# EASM BELFAST 2023 CONFERENCE ABSTRACTS

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**Diversity and Inclusion Issues in Sport Management**                                                        5

## Ripple Effects of the Change Makers Program: Enhancing Social Inclusion of Migrants and Refugees in Sport

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**Aim and Research Questions**

People with culturally and linguistically diverse (CALD) backgrounds continue to experience under-representation and discrimination in community sport. This paper aims to examine the intended and unintended effects of Change Makers Melbourne's West (CMMW), an action research program in Melbourne, Australia, which brings together local coalitions of sports club leaders/volunteers, change facilitators, researchers, and community partners, in a concerted effort to promote equitable social inclusion for CALD communities in sport. The program has trained, mentored, and supported more than 60 Change Makers over a two-year period to critically analyze their club climates and to design, implement, and evaluate strategies that address structural and cultural barriers. The research question this paper addresses is twofold:

1. What (if any) meaningful changes has CMMW affected within the clubs, organizations, and communities it serves?
2. What are the primary mechanisms or conditions that supported these changes?

**Theoretical Background and Literature Review**

There are systemic and longstanding inequalities in sport participation that affect people with CALD backgrounds at the level of access (e.g., cost, transport), experience (e.g., discrimination), and representation (e.g., the whiteness of sports spaces). Barriers are multifaceted and intersect across structural, sociocultural, interpersonal, and personal levels (e.g., Caperchione et al., 2011). Institutional racism, microaggressions, stereotyping, lack of representation, lack of funding and support structures, and lack of inclusive engagement strategies are some of the structural and sociocultural constraints that CALD communities experience (Spaaij, 2013). These factors not only affect participation in sport, but also impact access to employment, coaching, and leadership positions in sport

**Research Design, Methodology and Data Analysis**

The research team used ripple effect mapping (REM) to reflect upon and visually map the intended and unintended changes produced by the CMMW program. REM is a qualitative methodology that is able to capture impacts of complex initiatives (Kollock et al., 2012). REM requires the active input of program stakeholders through a series of workshops. This study comprised a total of four sessions of 60-120 minutes each. Workshops took place both in person and online. The initial workshop used an in-depth rippling process, in which the group focused on their perceived most important and impactful chains of events (Nobles et al., 2022), drawing on appreciative inquiry interviewing, mapping, and reflection (Chazdon et al., 2017). After this session, inductive analysis was undertaken by three of the authors to describe each outcome, ripple it out (i.e., drawing out some of the relationships between outcomes), and visualize the resulting map using Xmind software. The subsequent sessions focused on reflection on the mapping process, welcoming further input, stories/experiences, and suggestions for change. In order to address the risk of bias in participant selection, during the workshops the team also probed specifically for negative outcomes or situations where outcomes had fallen short of expectations. The data from the workshops was supplemented with evaluation data gathered through supplementary sources, including an online survey, interviews with additional stakeholders, and observational data. The end result of the REM

was a visual map, produced with Xmind, representing chains of intended and unanticipated outcomes.

**Results/Findings and Discussion**

The ripple effect mapping revealed various short-, medium- and longer-term outcomes from the CCMW program across three impact types: instrumental (changes to policies, plans, decisions, behaviours, and practices); conceptual (i.e. changes to knowledge, awareness, attitudes); and capacity building (changes to skills and expertise). The most significant outcomes occurred across three clusters: new or strengthened connections, institutional change, and personal and professional development. This paper discusses the outcomes for each cluster, using empirical illustrations, and charts the primary impact pathways between the program activities and the identified outcomes. This will be followed by a discussion of the key conditions that supported the outcomes, including participants' openness to critically reflect on how inclusive/exclusive their club environment really was, the level of engagement between the clubs and research team, and the extent to which clubs' exhibited institutional support for the change process.

**Conclusion, Contribution, and Implication**

This study found that the most significant outcome clusters of the CMMW program are new or strengthened connections, institutional change, and personal and professional development. In conjunction, these outcomes can significantly build sports' clubs capacity to address structural and cultural barriers to participation among CALD communities. The REM process and outputs allowed stakeholders the opportunity to assess areas of strength, review gaps in activities or programming, and establish future actions to sustain the identified outcomes and impact pathways. We conclude the paper by reflecting on the value and challenges of the REM process and on the transferability of the findings to other initiatives that aim to enhance the social inclusion of migrants and refugees in sport.

**ID: 249**
Diversity and Inclusion Issues in Sport Management

**The Advocate, Community-Minded, and Sportsperson: Constructing Personas to Understand the Identities of Sexually Diverse Volunteers in Sport**

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**Aim and Research Questions:**

Beyond participation, sport volunteering may be a valuable and meaningful way to engage in sport, but volunteer numbers are declining in the UK. Sport England has acknowledged a lack of diversity in the sport volunteer pool and the potential for more people to experience the benefits of volunteering (Natale, 2022).

Sport has been depicted as an agent of bringing positive social change. However, research indicates that for many LGBT+ individuals sport has also been a site of exclusion. Yet, limited research addresses sport volunteer experiences of LGBT+ people (Hoye et al., 2019). Accumulating individual experiences over time can be seen as a way of constituting a sense of identity. Using identity as the central concept to comprehend the experiences of LGBT+ sport volunteers has thus far been limited (Legg & Karner, 2021). This paper uses an identity work lens to understand the unique lived experiences of LGBT+ individuals within a sport volunteering context. To achieve this, the study addresses the following research question:

RQ. In what ways do LGBT+ volunteers in sport engage in identity work to manage and negotiate their identities throughout their volunteering experiences?

**Theoretical Background and Literature Review:**

The theoretical framework for the paper is based on Watson's (2020) model of identity work. This model highlights the importance of constructing, maintaining, and revising one's sense of self and the effort invested in creating personal meaning. Use of personas as part of this model provides a valuable lens through which to understand how individuals present their identities to others in the social circles they mix. The paper considers the ways in which LGBT+ individuals balance the benefits and drawbacks of disclosing their identities as evidence of identity work within the social arena of sport volunteering. Against this backdrop, the paper contributes to the discussion on the well-documented issues of heteronormativity in sport as noted by Englefield et al. (2016).

**Research Design, Methodology and Data Analysis:**

The paper used a qualitative research design with topical life history interviews of 16 sexually diverse sport volunteers in the UK to explore their experiences and identities. The data collected was analysed through the lens of constructivist grounded theory using initial, focused and theoretical coding (Charmaz, 2006).The participants were recruited through purposive sampling and represent a diverse range of sports, volunteer roles, and levels of involvement in LGBT+ communities in the UK. The interview questions were designed to facilitate recollection of the participants' volunteer roles, volunteer journeys, and their identity construction in the context of sport volunteering. The interviews were audio-recorded and transcribed verbatim.

**Results/Findings and Discussion:**

Findings of the study indicate that whilst participants resisted restrictive LGBT+ norms they also found supportive and inclusive ways to express their identity. Participants' identity work involved (i) establishing communities (ii) attending identity-related events and (iii) self-reflection and personal betterment. Participants demonstrated agency in actively shaping their identities in sport. Equally, a range of social and cultural contexts impacted this identity work.

Three personas were identified in the data as part of participants' identity construction. Firstly, advocate personas were driven to volunteer to further an inclusion agenda. Advocate participants tended to identify with the LGBT+ label, volunteer in LGBT+-related sport environments, and actively engage in LGBT+ inclusion initiatives. Secondly, community-minded personas volunteered to help others. Community-minded participants tended to volunteer in sport and non-sport contexts and helping others had become an integral part of their self-identity. Thirdly, sportsperson personas can be understood as an extension of participants' sporting identities in their desire for the sport to thrive. Through the development of personas, identity work creates resources and constraints that shape how individuals respond to identity tensions such as volunteering sometimes being a barrier to sport participation. Findings also suggest volunteer identities and LGBT+ identities are intertwined and that the adoption of personas plays a role in shaping a coherent and consistent sense of self which becomes a chosen identity in the context of sport volunteering.

**Conclusion, Contribution, and Implication:**

The contribution of this paper is twofold. It offers a novel perspective on how LGBT+ identities intersect with volunteer (and other) identities in the context of sports volunteering. Further, it provides three volunteer personas as a conceptual framework to understand how individuals present themselves as volunteers. This research provides important insights into the experiences of LGBT+ volunteers. Volunteer managers, sport clubs, and sport governing bodies can use these personas to better understand these groupings in the context of volunteer engagement and retention to facilitate more meaningful and inclusive volunteering experiences.

## Women Working at Golf Courses: The Good, the Bad, and the Ugly

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### Aim and Research Questions

Women in all contexts of golf have experienced marginalized and subordinate positions to men throughout history, ranging from barriers of participation (McGinnis et al., 2009), employment (Kitching et al., 2017), and deeply rooted cultural inequities (Patterson et al., 2017). The present study aims to further explore the reproduction of these marginalized positions by understanding the experiences of women working at golf courses in service positions (e.g., on course service; pro shop). Specifically, the study examines employee accounts of customer interactions and discourses, strategies utilized by employees responding to unwanted behavior, managerial and organizational support, and how the culture of golf exacerbates these areas. To better understand these interwoven complexities, the following research questions guided the study: (RQ1) What are the experiences of women working at golf courses in non-teaching professional roles (e.g., on course service, pro shop)? and (RQ2) How does predominant golf culture help understand customer and managerial interactions at golf courses?

### Theoretical Background and Literature Review

Research has posited that compared to other sports, golf is "one of the most backwards sport disciplines" (Kitching et al., 2017, p.1544) for gender equality. This ideology has been investigated, sparsely, in the context of golf professionals (Kitching et al. 2017), and more commonly in settings of female golf participation (McGinnis et al., 2009). To further examine the research questions, two frameworks were adopted.

First, institutional theory was utilized to explain golf as a highly rigid environment that is resistant to change due to "long-standing professional norms, institutionalized practices, and cultural traditions" (Patterson et al., 2017, p.291). Patterson and colleagues (2017) further detail golf as a highly rigid environment that has a longstanding history of *excluding women* based on the foundations of tradition and culture. Further, to understand the dynamics at the individual actor level, institutional logics were employed. According to Suddaby and Greenwood (2005), "Logics enable actors to make sense of their ambiguous world by prescribing and proscribing actions" (p. 38).

Second, hegemonic masculinity provided a framework to explain the legitimization of the dominant male position in golf and reaffirm the lesser position of women. Given the historical documentation of male superiority in numerous contexts of golf, this framework is relevant to the current study. McGinnis and Gentry (2006) aptly described the ramifications of this concept in a golf setting: "the good old boy network might help strengthen the bond between the golf course and one of its traditional core groups, [however] it alienates another" (p. 239).

### Research Design, Methodology and Data Analysis

A descriptive qualitative approach was adopted for this study. A semi-structured interview guide was developed to ensure consistent inquiry across participants, with questions regarding interactions with customers and fellow employees, strategies utilized when responding to unwanted behavior, managerial/organizational support, and differences between public and private golf courses.

Fifteen participants were interviewed, with interviews lasting between 35-70 minutes. All participants had at least three months working at a golf course, with some tenures lasting a few years. Positions held at the golf course ranged from responsibilities in the pro shop, course

marshaling, assisting with junior clinics, serving in the golf course restaurant, and operating the beverage cart out on the course. All interviews were recorded, transcribed verbatim, and the researchers followed Braun and Clarke's (2019) six-stage, iterative process for data analysis.

## Results/Findings and Discussion

Several themes were developed from the data: (a) subtle and overt forms of harassment, (b) justification of customer behavior, (c) questioning of ability to perform basic job functions, and (d) support from management. Participants detailed customers proclivity to use "pet names" at different levels, ranging from perceived affection to those "clearly crossing a line." More serious interactions of unwanted physical touch and hyper-sexualization were common, to the extent of one customer attempting to grab and kiss one participant's face. At private golf clubs and within groups that tipped well, participants described the expectation that these customers carry of being able to act with impunity due to the high dues associated with club membership. Additionally, many participants noted that when working in the pro shop, men would ask for the male assistant pro for assistance with menial tasks like booking tee times. Although these instances detailed in the first three themes were common, support from management was consistently mentioned as a benefit to working at the golf course.

