising awareness of oppressions that have become accepted as normal. The focus group, as a method, is therefore extremely suitable for and philosophically aligned with feminist hermeneutic research.

Sport exists as a socially constructed phenomenon, created and shaped in a dominant patriarchal context, where power and privilege are assigned a particular agency. In its current context, sport perpetuates gender roles and normalises inequities and stereotypes despite the growing unease regarding the low numbers of women holding sport management (SM) roles. Men in sporting organisations state that they very rarely think about gender issues in the workplace. It is therefore important to understand women's experiences in NZ sport and in NZ SM if we are to employ more women in these roles. Feminist hermeneutic research uses a theoretical gender lens, a feminist standpoint perspective, to understand, interpret and, through focus groups, give voice to the diversity and subjectivity of the lived 'through' experiences of women in SM.

Self-initiated expatriation in sports: Conceptualizing the international supply chain

Birnir Egilsson (Molde University College)

Harald Dolles (Molde University College)

Purpose & Theoretical Background: To focus first on football (soccer), a recent study by the CIES Football Observatory (Poli, Ravenel and Besson, 2015) of 6,135 clubs in 183 countries, revealed that 18,660 foreign players of 194 different origins are playing currently in top league football clubs. The CIES Digital Atlas (2016) covering 31 top division leagues of UEFA shows increasing numbers of foreign players over the past seven years and is currently at an average of 37.5% of total squad numbers. When compared with the levels of expatriates found in other industries and communities, it seems that the absolute number of elite foreign professionals might be much higher in the sports industry, especially in team sports and beyond only football. Furthermore, the motivations behind sports expatriates' decision to pursue their careers overseas are not simply based on financial rewards or the opportunity to 'broaden one's horizons', but might also be found in the opportunity to improve sporting performance and to seek sporting success. For example, in 2015 the final round of the 24th Men's Handball World Championships was hosted in Qatar with Team Qatar accomplishing their best ever success. To support our arguments, Qatar did so with a team including only a few native Qatari players and the rest of the squad from France, Montenegro, Spain, Egypt, Cuba, Bosnia, and Tunisia. To be allowed to play for Qatar, these players even changed their citizenship. Introducing self-initiated expatriation in sports like in the examples above and exploring the supply chain of talents is the purpose of this research as it has emerged as a growing phenomenon and subsequently as an important field for research, given its global reach and the amount of human, social and economic capital involved.

Methodology: This research started to collect multiple case stories from public sources (newspapers, sport data bases, sport magazines and websites) on professional athletes performing abroad as well as on international sourcing strategies by professional sports clubs, federations etc. with the aim to provide a case-based overview on the phenomenon. Next, an academic literature search was conducted trying to cover the various streams of research within different disciplines. Third, eight in-depth interviews followed with athletes that had experienced transitions at highest level when moving abroad to advance in their sporting career. A qualitative content analysis was used for analysis.

Findings & Implications: Self-initiated sports expatriation centrally involves athletes and their accompanying family members, but athletes are not the only migrant professionals working in sport. Coaches, managers, trainers, referees, administrators and journalists also move around the world within the professional sport scene (Maguire, 2002). There are complex and multi-layered sets of interdependencies outlining the athlete's international career path integrating economic, political, historical, geographical, social and cultural factors (Maguire and Falcous, 2011). Existing research in the field can be categorized (1) within the fields of labour migration theories, global value chains, commodity chains and production networks; (2) within sports policy and governance studies; and (3) on the individual level, including psychosocial and psychological influences. Interestingly investigations within Human Resources Management have not specifically targeted the sports industry (yet). As an overall finding of our interviews, the international career path is a complex journey affected by many events, expectations, conditions, and pressures that affects the athlete, his resources of support, and his individual decision-making.

Changes in sport participation following the transition to tertiary study

Oliver W. A. Wilson (Auckland University of Technology)
 Simon Walters (Auckland University of Technology)
 Michael Naylor (Auckland University of Technology)
 Jenny, C. Clarke (University of Canterbury)

Though sport participation tends to decline across the lifespan, the decline is pronounced following the transition from secondary school to tertiary study (Deforche, Van Dyck, Deliens, & De Bourdeaudhuij, 2015; Sinclair, Hamlin, & Steel, 2005). Many factors influence sport participation, including socio-demographic variables, motives for sport participation, and the ability to employ negotiation strategies to overcome perceived constraints to sport participation (Wood, 2011). There is limited research on changes in sport participation during this transition, and more importantly the factors that influence participation, particularly in New Zealand (NZ). This cross-sectional component mixed methods study explores changes in sport participation following the transition to tertiary study, and the factors that influence sport participation following this transition.