## Conclusion, Contribution, and Implication

This study aligns with Kitching and colleagues (2017) suggestion that although there are anecdotal signs of progress (e.g., managerial support), an industry wide shift away from a culture of male hegemony remains a challenge. Institutional work is required to break down sexist social structures and norms, with golf courses needing to focus on preventative measures for employee physical and psychological wellbeing. Additionally, a collective effort from fellow male golfers to regulate behavior at golf courses is necessary.

## Lessons from Gaelic Games: What Role Can Female Coaches Have in the Development of Gaelic Games?

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### Aim and Research Question

The study aim was to conduct a comprehensive examination of female coaching experiences who have been or still are actively involved in the development and delivery of Gaelic games in Ireland. The following research questions were asked:

1) What are the key factors influencing participation and/or non-participation of female coaches at various levels in Gaelic Games?

2) What are the main challenges and barriers facing female coaches across various levels in Gaelic Games?

3) What is the organisational culture to support female engagement in coaching?

### Theoretical Background and Literature Review

Female coaches across all sports and levels are underrepresented on a global scale. Previous research clearly indicates there is a consistent lack of women involved in coaching positions in sport in comparison to their male counterparts. In the sporting workforce, female coaches are a statistical minority across at all levels (LaVoi & Dutove, 2012) and women remain as peripheral figures on the coaching landscape (Norman *et al.*, 2018). The under-representation of female coaches in sport world-wide is a well-researched topic as Ladda (2015;p3) noted there are "dwindling numbers of female coaches in the ranks today with only 43.4% of female collegiate teams in the US being coached by women and 98% of men's teams are coached by men". Evidence clearly demonstrates a common trend across the global sporting sector that coaching is an area within sport that is gender imbalanced. Research consistently identifies that the percentage representation of women within the coaching workforce reduces as the level of the pathway increases, and this is mirrored by higher levels of female drop-off within coach education as the levels of qualification progress (Norman *et al.,* 2018).

A recent baseline coaching survey conducted by the Gaelic Athletic Association (G.A.A.) in 2020 established that only 18.7% of respondents were females, with 86.1% still actively engaged in coaching. The reason for lower levels of female coaches have been widely documented and outlined issues surrounding females feeling undervalued or under-appreciated, lack of respect, competency issues, gender stigmatism, unconscious bias, and challenges within organisational cultures. Due to this under representation there was a need to examine the structural and cultural factors which impact female coaches' experiences and their decision to be actively involved in the family of Gaelic Games.

### Research Design/Methodology/Data Analysis

Following ethical institutional approval, a mixed methods approach for data collection was conducted; a national GAA online coaching survey (n=2189; active;1885 and 299 inactive) and 8 online semi-structured focus groups with 40 female coaches. Quantitative analysis was

conducted using SPSS (version 28) to identify trends with qualitative data being analysed using Braun and Clarke's (2006) six step process to establish key themes.

**Results/Findings and Discussion**

Findings showed that four key themes emerged from the data; Personal, Coaching Environment, Support & Learning and Culture with an additional 18 sub-themes that reflected female coaches' experiences across all levels within Gaelic Games. There are many reported barriers and challenges within the organisational culture that inhibit female's involvement and full engagement across the coaching pathway long-term. This study supports reported findings from previous investigations which indicate that the concept of 'sports coaching' has a lack of female representation. It is important that the needs of the workforce are considered with flexibility when education is provided as there are clear barriers to taking future coach education for females. It is important to note that a large proportion of coaches indicated a lack of course availability and lack of flexibility were barriers to participating in coach education programmes. Within the GAA's 2020 Baseline Study a lack of time, work life balance challenges and family situations were the most commonly cited reasons for females not continuing their coaching journey.

**Conclusion, contribution and implication**

This study supports reported findings from previous investigations which indicate that the concept of 'sports coaching' has a lack of female representation. Therefore, preliminary findings from this study are intended to be used to provide the GAA, LGFA and Camogie Association and other relevant stakeholders with a robust evidence base to inform policy, planning and decision making on matters relating to; coaching, coach education and development.

This research is in its early stages and as a result the preliminary findings have not been used to implement actions across the family of Gaelic games.

**A sporting landscape for Black African and Caribbean volunteers in England to thrive.**

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**Aim and Research Questions**

This paper develops out of doctoral research in which the primary aim is to gain a sociocultural understanding of the experiences of black sports volunteers. This paper explicitly examines the effects of covert racism and its impact on black sports volunteers, providing a sociological understanding of the question: *how racism impacts the experiences of black volunteers in sports?* Concluding with a critical account of how sport must transform the sporting landscape to create an environment where the Black African and Caribbean diaspora feels culturally and emotionally safe.

**Theoretical Background and Literature Review**

Sport across much of the Western world relies on the workforce of volunteers. From entry-level under-5s sport to the highest level of the Olympic Games or FIFA World Cup, a large body of sports volunteers are vital for the success and continuation of all areas of sporting activity. Crucially, conditions conducive to emotional safety within sports volunteering can differ between racialised groups. In Football, the national sport of England, people of Black identity are more than 500 times less likely to volunteer than White British people (Active Lives Survey, 2021; Jump, 2019). This is reflected across sports, but only sometimes across athletes. In a field such as a sport where most of its volunteers derive from individuals that are past participants of the sport: it is, therefore, essential to understanding why this occurs amongst the Black African and Caribbean Diaspora in England.

Cultural code-switching, the transition between dialects within social environments, is well documented within social-linguistic studies (Nilep, 2006); however, a significant lacuna exists in sports studies. Cultural code-switching is the ability to adapt one's expression of cultural codes (cultural capital) in response to the changing social environment in which one resides (Morton, 2014). Cultural code-switching reflects a person's psychological response to the pressures of everyday racism and a means of resistance to the racialisation that threatens to reduce their symbolic capital within the white marketplace (Morton, 2014; Nilep, 2006). Therefore, this paper utilises a combination of Critical Race Theory and Bourdieu's ideas of Capital to explain the experiences of black sports volunteers.

**Research Design, Methodology and Data Analysis**

The findings of this project draw upon the experiences of 32 sports volunteers from the African and Caribbean diaspora who reside in England. Results were derived from 25 semi-structured interviews, ranging from 60 – 180 minutes per interview. Discussions covered (1) the interviewee's Journey to volunteering in sports, (2) the interviewee's cultural understanding of 'volunteering', (3) 'fitting in' sporting environments, and (4) their intersectional identities. Snowball sampling via social media was used to recruit individuals, using their networks, who fit the following criteria:

1. To identify ad Black/ Black British
2. Reside in England
3. To volunteer/have volunteered in sports and physical activity.
4. Over 18 years of age

Reflexivity was a critical component within the research process, and the author will share how reflexive awareness facilitated a nuanced understanding of Black sports volunteering.

Reflexive thematic analysis was used to analyse the data into themes which reflected the data set (Braun & Clarke, 2019).

**Findings and Discussion**

Data collection and analysis are ongoing but will have concluded before the EASM Conference in September 2023. Initial findings highlight a growing body of Black-led sporting environments, specifically for Black people to participate in sports in a safe space. Therefore, Black persons volunteer in mainstream majority-white and Black-led majority Black/ Black and brown environments. Against this context, the paper will focus on the covert nature of racism within mainstream majority-white sporting environments, how it forces Black volunteers to code-switch within these environments, and Black volunteers' cultural and emotional needs are fortified within the parallel sporting environments outlined above. Indeed, much of the sample expressed the need to code-switch to 'get on' in white sporting environments, compared to Black majority sporting environments where the requirement to code-switch was few and far between.

**Conclusion and Implication**

Current diversity and inclusion efforts in sports are derived from the Western idea of multiculturalism (Lewis & Craig, 2014). This results in two situations, according to the findings from this study; (1) Black volunteers that get into mainstream sports volunteering roles must adapt their behaviour to fit in, and (2) Black volunteers must create Black-led sporting groups to enable themselves to access safe spaces within the sport. Typically, diversity and inclusion policies aim to make sporting environments a place for everyone. But without safe spaces for Black people to participate as themselves, there is a risk that they will shun sports and physical activity. Therefore, sporting bodies, institutions, and organisations must alter their perspectives on diversity and inclusion to create environments where Black people can thrive in the sport.

**ID: 1114**

**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

## The Rise of Women's Professional Sport Leagues in Australia: Improved Athlete Benefits

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Aim and Research Question

Guiding our research was the question: what changes in remuneration and athletes' health and welfare have recently occurred in women's professional sport leagues in Australia and why? While increased opportunities for women's professional sport exist in Australian league competitions (Taylor et al., 2020) nevertheless, gendered structural and cultural inequities remain, including lower salaries. Understanding what progress and barriers remain for women athletes who compete in these leagues will assist to influence these athletes, Player Associations and Australian women's professional sport leagues.

Theoretical Background and Literature Review

The year 2017 was significant for advancing women's professional sport leagues in Australia in terms of remuneration and athletes' health and welfare. Examples include: Super Netball athletes received higher wages; the launch of the Australian Football League Women; and women cricketers received the biggest pay rise in the history of women's sport in Australia.

To understand the progress and related changes made to remuneration and athlete health and welfare in women's professional sport leagues in Australia, we sought to identify the actors who effect these changes and how. As organisations grow in importance they gain organisational legitimacy (Dowling & Pfeffer, 1975), impacting their conformity to wider social values (Pfeffer & Salancik, 1978). Legitimacy is inextricably linked to power and providing resources to engage in proper conduct (Strittmatter et al., 2018). Power relations became the conceptual understanding that guided us to understand the influential actors and reasons for their ability to effect change in our research context.

Research Design and Analysis

A purposive case study comprising interviews and document analysis was utilised. The lived experiences of 36 athletes representing three women's semi/professional team sports were interviewed. Athletes were recruited by their team/club manager who distributed information explaining the purpose of the study and an invitation to participate. Interested athletes contacted the researchers to arrange an interview. Interview analysis was guided by developing coded concepts within NVivo, which were then further explored through thematic analysis. Publicly available documents from seven women's professional sport leagues were analysed to identify broader changes in practices and policies related to pay and health and wellbeing practices. The criteria for each sport's inclusion were: team sports with an Australian national sport governing body; operating a national semi/professional women's league; and having a men's national professional competition.

Results and Discussion

The emergence and visibility of women's professional sport in Australia, particularly over the past five years, has assisted to improve pay, health and welfare conditions for professional women athletes. Yet, our findings revealed not all professional sport leagues have progressed at the same pace in pay and wellbeing policies and practices (e.g., Basketball compared to Cricket) and discrepancies exist within sports (e.g., Rugby Union clubs). These variations can induce women athletes to change to another sport or club. Our findings mirror Taylor et al.

(2020), who found the more developed the women's professional sport league, the greater likelihood its athletes had higher remuneration expectations than those from newly established leagues.

Athletes and Player Associations have become influential actors to drive the progression of conditions for women's professional sport leagues. Additionally, the power of consolidated athletes' voices contributed to improving organisational practices. The W-League (Football) for example introduced a Collective Bargaining Agreement after athletes and their Player Association negotiated with the governing body on pay and improved conditions. Furthermore, the power of Player Associations in the more established women's sports (e.g., Netball and Cricket), that have greater legitimacy because of their public popularity and media revenue, has influenced organisational practices for women athletes' in terms of financial, longevity, health and wellbeing benefits.

Conclusion

As the leagues have increased their legitimacy, athletes and Player Associations' power, individually and together, have mobilised capacity for action. Their influence typifies power relations as a critical feature to create organisational change (Aimis, Slack & Hinings, 2004), particularly for policy and practice for remuneration and health and welfare of professional leagues' women athletes. Albeit, given the long history of women's professional sport in Australia, these changes have been slow and not uniform across and within the seven case study sports.

To assist increase the pace of change, opportunities arise in cross-sport mentoring and networking for women athletes and Player Associations. For example, Player Associations experienced in their focus on women athletes (e.g., Netball), could mentor Associations not as experienced (e.g., Rugby Union). Another prospect is for women athletes in leagues who are slower to progress, to network with and mentor athletes in the more progressive leagues to enhance and support their learning on building capacity for action. Researchers also have a role, in this case the opportunity to translate their findings into industry-based resources that activate new knowledge that can be applied to change practices that grow and develop women's professional sport. In doing so, sport management academics can further advance their relevance and impact.

**ID: 1117**

**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

**Football Boards for Diversity? A Critical Exploration of British South Asian Leaders' Experiences of Working at/with the Executive Level of Football in Great Britain.**

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Football boards for diversity? A critical exploration of British South Asian leaders' experiences of working at/with the executive level of football in Great Britain.

Stefan Lawrence, Thomas Fletcher, and Daniel Kilvington, Leeds Beckett University, UK

**Aim and Research Questions:** This research aims to critically explore the experiences of British South Asian executives who work with and at governance levels of football in Great Britain. The research questions were as follows: What are the experiences of British South Asian executives who work with and at governance levels of football in Great Britain? How do they perceive and overcome the cultural stereotyping and biases of their colleagues? What are the barriers that hinder their advancement in governance roles in football?

**Theoretical Background and Literature Review:** There is now a critical mass of research focusing on the racialised barriers into coaching and playing arenas of football for British South Asian people; however, seldom has this debate attempted to understand the issue in the context of broader policy and recruitment debates. We add 'colour' to the theory of economic embeddedness by synthesising it with CRT and deploy this as our theoretical frame.

Our research gains yet further significance in light of the recent disclosure of the Football Leadership Diversity Code Results for 2021-22. These results reveal that the Football Association (FA), the English Premier League (EPL), and the English Football League (EFL) failed to achieve their "new hire" targets for senior leaders from historically underrepresented groups by 4.6%.

Relatively little sociological research has considered football as a place of work, other than for 'on-field' roles (e.g., playing, coaching and on-field support staff), and even less has extended its focus to the executive level and recruitment at this level. There is a certainly a need for analysis of executive cultures in the football industry, and beyond, and there is even more of a need to understand better the racialised experiences of those who work/ have worked at executive levels within the football industry, given research in this area remains limited.

**Research Design, Methodology, and Data Analysis:** This study employs a qualitative research design, utilising twenty-one semi-structured, dialogical interviews with British South Asian executives who work with and at governance levels of football in Great Britain. The interviews, which lasted approximately 90 minutes, were recorded, transcribed, and analysed using a thematic approach to identify patterns and themes. The testimony of our interviewees we present as a form of counter-hegemonic data, which we anonymise by using pseudonyms in the place of interviewees' real names.

**Results/Findings and Discussion:** The study found that British South Asian executives face a range of racialised challenges when working with and at governance levels of football, including nepotism, recruitment agencies, a necessity for White allies, and unsalaried non-executive work. Participants described how they experienced these challenges and the strategies they used to overcome them. These strategies included developing a strong support network, building relationships with key stakeholders and White allies, and actively challenging discrimination and bias.

**Conclusion, Contribution, and Implication:** Throughout this paper we have made a number of original contributions to the literature. We have shown that: (1) the racialisation of embedded economic practices and relationships is a process that requires greater attention and exploration in a sporting context; (2) individual racist bigotry may have very little to do with economic transactions at the executive level of football yet White supremacist discourses regulate the strength and nature of trust, weak ties, and structural holes across recruitment practices.

The paper highlights the importance of promoting diversity at all levels of an organisation to address issues of discrimination, inequality in the workplace and for greater organisational cohesion. While it would be remiss not to acknowledge a small rise in the number of British South Asian people working at managerial, administration and governance levels of English football, which is a positive aspect of the findings, it is necessary to exercise caution and avoid overstating any perceived successes.

**ID: 1172**

**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

**Do It Like Your Favorite Athlete: Research On How The Symbolic Elements Of Replica Athletic Shirts Influence Primary Education Students with Specific Educational Needs**

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Aim and Research Questions

Our study explores the impact replica athletic shirts have, along with their symbolism, on students' performance and self-confidence, in the context of students with specific needs. Our study analyses how Primary Education students with specific education needs perceive, feel, value and use their beloved replica athletic shirts as an extension of self, and how this in turn can be used as educational tool to increase their attention, engagement and overall performance in school. We answer two key research questions when replica shirts are integrated in the educational journey of students. 1. What sort of symbolic elements do replica shirts carry and 2. How these can be used for educational purposes, particularly for students with specific educational needs?

Theoretical Background and Literature Review

Wearing Replica football shirts, scarfs and consuming memorabilia not only represent the substantial growth of sport as popular culture and past time, but also encapsulate how fans today fulfil symbolic functions of their consumption including identification, integration, expression and sacralisation (Derbaix et al., 2002). Despite the huge growth in the area, there is still lack of research on how such symbolic products can be used outside their immediate sporting context, and in other contexts such as family and education (Tinson et al, 2017). Theoretically based on Jean Baudrillard's theories concerning semiotics, simulation and hyper-reality and Michel Foucault's theory concerning bio-power, our study explores the impact of football replica shirts on students with special educational needs. It unfolds its potential educational power when used as a tool for empowerment, engagement, confidence-building, and reward in schools.

Research Design, Methodology and Data Analysis

Our research design is based on a mixed-method approach; both qualitative and quantitative insights were collected to answer our key research questions. After offering free shirts to students (as a stimuli and field interference), primary data was collected by 20 questionnaires, structured observations by one of the researchers, and 7 qualitative semi-structured interviews with teachers who educated our research participants. The sample comprised of 10 students and 7 teachers and consent was signed from all involved parties. The research was completed between November 2021 and May 2022 in three different stages. The first stage involved students filling in a questionnaire at the beginning of the process. SPSS was used for analysis and feed forward to the second stage. The second stage involved observations. Seven teachers observed the behaviour of the examined students from the beginning to the end of the process and took notes on the impact that replica football shirts could have on students (i.e., engagement/following in class, participation, and verbal/nonverbal feedback, reactions of other students, mood and state of mind of student). Thematic and content analysis were used to analyse this data set. The last stage involved semi-structured interviews of 7 teachers and 10 students to further capture deeper insights on their overall experience during this study.

Results/Findings and Discussion

Our findings show that replica football shirts have had an overall positive impact on students with learning difficulties. The symbolic value that shirts carry and the importance that students base on their affiliation with their beloved team and athlete have had positive impacts on students' learning journey. The examined students were found to value very highly their football shirts; a fact that could be in return used by teachers to empower students and achieve educational outcomes. Students who wore a replica football shirt were found to be more attentive in class, participate in a higher rate (and having no fear to stand up in front of the class), enjoy the positive reinforcement by other students, in general being in a better mood and state of mind and thus reporting better "feelings" and an enhanced well-being. This was also pointed out by and teachers' observations during the project.

Conclusion, Contribution, and Implication

There are several theoretical, managerial and educational implications from our research. From a theoretical point of view, our study reiterates the importance of symbolic capital in the context of football clubs and the ability of sport organizations to foster humanitarian, economic and social value (Breitbarth and Harris, 2008). In terms of managerial implications, our results reiterate the communication and symbolic power of sport shirt for education. This is a great opportunity for football managers and retailers in that access to schools and students with learning difficulties not only could benefit and inspire these vulnerable communities (and perhaps used for CSR purposes purpose on the part of sport clubs/teams) but also engender a sense of wellness. Football clubs can even reinvent value of obsolete stock (shirts of players who have left the club and have no longer value). For educators, our study shows how sport shirts and symbolism can be used in class and as an educational tool to empower students to achieve learning outcomes and enhance their overall learning journey.

## The Correlates of Women's and Men's Football Participation in Europe

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1. Aim and Research Question

European policy recognises the positive personal. social, health and well-being outcomes derived from sports participation (e.g., Cabinet Office, 2015). Research reveals that women participate less in sport than men (Downward & Muniz, 2019), with potentially less benefits. However, it has been found that the potential returns to investment in women's sport (specifically football) exceed those of men, and that this is more so for informal forms of participation (Downward et al., 2023). This paper consequently addresses the research question: What factors are associated with women's and men's participation in various forms of football across Europe?

2. Theoretical Background and Literature Review

This study draws on a time-allocation economic theoretical perspective (Downward & Riordan, 2007) suggesting that sport participation reflects individual characteristics and constraints, social capital, sports consumption, and local participation opportunities. These factors has been widely studied for general sport participation, but not for specific sports (e.g., Hallmann et al., 2012), their varities, and any gender differences. Addressing this knowledge gap is needed for effective policy intervention and sport provision.

3. Research Design, Methodology and Data Analysis

Data were collected from on online survey in 2021, with a questionnaire designed by the authors and the eight country samples (the UK, Germany, Italy, Poland, Romania, Russia, Sweden, and Bosnia) drawn by Toluna, a market research company. Eight countries were selected to represent the variety of footballing communities in Europe according to the budgetary constraint faced. For each country 1,000 individuals were sampled, except for Bosnia (500 individuals). The sampling strategy had the aim of capturing the geographic diversity of European countries. The country-specific sub-samples were structured to be nationally representative in terms of age, gender, and income. Because football participation rates are low, football players were oversampled with the aspiration of country sub-samples including at least 400 players. Overall, a sample of 7,500 individuals was collected.

Football participation was measured as in the Taking Part Survey, by asking about participation or not in a typical four-week period, including 11-a-side competitive, and informal and small-sided- football. The correlates included age and its square, income (expressed in US dollar purchasing power parities), education, living as a couple, the number of children living in the household, if the individual smoked or drank alcohol, if the respondent watched sport and participated in other sports than football, if their friends played football, and the availability of opportunity to play football in the local area. The correlates are identified from existing research (e.g., Downward & Muniz, 2019; Schüttoff et al., 2018). Probit and bivariate-probit multiple regressions are estimated to explore participation in each activity individually and collectively. The latter model also takes account of unobservable factors that might link participation of both activities.

4. Results/Findings and Discussion

The results reveal that informal football is played more than formal 11-a-side football. The regression results yielded key commonalities and differences between women and men in participation in football, as well as across forms of football. Moreover, the bivariate probit results reveal positive correlations of unobserved factors associated with each form of football. For both women and men, and all forms of football, having children, watching sport and taking part in other sports as well as having friends playing football were associated with a greater likelihood of participation. Being employed and smoking were associated with a higher likelihood of participation in informal football, with smoking also being associated with a higher likelihood of participation for men's 11-a-side football. In contrast income was associated for both women and men with a higher likelihood of participation in 11-a-side competitive football. Key differences included that, for women, a nonlinear age association with the likelihood of participation was identified, but not for men. However, there is evidence that having access to local opportunities to play was only associated with a higher likelihood of men's participation in informal football.

5. Conclusion, Contribution, and Implications

This paper presents a unique analysis of participation in forms of football in a large pan-European survey. The results highlight the importance of both consumption and social capital in promoting participation across men and women. Theoretically these results suggests that consumption and social capital in sport do not rely on a formal organised form as indicated, for example in seminal work. Participation is not hindered by the presence of children or being a couple. This finding suggests that family support for participation is important. Notably the likelihood of participation improves with access to employment and income. However, women experience a nonlinear relationship between their age and likelihood of participation, which indicates some variation in participation regardless of the usual socio-demographic factors. Opportunities to play are only associated with men's informal participation, which is the largest form of participation. Thus, for women greater access to such opportunities is needed.

### The Influence of Improved Mobility of Children with Severe Disabilities on Their Physical Activity Level and Quality of Life.

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- Aim and Research Questions

The benefits of sport and physical activity participation for children with disabilities have been well-documented (Carbone et al., 2021). However, sport and physical activity promotion focused on children with relatively minor disabilities. People with severe disabilities have rare opportunities to participate in physical or outdoor activities (Freudenberg & Arlinghaus, 2009). Mobility limitations contribute to their low physical activity levels (King et al., 2011). Research showed that mobility aids (e.g., electronic powered wheelchairs) assist people with severe physical disabilities to increase the physical activity levels and enjoy various benefits of physical activity and sport participation (Cheung et al., 2020). Thus, the study aims to explore changes in the physical activity, leisure participation, general life involvement, and psychological and social aspects of children with severe disabilities after installing electronic power assist kits to their wheelchairs. In detail, the distance, frequency, and difficulty of moving were investigated in different space levels and activities. Also, the changes of children's affection and socialization levels and caregivers' quality of life were explored.