Data were collected from 121 first-year students at a NZ university during 2015 using an online questionnaire. Data was collected on the: duration, frequency, and types of physical activity in relation to secondary school and tertiary study; various socio-demographic variables; the motives, negotiation strategies, and constraints using items drawn from previously validated instruments; and changes in physical activity, motives, negotiation, constraints using open-ended questions. The underlying structures of motive, negotiation, and constraint instruments were analysed using Principal Axis Factoring. Differences between groups were explored using complementary parametric and non-parametric techniques, and relationships between variables were explored using parametric techniques. Thematic analysis identified the dominant themes and sub-themes in qualitative data.

Students' sport participation had declined significantly following the transition. Students' participation preferences/patterns had shifted: from participation in team/group sports to participation in individual/independent physical activities; and, to less competitive and/or more social forms of sport. Constraints had a negative relationship with sport participation, whereas motives and negotiation had significant positive relationships with sport participation. Partial correlation analysis revealed negotiation mediated the relationship between motives and participation which was consistent with extant literature (Hubbard & Mannell, 2001). Motives, negotiation, and constraints differed significantly based on socio-demographic variables and participation levels, and between participants and non-participants in different sporting activity types. Intrapersonal constraints emerged as the greatest constraints after time constraints, which in contrast to existing theories (Godbey, Crawford, & Shen, 2010) would appear to represent their own type of constraints and/or bridge intrapersonal, interpersonal and structural constraints. Further specific findings and their theoretical and practical implications will be presented.

An Agent-Based Analysis of the Fight against Doping

Daniel Westmattmann (University of Muenster)
 Sascha Hokamp (University of Hamburg)
 Gerhard Schewe (University of Muenster)

The annual budget of the World Anti-Doping Agency (WADA) amounts to around USD 28 million (WADA, 2016). The fight against doping seems to be inefficient under current circumstances. The official Anti-Doping Testing Figures, published annually by WADA, show that the rate of Adverse Analytical Findings (positive Tests) is approximately 2 % (WADA, 2015). But this figure seems to be considerably underestimated. A recent review of different methods used to estimate the prevalence of doping in elite sport indicates the difficulty of predicting the real extent of doping while figures range from 14 to 39 % (de Hon, Kuipers, and van Bottenburg, 2015).

To address the complex problem of deriving recommendations for the fight against doping, researchers develop various game theory models based on rational choice theory (see literature overview Westmattmann et al., 2014). A common feature of these models is that they depict doping behavior patterns in professional sports. However, because they are analytically solvable, game theory models exhibit a low degree of complexity. We are able to formalize theories on complex social processes like doping behavior patterns in sports by making use of agent-based modeling. Thus, an essential advantage of an agent-based approach compared to game theory models is that the former can model a high degree of complexity.

Our multi-period agent-based doping model is based on three interacting 'objectives', namely elite athletes, an anti-doping laboratory and an anti-doping agency. The agency announces anti-doping rules and imposes fines and bans. The anti-doping laboratory executes doping controls under a system whereby control frequency and efficiency are imperfect so that not every doped and tested elite athlete is detected as a doping sinner. In each time period elite athletes compete for income in a rank-order tournament. We assume that usage of doping increases an elite athlete's chance of success in the rank-order tournament. In particular, we consider four agent types: (a) rational, (b) suggestible, (c) compliant and (d) erratic. Rational sportspersons may use doping substances with respect to an expected utility-maximizing approach. A suggestible athlete takes into account the doping behavior present in his social network. A compliant agent accepts and follows the rules of the anti-doping agency. An erratic player wants to act rule-compliantly but may commit doping unintentionally.

Using the agent-based simulation combined with a sensitivity analysis, we test how parameters such as fines, test efficiency, testing frequency, prize-money distributions and subjective detection probabilities influence elite athletes' doping behavior. We use empirical data that we collected among professional cyclists and the German athletic national squad (n=146) for the calibration of our model to make it more realistic. On the basis of the simulation results, policy recommendations for the fight against doping, such as the optimal budget allocation for different prevention policies, can be given. Furthermore, we can point out weak deviations between the effectiveness of various anti-doping measures that we determined within our simulation model and the perceived effectiveness of these measures rated by the previously mentioned elite athletes.