- Literature Review

Physical activity and leisure engagement offer significant health benefits for individuals with disabilities (Morris, 2008). The benefits of physical activity participation due to the improved mobility are particularly pronounced in youth and adolescents (Evans et al., 2007). It is crucial for children with disabilities to participate in enjoyable activities fostering happiness and success in life (Simeonsson et al., 2001). Children with disabilities express creativity, build friendships, minimize deterioration, optimize physical function, socialize with peers, and promote psychological well-being by participating in physical activities (Murphy et al., 2008). Engaging in physical activity is essential for maintaining muscle, flexibility, joint structure and function among children and adolescents with disabilities (Rimmer, 2001). Furthermore, the utilization of assistive powered devices among children with disabilities yields positive effects on their overall development, independent mobility, and quality of life (e.g., Cheung et al., 2020May & Rugg, 2010).

- Research Methodology

A total of 49 children with severe disabilities using wheelchairs with electronic power assist kits participated in the study. The participants were asked to answer the changes in the distance, frequency, and difficulty of movement in different space levels. The living space was divided into five areas following Peer et al.'s Life Space Assessment (2005): in the house, near the house, in the community, neighboring communities, and outside of the city. The survey also assessed the distance, frequency, and difficulty of movement in six activities: school life, after-school programs, rehabilitation, leisure activities, family events, and religious activities. The Psychological Impact of Assistive Devices Scale (Day & Jutai, 1996), the questions of KIDSCREEN Korean version (Hong et al., 2007) and the subdimensions Caregiver Burden Inventory (Novak & Guest, 1989) were asked. The trackers were attached to the wheelchairs of the participants to measure moving distances and times. The survey data and measurement scores from the trackers were analyzed using SPSS 25. Paired t-tests were applied to explore

the mean differences before and after installing the electronic kits after running correlation analyses.

- Results and Discussion

The moving distances and time were somewhat limited even after installing the electronic power assist kits due to the COVID 19 pandemic: the moving distances per day using wheelchairs, average 346 meter (SD: 339.18), the real indoor moving time, 60.88 minutes (SD: 14.01) and the real outdoor moving time, 10.08 minutes (SD:8.89). However, the paired t-test results showed an increase in frequency and a decrease in difficulty after installation of the kits across all five life spaces and most of the activities. Considering that the difficult access to suitable recreational facilities for children with disabilities has been identified as a factor impacting their quality of life (e.g., Dickinson & Colver, 2011), the research finding suggests that the kit installation could enhance children's access to sport and recreational facilities, enabling them to engage in various leisure activities. Furthermore, the respondents who experienced positive changes in moving difficulty also exhibited high positive psychological impact and low negative psychological impact, aligning with previous research on the connection between mobility and quality of life of children with disabilities (e.g., Boling et al., 2016). Also, the greater the positive changes in moving difficulty, the higher the quality of life of the caregiver(parent) is.

- Conclusion and Implication

The improvement of moving difficulty positively influenced the various life aspects of children with severe disabilities and their parents. Although people with severe disabilities may not be able to participate sports actively, the enhancement in mobility can be a basis to increase physical activities, sport participation and quality of life. The potential impact of using electric wheelchairs alone can bring about various positive changes in children's lives including sport participation. Therefore, sport management professionals should make efforts to develop and support the accessibility of sport and recreational programs for children experiencing mobility difficulties.

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**Diversity and Inclusion Issues in Sport Management - Revised Version**
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### 'What's Actually Focused On Is The Boys...' Managing Sport-Based Interventions For Vulnerable Girls And Young Women In The Context Of Youth Crime

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### Aim and Research Question

It is argued that involvement in sport can result in positive outcomes for young people for preventing and reducing youth crime (Coalter, 2007). The use of Sport–Based Interventions (SBIs) in this context has typically been prioritised for vulnerable boys and young men who constitute over two thirds of young people known to be involved in youth crime. Nevertheless, vulnerable girls and young women do get involved in crime *and* when they do offend, they tend to enter the criminal justice system more quickly even though the offences are often minor youthful transgressions (Sharpe & Gelsthorpe, 2009). Although SBIs aimed at preventing and reducing youth crime have the potential to benefit vulnerable girls and young women, little is known about how to best meet their needs.

This research examines the needs of vulnerable girls and young women in the context of SBIs that aim to prevent and reduce their involvement in youth crime.

Answering this question will contribute to a better understanding for sports managers about how to design and manage SBIs to better meet their needs.

'' What are the gender specific needs of vulnerable girls and young women for the design and management of SBIs that aim to prevent and reduce youth crime?''

### Theoretical Background and Literature Review

Specific provision for vulnerable girls and young women is scant in both criminal justice and sport settings. The extant literature acknowledges that whilst there are specific gender needs, both provision and insight is limited as vulnerable girls and young women are often 'overlooked' and 'invisible' (Severinsen et al., 2016; Youth Justice Board, 2005). This research draws on a blended approach of feminist theory and Brighenti's (2007) theorisation of 'visibility', power and recognition to examine the needs of vulnerable girls and young women. Key insight for sport managers is developed through the application of a Theory of Change developed by Mason et al. (2020) to support the design and management of sports interventions for young people.

### Research Design, Methodology and Data Analysis

This project used qualitative research methods, namely focus groups and semi-structured interviews. As this research was conducted during the lockdown of 2021, it was recognised that the risk for involving vulnerable girls and young women was too high to ensure their emotional and physical safety. Eleven sports managers from SBIs working with vulnerable girls and young women and two senior managers from statutory agencies were recruited and provided ethical consent. The first stage of the data collection process was an online focus group with eleven sport managers to generate initial data. The second stage was a phone or online interview with all thirteen research participants. The data were analysed using thematic analysis to generate interim findings. These were shared with the sports managers as the final stage in an online focus group with additional opportunity for data collection and validation before the final data analysis.

### Results/Findings and Discussion

The findings confirmed that although a range of structural barriers to sports provision existed, the impact of gender for SBIs in this context.was complex. Girls and young women were both victims and/or perpetrators of crime, experiencing a wide range of dynamic vulnerabilities, Vulnerable girls and young women were often overlooked, 'invisible' and less likely to be referred by statutory agencies to sport compared to boys and young men which was significant for recruitment. A novel insight is that 'double invisibility' was experienced by girls and young women from black and Asian communities as a result of gender, race and culture.

Understanding their vulnerabilities was central for underpinning the development of a Theory of Change for SBIs in this context. 'All female' sports provision emerged as significant for opportunities for voice, empowerment and visibility to mitigate their vulnerabilities which were often linked to or perpetrated by young men in other areas of their lives. Mixed sessions could be appropriate if male delivery staff were gender-sensitive, 'included' rather than 'excluded' girls and young women and avoided being a site for developing 'manliness'. Building safeguarding and a trauma-informed approach into the design and management of SBIs was recognised as important for avoiding re-traumatisation. Identified challenges for the recruitment of female participants included engaging parents who emerged as significant in their role as gatekeepers, especially for Asian girls and young women.

**Conclusion, Contribution, and Implication**

This paper adds to the limited extant research into gender and SBIs that aim to prevent and reduce youth crime by identifying the lack of visibility, recognition and power of vulnerable girls and young women. It confirms that working with vulnerable girls and young women necessitates a more specialist approach and highlights the need for sport managers to be aware of gender-specific considerations which need to be reflected in Theories of Change that underpin the design and management of SBIs in this context.

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**Diversity and Inclusion Issues in Sport Management - Revised Version**
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## Examining Youth Sport Development Inclusion Practices In The Global North And Global South: An Integrative Review

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**Aim and Research Question**: The purpose of this study is to examine youth sport development inclusion practices through an integrative review, comparing research on programs in the Global North and Global South.

Sport builds competencies that foster an eclectic range of positive developmental outcomes, a narrative, which has proliferated healthy growth in local, national, and international projects (Jones et al., 2016). Moreover, there is an assumption that sport possesses inherent qualities to foster youth development (Jones et al., 2016).

After years of research and practice, it is commonly understood that the operationalization of sport initiatives toward human-oriented functions, such as youth development, inherent assumptions must be substituted with intentionally designed and managed sport practices (Jones et al., 2016). However, there is ambiguity on whether positive developmental outcomes include research on programs from the Global South into the Global North. Positive youth development (PYD) was established in the Global North and views youth as resources to be developed versus problems to be solved – including those from the most disadvantaged backgrounds and troubled histories (Damon, 2004).

Although the intentions of PYD are pure, it can be interpreted that the Global North has a hegemonic and neocolonial working relationship with the Global South. While there have been several studies that illuminate the benefits of PYD, there is limited research that investigates its impact in low-or-middle income countries that exist in the Global South (Page et al., 2023). Therefore, it is important to examine PYD in the Global South to further extend theoretical knowledge. Consequently, I have developed two research questions:

**RQ1:** What are the micro, meso, and macro differences in youth sport development programs between the Global North and Global South as evidenced in the research?

**RQ2:** To what extent do youth sport development programs from the Global South inform research in the Global North?

**Theoretical Background and Literature Review:** I will interpolate Damon's (2004) view of PYD: the nature of the child; the relationship between child and the community; and moral growth to guide this study. PYD is a strength-based concept of development versus a deficit-reduction approach, particularly in North America (Jones, et al., 2016). Furthermore, PYD posits educating and engaging children in productive activities rather than curing and correcting them from so-called malevolence (Damon, 2004). It is important to note that the PYD field has not been fully accepted in the literature as scholars question its impact through sport (Holt, 2008). Yet, PYD has been used to study children's and adolescents' participation in sport for development programs. Therefore, it is necessary to adopt theory to frame an integrative review. The integrative review requires a form of priori criteria from which to categorize phenomena for the reader (Walzel et al., 2018).

**Methodology:** This qualitative study will use Whittemore and Knalf's (2005) five-step process for managing an integrative review. The process involves problem identification, literature search, data evaluation, data analysis, and presentation (Walzel et al., 2018). Notably, integrative reviews have been applied in the related fields of sport for development

(Schulenkorf et al., 2016). Extant youth sport development literature from the past ten years will be reviewed. The past ten years of literature provides a relevant timeline of research as well as delineates the future direction of youth sport development knowledge. The review consists of using databases peer reviewed academic journals, and published reviews. Search terms (N = 14) such as "*youth sport development*," AND "*global north*," "*positive youth development*" AND "*global south*" were used to enable semantic variations to manifest in the initial search (Walzel et al., 2018). The search yielded a total of 377 articles. Furthermore, all data collected from articles will be in the English language.

**Data Analysis:** The data will be analyzed deductively using PYD theory. Additionally, I will allow for emergent themes. Categories will be developed based on respective articles' descriptive meta data (year, journal, name, and type) and thematic categories will help analyze selected articles (Walzel et al., 2018).

**Findings:** The preliminary findings are yet to be established as this is currently a working paper. Data collection and analysis is scheduled for summer 2023. The potential contribution of this study will 1) demonstrate similarities and differences in youth sport development between the Global North and Global South, 2) determine whether contributions from the Global South are included in research in the Global North, and 3) inform and ameliorate youth sport program sustainability efforts.

**Conclusion:** This study may help address the need to critically evaluate the one-size fits all philosophy associated with youth sport development. PYD scholars in tandem with practitioners need to further examine the relationship between the Global North and Global South. Moreover, I posit that current youth sport development literature needs to be extended to better serve marginalized youth and strengthen practices at the micro, meso, and macro levels.

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**Diversity and Inclusion Issues in Sport Management - Revised Version**
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## Value Of Sport For Muslim Women In The Netherlands

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### Research aim

This study addresses the individual and social value of sports participation for Muslim women in the Netherlands. Through participatory action research, we aim to understand their wishes and conditions to actively participate in sports activities. This knowledge is needed to facilitate and increase the participation of Muslim women in western liberal societies, which can enhance the benefits of sports participation on the individual and societal level. Actually, based on these insights, a sports activity was set up with the Muslim women, which enabled us to study the value of sport for them.

### Theoretical background

While sports participation has various positive effects at the individual and societal level, research has indicated that the level of active participation in the Netherlands is unequal across social groups: individual characteristics like gender, ethnicity, educational attainment, and income are associated with sports participation (Breedveld, 2014). E.g., higher educated men are more likely to participate in sports than women (Vogels, 2014), while differences are particularly substantial across ethnic groups. In the Netherlands, sports participation is relatively low among women with a non-Western background, and in particular with a Muslim background, which Elling et al (2001) explained in terms of cultural and socioeconomic factors. Little is known about the effects of sports participation for Muslim women, which is at least partly due to their lower participation in sports (Elling, de Knops, & Knoppers, 2001).