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Many thanks for your important contributions to SMAANZ 2016!

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- 2000 - Waikato University, Hamilton (November) – Lisa Hayes/Lyn Gunson
- 2000 - University of Technology Sydney, Sydney (Jan) – Dr Shayne Quick
- 1999 - Deferred to Jan 2000
- 1998 - Griffith University, Gold Coast – Prof. Laurence Chalip
- 1997 - Massey University, Auckland – Dr Robin McConnell
- 1996 - Southern Cross University, Lismore – Terry Woods
- 1995 - Deakin University, Melbourne – Prof. David Shilbury

SMAANZ 2016 PROGRAM

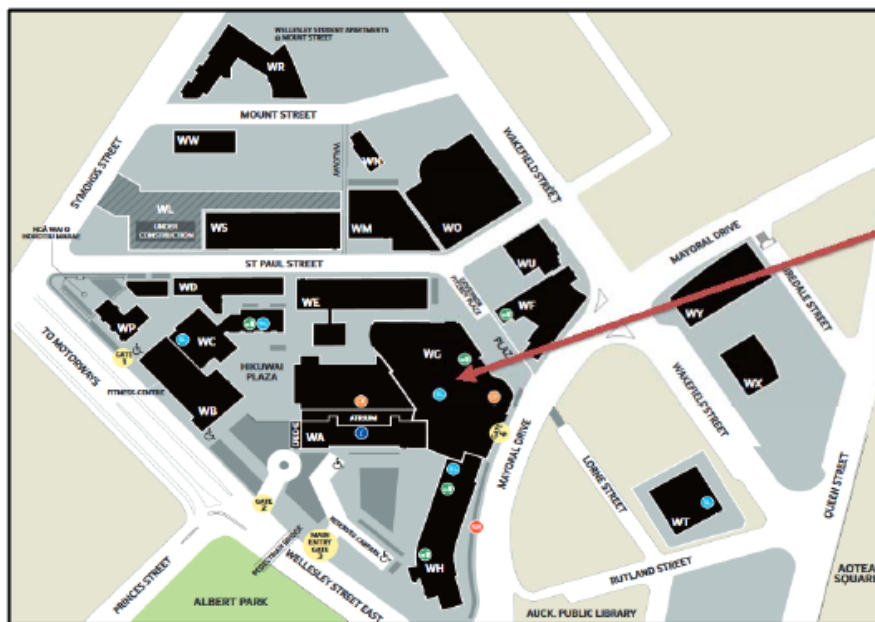


SMAANZ CONFERENCE 2016

Wednesday, November 23 - Friday November 25

AUT University City Campus

Sir Paul Reeves (WG) Building - corner of Governor Fitzroy Place & Mayoral Drive



Sir Paul Reeves (WG)
Building

Contact Us:
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WEDNESDAY 23 NOVEMBER

10:00-11:00am	TOUR AUT Millenium Sport Complex	GOLF Muriwai Golf Club
11:00am-3:00pm	HIGHER DEGREE RESEARCH STUDENT WORKSHOP AUT Millenium	
3:00-4:00pm	TOUR AUT Millenium Sport Complex	SMAANZ BOARD MEETING Sir Paul Reeves (WG) Building - Room WG902
4:00-4:30pm	CONFERENCE REGISTRATION Sir Paul Reeves (WG) Building - Main Foyer	
5:00-6:00pm		
6:00-7:00pm		
7:00-8:00pm	WELCOME EVENT Sir Paul Reeves (WG) Building - Main Foyer	