### Method

We use Participatory Action Research (PAR), focus groups, storytelling and field notes to examine the wishes, needs and conditions for Muslim women to actively participate in a sports activity, and to assess its value for them. The set of respondents consists of fifteen Muslim women living in the Netherlands, including first and second generation immigrants from different countries of origin.

The researcher engaged extensively within this group to understand their history, culture and local context, and their embedded social relationships. Through this active participation in the group, in-depth data was collected on different levels, including field notes during each participation, leading to insights that were discussed with the group of women involved. Through recurrently talking and reflecting with these women, a relationship of equality and trust was built (Baum, MacDougall & Smith, 2006), which enabled us to conduct focus groups and five personal interviews that provided in-depth information about the value of sports participation for the women, resulting in five stories. The field notes, focus group data and stories were structurally analysed by using a coding scheme.

### Results

This empirical study first shows that the interviewed Muslim women in the Netherlands are most eager to play sports, but that actual participation is dependent on specific desires and conditions. A major condition for them to participate is to play sports with women only, without men seeing them play sports. When these conditions are met, they would love to play sports more often. Another important condition is the ability to play sports during school hours, because outside of school hours, they have to take care of their children and household tasks.

During the course of our fieldwork, exercising actually increased from once to twice a week, while the women indicated that ideally would like to exercise three times per week. Second, many of the women emphasized that participating in sports enhances their fitness, health, happiness and self-confidence. One woman reported that "the sports activity is my medicine, all the stress I carry with me, I can release when I participate". Third, the women stressed the importance of playing sports together: "Playing sports alone is no fun, but together with others, you laugh together, you have fun". And finally, many women stressed that the exercising is "a true moment for themselves", away from the stress of the household.

**Conclusion**

This study indicates that Muslim women in the Netherlands are highly motivated to participate in sports, as they experience its great value, but that their specific wishes and conditions to participate often makes it difficult for them to actually play sports. When their wishes and conditions are met, they seem to experience all the positive effects that are generally attributed to sports. The results even suggest that participating in sports is particularly important for Muslim women. They experience the time they play sports as 'their own time', which for them is hard to find due the large amount of time they devote to household and family responsibilities. We suggest that to stimulate sports participation among Muslim women, sports associations and governmental policies regarding sports should acknowledge and adapt to the specific wishes and conditions that are important for these women. As a result, they too can benefit from the positive consequences of exercising and playing sports together.

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## Breaking Down Barriers in Merchandising: The Effect of Female Discrimination on Identification and Buying Behaviour

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Aim and research questions

Over the years the female spectator numbers have increased significantly. (Krech, 2020). Existing studies (Ellert et al., 2021) investigate that there is a gender bias of textile fan article offer (6%). Textiles in football club merchandising shops encompass a range of clothing items, including jerseys, t-shirts, hoodies, jackets, shorts, socks, and scarves that display the club's logo and colors. If females feel discriminated against by the gender bias, this may lead to a barrier in merchandising. The aim of this study is to investigate the impact of female discrimination in fan merchandise shops on satisfaction, merchandising usage and identification. The study also explores the relationship between identification and buying if there were more female merchandising items available (conditional buying). By addressing these research questions, the study provides a better understanding of the impact of a textile merchandising gender bias on buying behaviour if barriers in merchandising are breaking down.

Theoretical Background and Literature Review

Previous studies showed a gender bias in sport merchandising shops (Ellert et al., 2021). The lack of female cuts and feminine designs can make female fans feel that they do not fit in with the fan group (Derbaix et al., 2002). As a consequence they may feel discriminated against and they may be less satisfied with the merchandise of their club.

Ströbel et al. (2019) showed that satisfaction with merchandise leads to a higher merchandise usage. They also contributed to sport merchandising research by testing which effect is stronger, identification as an antecedent or as a consequence of merchandise usage. Finally, they showed that satisfaction with merchandise leads to a higher merchandise usage which has a significant effect on team identification. I other words, merchandising usage is a booster for team identification as a predictor for buying behaviour.

Research Design, Methodology

The sample for this study, collected over social media, included female football fans from six European countries: Germany, France, England, Spain, Switzerland, and Italy. The goal was to gather a diverse sample to understand the perspectives and experiences of this population.

We present a conceptual model illustrating how the feeling of discrimination corresponds with models of psychological processing. The study measured key constructs such as Feeling of Discrimination, Club Identification, Satisfaction of Merchandise, Merchandising Usage, and Conditional Buying Behavior, all items are connected to existing inventories. The questions were formulated as declarative statements, and participants rated their responses on a scale from 1 to 5. This structured approach enabled the measurement of attitudes and perceptions in a quantifiable format.

A quantitative online survey is conducted in five languages, collected over social media, blogs or other digital platforms in different national and international groups for Spanish, English, German, Italian, Swiss and French female football fans (n= 1149). Participants were selected if they stated that they consumed information about football at least once a month minimum. The research transparency for the 1149 participants was quasi-biotic. We applied a structural

equation model (SEM) calculated by using PLS. The statistics show high validity and reliability in metrics of SEM modelling.

Results

Based on the study, female soccer fans feel discriminated against by their satisfaction with merchandise (-0.491). Satisfaction with merchandise has a positive effect on merchandise usage (0.344) which leads to a higher conditional buying behaviour on one hand (0.347). On the other hand, merchandise usage has an indirect effect on conditional buying behaviour mediated by team identification (0.567*0.373=0.211). To put the results in a nutshell: The lack of female merchandise (gender bias) makes females feel discriminated against leading to a less satisfaction with merchandising, a less merchandise usage, and a lower team identification. Furthermore, females would buy more merchandise items if this lack would not exist.

Conclusion and Implication

The study highlights the need for football clubs to create a more inclusive and welcoming environment for all fans, regardless of gender. By addressing gender bias in merchandising stores and other aspects of the fan experience, clubs may be able to improve satisfaction and club identification, and ultimately drive more sales. One important implication is that clubs should focus on creating an inclusive club experience for female fans, as this may be more effective in driving sales than simply promoting merchandising offers. Additionally, clubs should prioritise offering a wider range of female-oriented merchandise, including clothing options that fit and flatter women's bodies. So the female fans form a better identification with the club.

**Athletes Perspectives of The Classification System in Alpine Skiing for Those with A Visual Impairment**

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1.Aim and Research Questions

At the core of disability sport is the need to provide a platform for those with a disability to compete with other athletes in a fair way. Given the diversity of impairment, classifying athletes into similar groupings aims to reduce the impact of an individual's impairment on the sporting outcome. Classification is a management system deployed in disability sport to enable this to occur. When the system works as intended, athletes compete with those with a similar level of impairment which ensures the best athlete will be victorious rather than events being won by the least impaired athlete in any given class of competition.

This study will focus on Alpine skiing - a high-intensity sport, often performed under conditions of glare. Despite the increasing popularity of disability sport, few authors have consulted the perceptions and experiences of athletes in classification. A significant knowledge gap exists regarding the athletes' opinions of the current classification system in visually impaired (VI) sport. To begin to bridge this gap, our purpose was to explore the athlete's view of the classification in alpine VI skiing. Our aims explored (i) the skier's understanding and involvement in the management of classification, (ii) the skier's experience and perceptions of the system, and (iii) the suitability of the classification criteria and management system.

2.Background and Literature Review

For those with VI, the classification system exists to determine the type and level of impairment and attempts to categorise athletes to compete together on level terms. However, this is fraught with challenges, due to the differing nature of sports and aetiologies of visual impairment. In 2011, the International Paralympic Committee (IPC) published guidelines for the development of the classification system and identified issues with classifications current structure, stating evidence-based research was required for the classification system to become sports-specific (Tweedy & Vanlandewijck, 2011). The criterion for classifying athletes is based on the historical medical definitions of VI and doesn't yet consider the impact of impairment on performance. These guidelines primarily discussed how classification in the physical category could evolve, with only limited guidance for VI sport. VI sport classification was not further addressed until a Delphi study in 2016, which helped to develop the joint guidance issued by the International Blind Sport Federation (IBSA) and IPC in 2018. However, no substantive VI-specific changes have yet been implemented in the Paralympic system (Ravensbergen et al., 2016; Mann & Ravensbergen, 2018).

Although the current VI classification system is designed to allow athletes to partake in sport, there are concerns with those who hold power over the system. Howe (2008) described the 'exclusionary phenomenon" of the Paralympic Games due to a limited range of impairments being visible in media promotion of the competition suggesting the IPC's aim of an inclusive system is currently not being fulfilled (Howe 2008), and focus remains on the mainstream commercialisation of the sporting events. The structure of classification should be centred on

the athletes and prioritising the athlete voice is crucial to the success of the system (Powis & Macbeth 2020).

3.Research Design, Methodology and Data Analysis

This study consisted of semi-structured interviews. Using Microsoft Teams audio-visual platform, N=11 interviews have been conducted with elite paralympic alpine skiers with a visual impairment from nine different nationalities. N=10 interviews conducted in English, N=1 in German. In-depth, qualitative analysis of interview transcripts was undertaken using Braun and Clarke's (2006) six phases of thematic analysis.

4.Results/Findings and Discussion

Three key themes were identified; the first of these was (i) Suitability. The skiers questioned the suitability of the current visual measurements, the testing environment, and the information they received regarding the classification process. The second was (ii) Exclusion. Skiers felt certain aspects of the system remain exclusive due to the restrictions of sport classes and the absence of the athlete voice. The third was (iii) Mistrust. The skiers felt mistrust; in those implementing the system; in other athletes due to intentional misrepresentation (IM). Speculation surrounding this resulted in the skiers doubting themselves. Results showed that while there was not a "one size fits all" approach to classification, understanding the skier's experiences can be a vital first step in the changes needed in this sports classification system. Improved communication with the classifier, and education of the athlete should be prioritised during the testing process to help address the concerns presented by the skiers.

5.Conclusion, Contribution, and Implication

Drawing from the lived experience, this study provides valuable insights into the experiences and perceptions of alpine skiers and will help to guide future research into the evolution of this sport's classification for VI athletes. In addition to the need for further evidence-based studies, the athlete's voice should be considered in the development of the classification system in alpine skiing.

## Lessons Learned: Experiences of Intercollegiate International Student-Athletes in the US

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### Aim

The National Collegiate Athletic Association (NCAA) recently offered guidance for member institutions to aid international student-athletes (ISAs) with acclimating to the United States (US). Based on data from over 50 student-athletes, coaches, administrators, and faculty, the documents were developed to provide awareness of the unique encounters ISAs face. These documents also assist institutions with identifying what support is needed for an ISA's successful integration into the US intercollegiate athletics system (Whitaker, 2022). As institutions implement the NCAA's best practices, research is needed to learn more about ISA experiences and to understand the effectiveness of these tools and resources. Therefore, the purpose of this study is to examine the lived experiences of intercollegiate ISAs in the US and how collegiate institutions are supporting their transition.

### Literature Review

The NCAA reports there are more than 21,000 ISAs across the three divisions within the organization (Whitaker, 2022). However, this number does not account for the ISAs within the National Association of Intercollegiate Athletics (NAIA) or the National Junior College Athletic Association (NJCAA). While ISAs face many of the same challenges as their domestic counterparts, they also face unique challenges related to culture, language, food, and lifestyle (Cenzual et al., 2021). Depending on the ISA's race or home country, the ISA may have additional difficulties compared to other ISAs (Lee & Opio, 2011). Lastly, unlike their US teammates, an ISA is unable to benefit from their Name, Image, and Likeness (NIL) due to restrictions related to their visa and citizenship (Jara Pazmino & Pack, 2022). Yet, academia is limited regarding research on intercollegiate ISAs, despite the number of ISAs having doubled within one decade (Manwell et al., 2021).

### Research Design, Methodology, and Data Analysis

To address the study's purpose, this research employed a grounded theory approach (Corbin & Strauss, 2007). The researchers conducted semi-structured interviews with ISAs from multiple countries of origin and academic years to identify the commonalities and differences between their experiences. The participants were recruited through criterion sampling (intercollegiate ISAs in the US), convenience sampling, and snowball sampling. Each interview was recorded and transcribed for accuracy. Reflective journals, member checking, and a constant comparative analysis were used during the interviews and the coding process. By using this approach, the researchers could effectively identify the emerging themes.