THURSDAY 24 NOVEMBER MORNING

**SPORT SECTOR
SPECIAL PROGRAM**

7:30-8:00am	<p align="center">CONFERENCE REGISTRATION Sir Paul Reeves (WG) Building Main Foyer - AUT University City Campus (55 Wellesley St. East, AUCKLAND CBD)</p>				
8:00 - 8:30am	<p align="center">WAVE ROOM - Conference Welcome <i>CHAIR - DICKSON</i></p> <p align="center">Professor Mark Orams (Head of School of Sport and Recreation) & Lex Henry (Auckland University of Technology Pro-Chancellor)</p>				
8:30-10:00am	<p align="center">WAVE ROOM - Leadership in Sport: A New Generation of Thinking <i>CHAIR - FERKINS</i></p> <p align="center">Keynote Keven Mealamu (New Zealand Rugby)</p> <p align="center">Panel Discussion Dr. Farah Palmer (Massey University), Professor Brad Jackson (Victoria University), Dave Adams (Sport New Zealand), Dr. Sarah Sandley (Aktive Auckland)</p>				
10:00-10:30am	<p align="center">MORNING TEA</p>				
10.30-11:30am	<p align="center">WAVE ROOM - Professional Sport</p> <p>WORKSHOP 1 <i>Examining ownership structures in Australian and New Zealand professional sport clubs</i> Professor David Shilbury (Deakin University), Mark Cameron (Auckland Cricket), Assoc. Professor Lesley Ferkins (AUT University), Trevor Meiklejohn (Unitec), Ben Corbett (Loughborough University), Katie Dee, Gaye Bryham, Tracy Molloy (AUT University) & Adam Karg (Deakin University)</p>			<p align="center">WA 224b - Community Sport</p> <p>WORKSHOP 2 <i>Understanding capacity to serve: Connecting research in community sport</i> Professor Alison Doherty (Western University) & Dr. Katie Misener (University of Waterloo)</p>	
11:30am-12:00pm	<p>WAVE ROOM - Sport Governance <i>CHAIR - SHILBURY</i></p> <p>The Governance Wheel™: A new visualisation of the governance stage and all its players Tracy Molloy, Assoc. Professor Geoff Dickson & Assoc. Professor Lesley Ferkins (Auckland University of Technology)</p>	<p>WG 902 - Sport Hubs <i>CHAIR - WRIGHT</i></p> <p>Sports partnerships through 'sports hubs' in New Zealand Dr. Koji Kobayashi, Peter Burley & Dr. Roslyn Kerr (Lincoln University)</p>	<p>WG 702 - Sport & Older Adults <i>CHAIR - AUJEE</i></p> <p>The rise of the silver-surfers: Challenges and opportunities in the growth of surfing by older people Professor Mark Orams (Auckland University of Technology)</p>	<p>WG 908 - Inclusion in Sport <i>CHAIR - RAE</i></p> <p>Anti-homophobia policies in New Zealand Sport Dr. Sally Shaw (University of Otago)</p>	<p>WA 224b - Sport Policy <i>CHAIR - DE BOSSCHER</i></p> <p>Strategic management in high performance sport organisations: Insights from the balanced scorecard and SPLISS Dr. Trish Bradbury (Massey University) & Dr. Winnie O'Grady (University of Auckland)</p>
12:00-1:00pm	<p align="center">LUNCH</p>				



THURSDAY 24 NOVEMBER AFTERNOON

1:00-1:30pm	WG 902 - Sport Marketing <small>CHAIR - HALLMANN</small> <i>Empirical evidence for the sport value framework: The bridging role of the sport cluster concept in sport marketing theory</i> Gerke, Woratschek & Dickson	WG 903 - Sport Fans <small>CHAIR - KENNELLY</small> <i>Baseball fans' psychophysiological responses to crisis situations in professional baseball</i> Won & Bae	WG 903A - Leadership in Sport <small>CHAIR - BRYHAM</small> <i>Emotionally intelligent leadership in sport management: Is it on your radar?</i> Dee, Bryham & Ferkins	WG 906 - Sport Media <small>CHAIR - KARG</small> <i>Media consumption and supportive work environments predict LGBT championing</i> Melton & Cunningham	WG 907 - Entrepreneurship <small>CHAIR - LAMONT</small> <i>Developing entrepreneurial behaviour, skills and competencies in sports management</i> Polyakova & Klapper	WG 908 - Sport Governance <small>CHAIR - MOLLOY</small> <i>The way things are done: Boardroom climate in Australian State Sport Organisations</i> Schoenberg
1:30-2:00pm	<i>Examining mediating effects of exercise self-identity and constraint negotiation in the planned behaviour of Curves circuit exercise participants</i> Yeh & Gau	<i>Antecedents and consequences of fans' satisfaction</i> Muneda, Matsuoka & Kang	<i>From player to coach: Linguistic indicators of leadership emergence in a distributed leadership structure</i> N. Wilson	<i>Robbing from the rich to give the needy? A thematic analysis of the illegal streaming of the Parker v. Takam fight</i> Annabell, Nairn & Nelson	<i>Investigating entrepreneurial activity in motorsports - The case of the landspeed record attempt in New Zealand</i> Dolles & Dibben	<i>Exploring governance design options for new and emerging sports: The case of stand up paddling in New Zealand</i> - Meiklejohn, Ferkins & O'Boyle
2:00-2:30pm	<i>The influence of endorsers' credibility on advertising effects and repurchase intention: An example of fitness personal trainer as endorser</i> Wu, Chou & S-M Ma	<i>The impacts of social and cultural context on sport fans motivation: Qualitative research</i> Huynh, Filo & Lock	<i>A transformational leader revitalised a sport governing body by embracing a new vision</i> Kato	<i>Social media marketing and capitalisation opportunities in professional sports: An empirical success factor analysis in the German Premier Football League</i> Kainz & Haupt	<i>Entrepreneurial athletes: An exploration of athlete transitions to entrepreneurs</i> Hayes, Riot, Geurin & Auld	<i>Governance of sport clubs in New Zealand: Existing structures, processes and potential models</i> S. Hill, Kerr & Kobayashi
2:30-3:00pm	<i>Influences of image fit between host city and sporting events and city image toward residents' attachment to host city</i> Oshimi & Harada	<i>Do the structural constraints in sporting spectatorship belong to several phases? Testing the levels by attendance frequency</i> Yamashita, Adachi & Harada	<i>A conceptual model for leadership and character development interventions through sport: Development and empirical testing using mixed methods</i> Tan	<i>Should we YouKu, VK, KasKus, Zing & Rappler our organisations? Assessing global digital reach to support your international objectives</i> M. Taylor	<i>You pay you play: The emergence of commercial sport event delivery models in New Zealand</i> Wiersma	<i>A quantitative analysis of soccer fans' opinions on governance: Towards a new typology</i> Garcia & Llopis-Goig
3:00-3:30pm	AFTERNOON TEA					
3:30-4:00pm	WG 902 - Elite Sport <small>CHAIR - SCHOENBERG</small> <i>Measurement of competitive balance in NSW premiership rugby and the impact of the player points system</i> Bond	WG 903 - Team ID <small>CHAIR - ALI</small> <i>Two psychological avenues to shape team identification: Sports fans belong to and own a team</i> Maeda & Sumida	WG 903A - Sport Management <small>CHAIR - DEE</small> <i>Leadership development: Implications and opportunities for teaching leadership in sport management programs</i> Weese	WG 906 - Sport Media <small>CHAIR - FUJAK</small> <i>Framing the 2015 Rugby World Cup: An analysis of Australian and New Zealand newspaper coverage</i> Scott, Billings, Vincent, Harris, Sharpe & Beaton	WG 907 - Sport for Development <small>CHAIR - FILO</small> <i>Sport for social cohesion: Exploring impacts and influences</i> Raw, Sherry & Rowe	WG 908 - Sport Management <small>CHAIR - T. TAYLOR</small> <i>Successful strategies for communicating the value of sport management programs to university administrators</i> Andrew
4:00-4:30pm	<i>Strategy for excellence in sport: The downside of Canada's Own the Podium from the athlete's perspective</i> Pattenden & Thibault	<i>Psychometric evaluation of the Team Identification scale in spectator sport events and its cross-cultural validity</i> Hsu, S-C Ma & Kaplanidou	<i>Sustainability and sport, turning rhetoric into reality: The case of Project Litefoot, New Zealand</i> Orams	<i>Design thinking and sport (for) development: Maximising social capital</i> Joachim, Schulenkorf, Frawley & Schlenker	<i>Where is home? Kinesiology vs. Business</i> Burt & Menaker	
4:30-5:30pm	WAVE ROOM					
4:30-5:30pm	<u>SMR EDITOR WORKSHOP</u> Best Practices in Academic Reviewing: Insights from Past, Present and Future SMR Editors Professor Alison Doherty, Professor George Cunningham, Professor Tracy Taylor					
6pm onwards	SOCIAL ACTIVITIES & FREE EVENING					