### Results and Findings

Researchers are presently conducting additional interviews to reach data saturation. Preliminary results are that ISAs have predominantly more negative experiences. For example, an ISA attending a larger institution with more funding will have a more positive experience than a student at a smaller institution, due to access to resources for adapting to the US academic structure. However, despite these resources, the ISAs still find adapting challenging.

In addition, culture shock can cause ISAs stress and homesickness. The location of their school may present different cultural issues than other locations due to varying cultures within the

US. Also, NIL has been a point of contention among the ISAs when competing alongside their domestic counterparts due to limitations on ISAs, such as visa requirements.

**Conclusion, Contribution, and Implications**

Despite the commonalities among ISAs, their home country, gender, race, ethnicity, and language may present differences in their challenges and influence their experiences. Consequently, an ISA may not have the same experiences as another ISA at the same school. For instance, an ISA coming to the US, an individualistic society, from a collectivist society will likely have more challenges than an ISA who is also from an individualistic society. Therefore, this study will provide insight for ISAs on what to expect and prepare for as they transition into the US culture. Ideally, by sharing previously used strategies to combat some of the challenges, the ISAs will be better prepared for the transition.

ISAs need considerations when acculturating to the US. This begins with the ISA's teammates and coaches; the ISAs will spend most of their time outside of classes with these individuals. These results indicate it is imperative for their teammates and coaches to make ISAs feel welcome and to show a genuine interest in their culture, while also helping them understand US culture. Both are integral to their support system since their time to meet people outside of their sport is limited. By building the scholarship in this area, researchers can offer guidance to coaches and college administrators to enhance positive experiences and to help mitigate negative issues associated with an ISA's transition to the US and intercollegiate athletics. Final results and additional implications will be discussed during the presentation.

## 'We Suffer Things That Just Wouldn't Happen To Non-disabled Fans': Barriers To Inclusion In Football Fandom For Disabled People

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### Introduction

Over the last thirty years, football fandom has undergone a process of 'diversification'. Consequently, recent scholarship has explored the paradoxical and complex nature of inclusion and exclusion for traditionally marginalised fan groups within the context of English football. This has led some researchers to argue that English football fandom is now an "overwhelmingly inclusive environment" for particular fan groups (Magrath, 2021, p.2), while others insist "it can never be the case that football is either entirely inclusive or exclusive" (Lawrence and Davis, 2019, p.1). Academic research concerned with issues of inclusion and exclusion in football fandom has primarily focused on broad issues of discrimination, for example racism, homophobia, sexism, and gender inequality. To date, however, a paucity of academic interest has been given to other social issues, such as ableism and disablism, which affect the daily lives of disabled people both within and beyond sport settings.

### Literature review

In broader scholarly research concerned with disability and sport, it has been widely acknowledged that disabled people encounter a range of barriers to participation and inclusion. This remains the case as sport is inextricably connected to the structures and processes of society which disable people with impairments by imposing restrictions, barriers, and attitudes that exclude full participation and inclusion (Thomas, 2012). Indeed, the disabling culture of contemporary capitalist society continues to systematically exclude disabled people from areas of mainstream society through the processes of ableism and disablism. These concepts, as Ives et al. (2019, p.3) remind us, are useful because they enable us to critically explore "disabled people's experiences from a position of exclusion, or from a standpoint in a world that does not value and is not designed for disabled people". From this perspective, it becomes clear that disabled people do not experience the freedoms and opportunities in life to which they have a right, or in the same way as their non-disabled counterparts, including in sport settings such as football fandom.

Indeed, little empirical research has explored the issues facing disabled people within the context of football fandom, particularly with regards to issues of social exclusion. While few authors have exposed some of the barriers facing disabled football fans specifically (e.g., García et al., 2017), there remains significant gaps in our knowledge pertaining to how these barriers manifest, and how disabled people negotiate them within the context of English football fandom. Furthermore, in concluding their synthesis of existing literature on disabled spectators access to sports stadia, Kitchin et al. (2022) encouraged future research to take account of the lived experiences of disabled people, not only at the stadia, but also before and after attending the football spectacle. In turn, this presentation seeks to address the following research question: 'What barriers do disabled football supporters encounter leading up to, during and after their matchday experience?'

### Methodology

This presentation draws from a rich qualitative dataset from a broader doctoral project about the experiences of disabled football fans in England. Indeed, in-depth semi-structured interviews were conducted with a total of 33 disabled football supporters who attended

matches across clubs in the English Football League Championship, League One, League Two and National League. The participants in this research experienced a range of physical impairments, from people living with multiple sclerosis and cerebral palsy, to others with amputations, limb and spinal cord injuries. The sample consisted of a mix of individuals who were born with their impairment(s), as well as those who acquired impairment(s) in later life. The sample comprised of five fans who made use of ambulant disabled seating areas, and 27 who use wheelchair seating sections. All but two participants were white (the exceptions being black British and British Asian) and aged between 20-71. 8 participants identified as female, while the remaining 25 identified as male. All 33 semi-structured interviews were recorded electronically and were transcribed verbatim, and were exposed to the process of thematic analysis. The abductive approach to thematic analysis undertaken for this study resulted in two central themes which are explored throughout this presentation, these are: (1) The challenges of matchday participation for disabled people in English football fandom, and (2) Barriers to inclusion at English football stadiums for disabled people.

**Conclusion**

This presentation begins to unpack the structural, social, and psychological barriers disabled people encounter when intending to spectate football in England. Moreover, this research expands the application of the concepts of ableism, as well as Thomas' (2012) social-relational model of disability to the study of football supporters and, exposes how English football is shaped by processes of ableism and disablism. By thinking about how these discriminatory processes nurture one another, this work seeks to bring a hitherto absent level of theoretical ripeness to the study of disability and football fandom.

### Dissecting Diversity in Norwegian Elite Sport and Art

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This project seeks to evaluate diversity thinking and diversity work in two Norwegian talent development organisations: *Olympiatoppen* (OLT), the umbrella elite sport organization, and *Talent Norge* (TN), the main organization in charge of developing artistic talents. Shortly after the Norwegian Ministry of Culture and Equality communicated that large budgets would be allocated to diversity work in the arts and culture sector in 2021 (Kulturdepartement, 2020), OLT and TN applied for joint funding to help increase the diversity of elite sport leaders (elite coaches, and leaders of sport federations) and artistic leaders, by means of several diversity initiatives. The funding they received, partially finances this 3-year research project (Jan. 2023-Dec. 2025). What ties these two organizations together is that their main aim is to support and develop talents in all branches of sports and arts in Norway respectively, and that they wish to learn from each other, among other commonalities.

The impetus for these organizations' initiative to work together and hire a researcher to support them in thinking around diversity, is multifaceted. The underrepresentation of female leaders in elite sports and various art forms in Norway (and to various extents also globally) for example, has been a known problem for many years (Hovden, 2012, Skirstad, 2014; Gils, Hemmestad, Thoresen & Augestad, 2022; Sogn, 2023;Torvik Heian, 2018; Nochlin, Wichstrøm & Hanssen, 2002), and something both organizations have been working with for some years by means of mentorship programs and through recruitment processes. However, other aspects of diversity, and their intersections, including class, ethnic, sexuality, religious, age-related, body-related aspects in (elite) sport and art in Norway, have to varying degrees, received only minor attention from both those in charge of the organizations, as well as from researchers.

A recent research report on diversity in Norwegian sport, suggests that the field has a long way to go in terms of gender equality, removing barriers tied to socio-economic, cultural aspects, as well as combating discrimination of ethnic minorities and LGTB+ people (Ramboll, 2023). A recent report on diversity work in the Norwegian art sector shows that the main barriers for working with diversity in art organizations are economy, knowledge, and the inability to prioritize diversity in their daily activities (Rambol, 2022).

The **aim** of this research project is to strengthen diversity thinking, diversity competence and diversity work by examining the barriers and mechanisms that prevent diversity of gender, ethnicity, sexuality, class, age, and bodily abilities and combinations of these, in both the organizations, and in the (elite)sports and arts field in Norway more generally.

The project has several research questions, though this presentation will start to address only the first two: (1) What is meant by diversity and diversity work in the fields of practice (art, elite sports) and their organisations in Norway? Which individual, organizational and cultural conditions are considered to promote and inhibit the realization of diversity at the highest level of performance in art and sport? And 2) What measures and tools have already been put into use or will be put into use to promote the opportunities for participation and diversity in these two fields of practice and organisations? What are the arguments and justification for these measures and instruments and what kind of effect have they had/are expected to have?

This project is taking shape as a form for institutional ethnography (Smith, 1987; Sogn, 2023) whereby the researcher takes part in a variety of meetings and seminars in the organizations, and is present in both organizations at regular intervals for field work and observations.

The two research questions have guided the first phase of the research project, which entailed a 'mapping of the terrain' (Jan-June 2023). Data gathered during this first stage, includes unstructured conversations/interviews with 6 researchers in Norway (3 from art, 3 from sport), 4 in-depth interviews with leaders of OLT and TN; fieldnotes from meetings and 4 seminars; notes from unstructured informal conversations with members in both organizations.

As the data-analysis is ongoing, I will be presenting preliminary reflections aimed at answering the 2 research questions. Of particular interest in this analysis will be to identify logics/characteristic of the organizations and fields in which they are embedded, and how these can be tied to how leaders view and practice diversity in their organizations.

**Conclusions and contributions. A**s the project is in its beginning stages, there are no conclusions yet. One of the contributions of this project lies in studying diversity connected to talent development and their organizations, which has not been researched widely. Otherwise, this project is meant to contribute to strengthening these organizations in their diversity work and open up discussions about diversity in Norwegian sport, art and society more broadly. It is hoped that the experience and insights gained from this project may also serve in related national and global contexts.

## Female Volunteering and Voluntary Leadership in Community Sports Organizations

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### 1. Aim and Research Questions

Women remain consistently underrepresented in volunteering throughout the non-profit sport sector. In community sport organizations (CSOs), female volunteering and women on the organizations' boards are behind male representation (e.g., Breuer & Feiler, 2021). However, the underrepresentation of women in leadership positions restricts the diversity of perspectives, perpetuates gender inequality, and hinders organizational performance. Therefore, this study aims to examine micro- and macro-level correlates of female volunteering and female participation in voluntary leadership positions within CSOs.

### 2. Theoretical Background and Literature Review

Previous research has illustrated correlates of female volunteering: Kail et al. (2018) found that volunteering was positively associated with education level, income, and sense of social responsibility. These findings are echoed by Vélez-Torres et al. (2019), who identified age, marital status, employment status, and the presence of children as significant predictors of female volunteering. Another study indicated that female volunteering is correlated with their sense of community belonging, social support, and feelings of personal fulfillment (Kamerade et al., 2019). However, the literature predominantly concentrates on individual factors and several singular concepts. No research was found elaborating on female volunteering participation in a structured manner. Thus, this study draws on the theoretical multi-level model of sport participation (Wicker et al., 2012) and the process model of Solga et al. (2009), both adapted to the volunteering context.

### 3. Research Design, Methodology and Data Analysis

Data were collected targeting CSOs in Austria in the context of a research project using an online survey (2018-2023). In total, 179 clubs participated in the project, and n=4,574 members completed the questionnaire. The questionnaire included questions about respondents' socio-demographics, perceptions of their club, and volunteering. Two sub-samples were created for calculating three logistic regression models. The first sub-sample (n=1,672) included all women who participated in the survey. The second sub-sample (n=717) solely consists of the women actively volunteering. Regression analyses were run for the outcomes 'volunteering' and 'voluntary leadership position'. The independent variables included micro-level factors (e.g., socio-demographics, motives to volunteer, institutional trust), macro-level factors (e.g., club aims/operations), and the survey year.

### 4. Results/Findings and Discussion

The descriptive results of the women-only sub-sample reveal a mean age of 39.32 years (SD=16.60). Most individuals were married (47.70%), had on average 1.40 kids (SD=3.40) and no migration background (91.60%). In total, 34.96% of females stated to volunteer in their club actively. Nearly 42.00% of these indicated holding a position on their CSOs' board. Overall, 67.43% of the board positions are occupied by males and 32.57% by females, resulting in a gender ratio of nearly 2 to 1.