FRIDAY 25 NOVEMBER MORNING

8:30-9:00am	WG 902 - Commonwealth Games <small>CHAIR - P. THOMAS</small>	WG 903 - Branding in Sport <small>CHAIR - GORDON</small>	WG 903A - Sport Management <small>CHAIR - O. WILSON</small>	WG 906 - Sport Events <small>CHAIR - BOGATOV</small>	WG 907 - Sport Marketing <small>CHAIR - SCHWARZ</small>	WG 908 - Sport Management <small>CHAIR - HOSKYN</small>
	<i>Measuring resident support and the use of referenda for hosting the Commonwealth Games in Auckland</i> <small>Johnston, Dickson & Naylor</small>	<i>Branding through athletes: The role of athlete-team brand personality alignment in team evaluation</i> <small>Ahn & Kang</small>	<i>The relationship between performance assessment and budget allocation of the foundation-funded programs: A case study on the Korea Sports Promotion Foundation Park & Kim</i>	<i>"Running for community good": The Two Oceans Marathon and social impact in Cape Town</i> <small>Maralack</small>	<i>Investing the dynamics of customer engagement within a sport context using an experimental design</i> <small>Fehrer, Woratschek, Germelmann & Brodie</small>	<i>Is it wrong to be right? Do left-sided players in the Australian Football League (AFL) have a competitive advantage?</i> <small>Allen, Booth & Brooks</small>
9:00-9:30am	<i>The role of Youth Games on pre-elite athletes' performances and transition to the Commonwealth Games</i> <small>MacIntosh & Sotiriadou</small>	<i>Developing a brand association scale for professional sport teams</i> <small>Wada & Matsuoka</small>	<i>Not just a game anymore: How esports can take over the sports world</i> <small>Gawrysiak</small>	<i>Individual and structural factors affecting time allocation of volunteers at sport events</i> <small>Hallmann, Downward & Dickson</small>	<i>A comparison of charity sponsorship and sport event sponsorship in the mass sport event context</i> <small>Fechner, Filo & Geurin</small>	<i>Mission statements of UK Summer Olympic sport organisations: An exploratory study of strategy and governance alignment</i> <small>M. Taylor</small>
9:30-10:00am	<i>The networks behind an active legacy: The case of the 2018 Commonwealth Games</i> <small>Kennelly</small>	<i>Athlete/Team brand identity and brand image: A systematic literature review</i> <small>Lohneiss, Sotiriadou & B. Hill</small>	<i>Rethinking sports management: Integrating the dynamic capability approach</i> <small>Bruckes & Schewe</small>	<i>Event rights holders perceptions of destination image and service quality: Impact on an emerging sport tourism market</i> <small>Williams</small>	<i>An exploration of the gender and career status of athlete endorsers in social marketing</i> <small>Behnoosh, Naylor & Dickson</small>	<i>Determining legacy: How soon is too soon?</i> <small>Hatlem</small>
10:00-10:30am	MORNING TEA					
10:30-11:00am	WAVE ROOM - AWARD WINNERS <small>CHAIR - HANLON</small>	WG 903 - Sport Management <small>CHAIR - P. THOMAS</small>	WG 903A - Sport Marketing <small>CHAIR - BEHNOOSH</small>	WG 906 - Sport Management <small>CHAIR - AJIEE</small>	WG 907 - CSR <small>CHAIR - HOSKYN</small>	WG 908 - Sport Management <small>CHAIR - O. WILSON</small>
		<i>Examining the precursors of sport diversity attitudes</i> <small>Lin & Gau</small>	<i>Exploring the market development of a "new" sport: Contributions of equipment manufacturers and retailers</i> <small>Dolles & Gabrielsson</small>	<i>Ethnicity and sport preference: Implications for future Australian sport consumption</i> <small>Fujak, Frawley & Schulenkorf</small>	<i>Corporate social responsibility in professional team sport organisations: An integrative review</i> <small>Walzel & Robertson</small>	<i>Experiences of elite female athletes in disability sport and implications for practice</i> <small>Seal</small>
11:00-11:30am	STUDENT RESEARCH AWARD <i>Trouble in paradise? Sport, stereotypes and ethno-racial formation in Fiji</i> <small>Sugden, Schulenkorf (Supervisor), Adair (Supervisor) & Edwards (Supervisor)</small>	<i>I'll be there for you: Spousal supporters of amateur endurance athletes</i> <small>Lamont, Kennelly & Moyle</small>	<i>Conceptualisation of the 'Marketing Mix 4 P's' for masters sports events: Comparison between Japan and Australia</i> <small>Yamakita, Chogohara, Sonoda & Matsumura</small>	<i>Sport as a complex business ecosystem: A theoretical lens for understanding digital co-evolution in sport</i> <small>Templeman</small>	<i>Measuring community expectations of CSR in Chinese professional football</i> <small>Schwarz & Liu</small>	<i>Exploring material culture associated with official sport fan apparel: A cross-national comparison</i> <small>Sveinson & L. Hoerber</small>
11:30am-12:00pm	BEST PAPER <i>Bias against Latina and African American job applicants</i> <small>Steward & Cunningham</small>				<i>The impact of perceived CSR on consumer-based brand equity</i> <small>Gordon & Oja</small>	<i>Understanding Japanese conceptualisations of volunteering</i> <small>Fairley, Yamaguchi & Ito</small>
12:00-1:00pm	LUNCH					



FRIDAY 25 NOVEMBER AFTERNOON

WAVE ROOM - Sport Policy

1:00-2:00pm

Keynote Associate Professor Veerle de Bosscher (Vrije Universiteit Brussel)

CHAIR - DICKSON

2:00-2:30pm

WG 902 - Community Sport

CHAIR - SEAL

LGBTQ parents' experiences of community youth sport organisations
Trussell

WG 903 - Sport Sponsorship

CHAIR - BRUFFY

Sport sponsorship from a small business perspective Harnett

WG 903A - Women in Sport

CHAIR - JOHNSTON

Continuing participation in sport: An examination of women in rugby union
Biggsby & Naylor

WG 906 - Sport Management

CHAIR - THIBAUT

Institutional complexity in sport organisations: The cases of the Portuguese and Australian triathlon federations Pedras, T. Taylor & Frawley

WG 907 - Participant Sport

CHAIR - BEHNOOSH

Are they 'worth their weight in gold'? Sport for older adults: Benefits and barriers of their participation for sporting organisations Jenkin, Elme, Westerbeek, O'Sullivan & van Uffelen

WG 908 - Critical Incidents in Sport

CHAIR - SHAW

Match fixing, sport integrity and responsibility shift: The role of ideas in contemporary sports-betting governance Tak

2:30-3:00pm

Understanding community sport as a school of generosity among youth
Misener

Sponsor awareness, attitudes and purchase intentions: A multi-context approach Ali, Naylor & Dickson

Modifying rules for target populations: The AFL national women's league Encel, Phillips, Brown & Vanderloo

High performance sport management and the role of gender in the coach-athlete relationship de Haan & Sotriadou

Competence, motivation and senior track and field participation in Australia: Why do athletes continue? Nolan, Riot & Geurin

Slippery Eels: A thematic analysis of NRL supporters' responses to the Parramatta Eels salary cap scandal Nairn, Annabell & Nelson

3:00-3:30pm

AFTERNOON TEA

3:30-4:00pm

Economic value of community club-based sport in Australia Gratton, Lock, Cuskelly, Skinner, Toohey & Kokolakis

Preliminary results of a conceptual framework of sponsorship accountability
France

Alternative delivery models for women's participation in sport: The case of mountain biking Curgenvin, Ferkins, Dickson & Rowe

Typologies of sport clusters based on socio-economic proximity Gerke & Dalla Pria

The influence of triathletes' serious leisure traits on sport constraints, involvement and participation Chou, Wu & S-M Ma

Urine trouble: The use of humour in reactions to critical sport incidents L. Hoeber, O. Hoeber, Wood & Snelgrove

4:00-4:30pm

Contribution of community sports to the integration of migrants Ajjee, Wright & Dickson

The moderating effects of sincerity and ubiquity on the relationship between sponsorship fit and sponsorship evaluation Kang & Matsuoka

Keeping the door open with her shoulder: Feminist hermeneutics and focus groups in sport management research Rae

Self-initiated expatriation in sports: Conceptualising the international supply chain Egilsson & Dolles

Changes in sport participation following the transition to tertiary study O. Wilson, Walters, Naylor & Clarke

An agent-based analysis of the fight against doping Westmattmann, Hokamp & Schewe

4:30-5:30pm

SMAANZ AGM WAVE ROOM

5:30-6:30pm

SMAANZ AWARDS & COCKTAILS Sir Paul Reeves (WG) Building LOWER FOYER

7:30pm onwards

SMAANZ CONFERENCE DINNER CREW CLUB - 149 Quay St, Auckland Viaduct