Starting with the female sub-sample, the regression model for volunteering reveals three significant positive socio-demographic associations for age, children>14 in the household, and

being employed. Also, pursuing competitive sport shows a significant positive effect, while being generally active in sports shows a negative effect. Furthermore, three extrinsic and two intrinsic motives are associated with being voluntary active. Furthermore, trust in the Olympic Committee and the Austrian General Sport association reveal significant positive effects. Additionally, several clubs operations (five) and club aims (three) are significantly associated with volunteering. The second regression model for leadership position reveals similar results for the socio-demographics, but different findings concerning the club aims and operations. Age, being employed, pursuing competitive sport, and being generally sport active are significant correlates. However, only one extrinsic motive and two intrinsic motives are significant in the model. Furthermore, eight club operations and all clubs aims are significantly associated with a leadership positions within the CSOs board. The last regression model using the sub-sample of female volunteers reveals a significant effect for age, being single, being married, and having an income >2000€ on holding a voluntary leadership position. Active sport participation shows once more a significant negative correlation. Nine club operations and all clubs aims had a significant effect on a leadership position.

After presenting the findings, the shortcomings of this study provide avenues for future research concerning female volunteering and leadership. These will be discussed during the conference presentation.

## 5. Conclusion, Contribution and Implications

This study showed that female volunteering and participation in voluntary leadership positions within CSOs is not only shaped by micro-level factors. Specifically, the perception of organizational factors (macro-level), like the CSOs' aims and club operations, plays a vital role. This work contributes to the literature by analyzing which micro- and macro-level correlates hold the potential to increase women participation in volunteering and voluntary leadership. The findings assist CSO's to address gender gaps in leadership positions and to develop measures to promote opportunities for women to assume voluntary work and leadership positions within the sport sector.

## Values in Canadian National Sport Organization's Culture: An Analysis of Employees Perspectives

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**Aim**

Canadian National Sport Organizations (NSOs) have declared a commitment to equity, diversity and inclusion (EDI) practices and have released value laden policies which claim to support change efforts in this respect (Peers et al., 2023). Peers and colleagues (2023) found that EDI policies developed by Canadian NSOs can often be exclusionary despite being meant to encourage EDI practices. The purpose of the current study is to examine the employees of NSO's perspectives on organizational efforts regarding EDI. The study was guided by the research question: (1) What are NSO employee's perspectives according to the Diversity Engagement Survey (DES)?

**Theoretical Background**

Research on organizational culture has exposed the notion that statements, or espoused values of a culture are not necessarily perceived by the organization's employees as accurate depictions of how things are (e.g., MacIntosh & Doherty, 2005). While releasing EDI policies may be one step toward developing an organizational culture and the values of EDI more specifically, this does not mean that these values are widely experienced by employees. To assist in embedding values into an organization's culture, a Management by Values (MBV) approach can be adopted by leaders to strengthen values in the organization (c.f., Dolan & Garcia, 2002). In the current study, Bell LaRoche and colleague's (2014) framework is further considered. This framework was developed to determine how values inform the MBV practices of NSO leaders through four stages of values within the organization. These four stages are (1) Inactive (values aren't used); (2) Intuitive (values are leadership dependent); (3) Institutional (values are embedded in the organization); and (4) Inspirational (values are strategically leveraged). Using this framework can help determine how values are embedded within an NSO's culture. Further investigation of values in Canadian NSOs is required to determine where they might fall on the 4-I Values Framework, and therefore, will be used in the current study to categorize the NSOs based on embedded values.

**Research Design**

The Diversity Engagement Survey (DES) was adopted to examine NSO employees (paid, fulltime) and Board of Director's perspectives of EDI in their NSO (c.f., Person et al., 2015). More precisely, sixteen of 64 funded NSOs were recruited to take part in the study. These NSOs were chosen to ensure a diverse representation based on number of employees, season of sport, team/individual, para/able-bodied, and type of sport (e.g., ice, racket, field etc.).

The DES has been deemed valid and reliable through a confirmatory factor analysis and Cronbach alpha calculations (Person et al., 2015). The DES is comprised of 22 questions that are scored on a 5-point Likert scale from strongly agree (five) to strongly disagree (one). The questions of the DES are grouped using the following eight items that measure employees' perspectives, common purpose, access to opportunity, equitable reward and recognition, cultural competence, trust, sense of belonging, appreciation of individual attributes, and respect (Person et al., 2015). Some example questions are, I feel connected to the values of this organization, I believe my organization manages diversity effectively, and I trust my organization's leadership to be fair to all employees.

**Results and Discussion**

This study is currently in the data collection process with the intention that the data will be fully collected and analyzed before the conference. To date, 51 survey responses have been received. Recruitment will remain ongoing until the desired sample size of a minimum of 100 surveys is received. The type of data analysis conducted will depend on the final sample size collected but will feature comparisons between the items measured in the DES (e.g., trust and cultural competence). Results will allow for interpretation of if the organization is equitable, diverse, and inclusive as perceived by their employees. The results from the survey data analysis will also inform theoretical contributions to MBV with further information about employee's perspectives of espoused values in their organization. A discussion on underlying vaues will be encouraged through the results of this contribution.

**Implications**

This research on MBV, EDI, and organizational culture will help NSOs with embedding values into their culture to improve organization performance. The results will help assess the landscape of NSOs approaches to EDI and which NSO would benefit the most from adopting a MBV approach, to further embed the values of EDI in the organization's culture. The information received will help NSOs to enact and substantiate EDI. These actions will provide sport industry stakeholders with practical strategies and scholars with contributions to the MBV, EDI and organizational culture literature.

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**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

**Making and Implementing Inclusion Policies for Transgender and Gender Diverse Athletes in Elite-Level Sport**

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**1.**

Recognising, specifying and protecting the rights of transgender and gender diverse (TGD) individuals is one of the most complex and conflicted areas of contemporary public policy. Such is the divisive nature of this context, debates around TGD inclusion in sport have proliferated the policy arena to become a mainstay in the mainstream media, ever since Lia Thomas became the first known transgender female to win a title (the Division I women's 500 freestyle) at the NCAA swimming finals, in March 2022 (BBC Sport, 2022).

The aim of this article, then, is to provide analysis of the policy response to TGD inclusion within the sports industry in the United Kingdom (UK), focusing on three sports: swimming, triathlon, and rugby union. The primary focus is the decision-making by English national governing bodies (NGBs), but as elite sport, in this context, is funded by UK Sport (a government agency), account needs to be taken of the decisions of UK-wide sport organisations.

Therefore, the main research question is: "How can NGBs, in England, develop and successfully implement inclusion policies for TDG athletes in elite-level sport?"

**2.**

In order to explore the policy-making challenges facing the NGBs, we used Matland's ambiguity/conflict model of policy implementation (Matland, 1995). Matland's model classifies issues along two axes: conflict and ambiguity. The first axis, Conflict, refers to conflict over goals and also over how the goals are to be met. NGBs are faced with a series of difficult and overlapping issues to resolve the first of which is deciding whether a male-to-female transition athlete can compete in women's events if they have passed through puberty as male. With reference to Matland's matrix the issue is certainly one that is characterised by high conflict and probably high ambiguity.

There are two sources of ambiguity: first, the science is unclear as to whether a two-year period of testosterone reduction, for example, removes the advantage of male puberty; and second, whether international federations (IFs)/NGB's motives are driven primarily by the science or the desire to avoid expensive legal challenges in the Court of Arbitration for Sport (CAS). For example, World Athletics won its 2018-2021 CAS case against Caster Semenya (in relation to the Eligibility Regulations for Female Classification requiring testosterone level reduction for female athletes with testes or naturally high concentrations of testosterone) but at a cost of $1.2m.

A second, related issue is whether to treat TGD athletes as individuals or as members of a category of competitor. The guidelines published by the International Olympic Committee (IOC) imply that decisions as to whether a male-to-female transitioned person should be allowed to compete in women's sport should be based on an assessment and comparison of the physiological characteristics (weight, power, strength, etc.) of the individual and not on a class characteristic such as passing through puberty as a male or particular levels of testosterone (IOC, 2021).

**3.**

This study adopts a qualitative approach utilising policy document analysis to analyse the policy responses to TDG inclusion in elite-level sport. TGD-related policy documents, official documentation and official websites were thematically analysed, guided by Matland's ambiguity-conflict model of policy implementation. Reasons why cases were selected are that all three sports are in the Olympic programme; swimming is one of the most prominent individual sports, with a long history of involvement with the Olympic Movement; triathlon and rugby (sevens) are relatively recent addition; swimming, in most countries, is heavily dependent on public support unlike triathlon and rugby sevens, which have a stronger commercial base; and, the British government, through UK Sport, has long been a substantial investor in elite Olympic sport.

**4.**

Analysis is ongoing, but we guarantee findings for the conference. Preliminary analysis includes 1) the selective use of science (blanket ban on any male who transitions after puberty vs a case-by-case approach that investigates the individuals' power, strength, etc in relation to a) the nature of the sport and b) the average cisfemale [sex assigned at birth is female] indicators, which has, so far, created significant conflict and ambiguity. 2) The role of IFs and the IOC as leading, devolving or deflecting responsibility. 3) The role of domestic governments/public opinion. 4) Main policy output by many policy actors, so far, has been issue avoidance. 5) In relation to Matland's 'conflict' we have identified several lines of conflict (a hierarchy of conflict) and that many actors have chosen to address the more severe conflicts. And 6) In relation to Matland's 'ambiguity', it can be used by decision-makers' to their advantage by emphasising or exaggerating to justify weak decisions.

**5.**

NGB/IF policies are at a very early stage of implementation and have yet to be seriously tested in CAS or domestic courts. We will provide theoretically informed recommendations to help NGBs improve the decision-making, policy-making and implementation in relation to TDG inclusion in elite-level sport.

### If Nothing Changes, Nothing Changes: Doing Sport Classification Differently

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Introduction: Commonwealth Games Federation (CGF) has long been aware of a regrettable lack of para sport representation across successive Commonwealth Games (CG) from smaller island and lower resourced Commonwealth (CW) nations. Timely and affordable opportunities for para athletes to obtain classification has been idenitifed as a material hindrance to both athlete and coach recruitment, and development of sustainable para-sport in these regions of the CW. Access to athlete classification, mandatory for para sport competition was further complicated by the global pandemic.

Aim: To examine how hybridized processes for para athlete classification might support sustainable, accessible sport development in developing and low resource nations.

Research Question: How can secure, remote technologies be utilized to support sustainable, accessible sport classification processes in the developing nations of the CW?

Theoretical Background: The Commonwealth Games (CG) is one of the largest multi-sport events where non-disabled and para athletes 'eat, sleep and compete' together. Yet engagement of para athletes from small island and low resource nations remains limited. A key challenge is the inequitable access to athlete classification (Quinn & Misener, 2023). Classification is an International Paralympic Committee (IPC) institutionalized property that determines which athletes are eligible to compete in a sport and how athletes are grouped together for competition used in all major events (IPC, 2013; Tweedy & Vanlandewijck, 2011). Access to IPC controlled classification requires significant resources including travel, events, and technical expertise. The global pandemic exacerbated the injustice of inequitable access to classification, due to the cancellation of global travel and sporting events. It also presented the opportunity to disrupt institutionalized processes of classification, to consider ways to support avenues for accessible, sustainable *provisional* classification in small island and low resource nations.

Research Design: Using a participatory approach and supported by CGF, the research was comprised of five stages. Stage 1 involved an in-region inventory of classification capacity including sport-specific expertise, academic partners, available sites, and technology. Stage 2 involved collaboration with International Classifiers to examine challenges, opportunities and co-create processes for remote athlete classification, specific to the 8 para sports scheduled for Birmingham CG. Stage 3 involved formal trials of the process models to provide classification for Research Purpose Only (cRPO) in 5 para sports: lawn bowls, athletics, table tennis, wheelchair basketball and cycling. Stage 4 involved interviews and focus groups with participants about the process models and their experiences.

Findings: The findings illustrated support for all five process models, with areas for refinement identified. Classifiers' willingness to develop alternative, accessible frameworks for classification was evident. Participants noted that provisional classifications, using digital technology have been ongoing in several sports. Development of process models was a promising step towards a more systematic approach to do so. Key elements to facilitate the integrity of process and veracity of outcomes included timely completion/submission documentation, clear communication between remote and on-site personnel prior to virtual classification, appropriate space, stable internet, and central coordination of the process of remote classification. Participants demonstrated confidence in the power of remote

classification processes to assist in disrupting institutionalized norms of elitism tied to classification (Peers, 2012).

Discussion: The IPC maintains power and control over the process of athlete classification through forced compliance with its Classification Code. There is an ongoing review of the IPC Classification Code, but this asset remains largely inaccessible for small island and low resource nations. This research demonstrates that opportunities exist that can facilitate athlete development pathways through more equitable access to classification. This in turn will support para athlete development for those who currently have limited or no access. All participants in the study were encouraging of the alternative processes used to provide a provisional classification for research purposes only, and supported disruption of the institutionalized approach that limits access (Howe & Kitchin, 2017).

Conclusion: If nothing changes, nothing changes.

Accessible, affordable classification has been identified by para sport leaders, coaches, and athletes in developing regions of the CW, as a substantial constraint to para sport engagement and the social inclusion of people with impairment. The global pandemic severely complicated this reality. This same pandemic has been a catalyst for much needed change in some spaces. Encouraged by the findings, there is little doubt that provisional sport classification can be provided in more accessible ways. The future of this work involves broad dissemination of the findings with sport stakeholders including domestic and international sport federations and futher diaglogue with IPC. Utilization of standardized process models and virtual technology to provide domestic classifications to potential para athletes, in developing areas of the globe, will allow athletes to know 'where they fit' in the milieu of para sport and support participation of athletes and coaches. Growth in para sport participation and development in lower resource nations can be facilitated through access to classification, and representation at future CG will broaden and diversify.

### The Underrepresentation of Women in Sports Marketing in German-speaking Countries. An Empirical Study Based on Several Sports.

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**Aim and Research Questions**

While gender inequalities of active athletes (pay, media presence) have been discussed for some time and with increasing intensity, the empirical fact that the marketing of athletes has so far been predominantly in male hands has received little attention. Yet it is plausible to assume that there is a clear link between sports marketing - defined as the application of marketing principles and techniques to promote sporting events, products, and services, among other things, in order to increase sales or to increase the engagement of target groups in sports - and the manifold inequalities in the treatment of male and female athletes. It is possible that the severe underrepresentation of women in sports marketing is one of the reasons for the unequal treatment of female athletes in monetary and media terms.

RQ1: What causes for the underrepresentation of women in sports marketing can be identified in general?

RQ2: Is the strong underrepresentation of women in sports marketing one of the causes of the unequal treatment of female athletes compared to male athletes?

RQ3: Is the severe underrepresentation of women in sports marketing greater in sports whose coverage is heavily male-dominated?

RQ4: What are the challenges and potentials for women in sports marketing?

**Theoretical Background and Literature Review**

In relation to the labor market as a whole, there is still a general imbalance in terms of gender quotas internationally - as has been demonstrated in a wide variety of contexts (Grönlund & Magnusson, 2016; Bergmann, Scheele & Sorger, 2018; Carli & Eagly, 2016; Davies, Broekema, Nordling & Furnham, 2017).

Particularly in sport, there are ongoing debates about gender equality. Women and their athletic achievements are often less noted and celebrated than those of their male counterparts (Petty & Pope, 2023). However, women and their achievements, just like those of men, can serve as role models and motivators for girls and women when they are made visible and rewarded equally. Gender segregation in sport not only provides men, unlike women, with important social networks; at the same time, sporting experiences convey gendered notions of employment skills that are evidently considered masculine (Joseph & Anderson, 2015). Male superiority, therefore, leads to an impediment to women's equality due to expectations of emerging social role congruities (Joseph & Anderson, 2015). Women in the field of sports marketing are rarely addressed in the research literature.

This thesis draws primarily on Eagly's (1987) "Social Role Theory," which states that gender stereotypes and gender roles are culturally constructed in society and that specific expectations exist for men and women in different fields and professional settings.

In addition, there are structural barriers, such as those discussed in "Glass Ceiling Theory," that prevent women from advancing their careers and rising to leadership positions (Carli & Eagly, 2016).

**Research Design, Methodology and Data Analysis**

An exploratory mixed-methods design was selected to answer the research questions. In this context, the qualitative approach (interviews with selected female experts) forms the basis for the quantitative survey, a large-scale online survey, in order to be able to test the hypotheses posed.

The participants (for both methods) were selected according to the following criteria:

- biological and defined female gender
- work experience in sports marketing of at least three years
- certain positions of responsibility and leadership
- representation of different sports and areas/actors in sports marketing

The participants (for both methods) were recruited through several channels and through the researcher's professional network.

The number of interview partners is eleven women in total.

The online survey was shared via social media such as Instagram, LinkedIn, Facebook and also survey platforms such as SurveyCircle and also via direct writing to marketing departments and employees in the sports business via email. The online survey will run until July 1 with currently 174 participants. The aim is to achieve a sample size of well over 200 participants. (Due to the lack of data on the population of female employees in sports marketing, information on the proportion of women in the German marketing industry as a whole was relied upon.)

### Results/Findings and Discussion

RQ1: Cultural and societal factors could be identified for the underrepresentation of women in sports marketing, especially gender stereotypes, discrimination, lack of attribution of competence; many reasons can be found in history: Sport has historically been almost exclusively male dominated

RQ2: Clearly confirmed

RQ3: Has been clearly confirmed, especially with regard to soccer

RQ4: The evaluation has not yet been completed. Meanwhile, one of the most important challenges has already emerged: Showing more competence than men have to do.

### Conclusion, Contribution, and Implication

More women in sports marketing would contribute to more equity in terms of wages and media attention.

## Organizational Capacity for Implementing Women's Participation Initiatives in Sport Clubs

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**Aim and research question**

Women remain underrepresented in sport (Burton, 2015). To address this issue, grassroots sport clubs are urged by public policies to implement initiatives to increase women's participation (Hanlon et al., 2019). Because of their position as the primary gateway for women into organized sport, sport clubs have a critical role in increasing women's participation. Therefore, there is a need to explore the factors influencing the implementation of women's participation initiatives by sport clubs to gain more knowledge of how to increase opportunities for women in sport. Among these factors, organizational capacity is essential in implementing diversity initiatives (Spaaji et al., 2018). However, little is known about the specific organizational capacity elements that affect the implementation of women's participation initiatives. Yet, as Doherty and Cuskelly (2019) stated, different organizational capacity elements might be needed depending on the specific goals, programs, or services (i.e., women participation initiatives) implemented. Therefore, identifying these elements is essential to understanding how sport clubs can strengthen their capacity to respond to the call to develop initiatives to make the sport more inclusive for women (Hanlon et al., 2019).

Thus, this study examines the influence of elements of sport clubs' organizational capacity on implementing initiatives to increase women's participation in sport. This research addresses the following question: "What are the specific elements of sport club organizational capacity that influence the implementation of initiatives to increase women's participation in sport?"

**Theoretical Background and Literature Review**

Organizational capacity, understood as the ability of an organization to acquire and mobilize resources to achieve its objectives, is a multidimensional concept (Hall et al., 2003). Based on the five organizational dimensions (i.e., human resources, finance, infrastructure, planning, and external relationship capacity) of Hall et al. (2003), Doherty and Cuskelly (2019) developed the Community Sport Capacity Scale. This scale measures 23 elements of organizational capacity in sport clubs and is therefore relevant to this study.

In recent years, women's participation in sport has increasingly gained the interest of sport management researchers. Building on Millar and Doherty's (2016) model, Hanlon et al. (2019) recently investigated the ability of sport clubs to implement policies that aim to increase women's participation in sport. Their results indicated a generally moderate level of capacity needed to implement initiatives to increase women's participation. Also, their results indicated a difference in the capacity level across dimensions. For example, the highest capacity level was related to planning, while the lowest was to the financial dimension. In addition to highlighting the relevance of using the organizational capacity to examine the implementation of initiatives to increase women's participation, Hanlon et al. (2019) highlighted a strong readiness among sport clubs to build their capacity to support women's participation. However, to date, little is known about the specific key elements of organizational capacity that sport clubs should focus on.

**Methods**

This study is part of a large research project on women's participation and sport organizations' capacity. With the help of the public sport administration and sport federations, an online survey was sent to representatives of all Walloon (Belgium's French-speaking community) sport clubs (around 7000 clubs). The questionnaire included questions about the gender composition of sport clubs, capacity, and women's participation initiatives. Based on Hanlon et al. (2019), the survey also included questions on the board's perception of the importance and benefits of women's participation in the sport club. These questions enable us to identify whether women's participation is a concern for the club. The 76-item scale of Doherty and Cuskelly (2019) measured the 23 elements of sport clubs' capacity.

In total, 705 valid responses were included in the analysis. Data is currently being analyzed using R. Three regression models will be developed, including the 23 capacity elements as independent variables and the implementation of women's participation initiatives as a dependent variable. There will be one model targeting initiatives to increase participation as athletes, one as coaches, and one as leaders. The gender composition and the size of the club as well as the board's perception of the importance and benefits of women's participation will be used as control variables.

### Results/Findings and Discussion

Findings are not yet available, but they will be available for presentation at EASM Conference 2023. Descriptive results are already available. Among our respondents, 36.7% were women and 63.3% were men. The majority of respondents were either board chairpersons (39.1%) or board secretaries (34.2%). On average, there were 31.5% of women on the boards of the sport clubs included in the study, and 24% of club chairpersons were women.

### Conclusion, Contribution, and Implication

This research will contribute to our understanding of the role of organizational capacity in implementing women's participation initiatives at the grassroots level. Other theoretical contributions, innovativeness of this study with regards to women's participation and capacity, practical implications, and future directions will be discussed during the presentation.

## Diversity Rationales of Sport National Governing Bodies in the US

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**Aim and Research Questions.** Diversity, equity, and inclusion (DEI) have gained increased attention among sport managers and the organizations they lead (Cunningham, 2023). Key to these activities are the organizations' diversity mission statements, which offer the rationale for their DEI activities. Recently, Starck and colleagues (2021) showed that diversity mission statements can take different forms, with corresponding varied outcomes. Such analyses in sport largely are missing (for an exception, see Ortega et al., 2022). Thus, the purpose of this study was to examine the form and outcomes of diversity mission statements among sport national governing bodies (NGBs) in the US.

**Theoretical Background and Literature Review**. Starck et al. (2021) theorized that diversity mission statements predominantly take on two forms: instrumental or moral. The instrumental approach focuses on the benefits diversity brings to the organization, such as increased learning or performance. The moral case focuses on emphasizing diversity because of the intrinsic values of doing so. Their analyses showed, even though instrumental rationales were common, a moral focus on diversity resulted in more access and better learning outcomes for minoritized students. Based on this rationale, the following research question was advanced: what is the nature of the diversity rationales among national governing bodies in the US?

**Research Design, Methodology and Data Analysis.** The researcher collected data from 58 sport national governing bodies in the US. Following Starck et al. (2021), two independent raters were first trained about the different diversity rationales and then reviewed and rated the statements. They offered three ratings for each: the degree to which the statement was instrumental in nature (1 = not at all to 4 = very much), the degree to which the statement was moral in nature (1 = not at all to 4 = very much), and a rating of the dominant ideology (1 = very much instrumental, 3 = neutral, 5 = very much moral).

Means and standard deviations were computed. A cluster analysis was computed to examine the distribution of sport NGBs based on their diversity mission statements.

**Results/Findings and Discussion**. Of the 58 sport NGBs, 35 had unique diversity mission statements. The remaining 23 had the same statement from the "US Olympic and Paralympic family." Of those with unique diversity mission statements, the mean instrumental rating was 2.55 (SD = 1.22) and the mean moral rating was 3.16 (SD = 1.02). The raters also considered the diversity mission statements to offer more of a moral than instrumental rationale (M = 3.38, SD = 1.32).

Results of the cluster analysis showed support for a 3-cluster solution. The most commonly occurring cluster (N = 16) included organizations with a high moral and low instrumental rationale. The remaining sport NGBs were evenly split among those with an instrumental rationale (N = 11) and those rated high in both areas (N = 11). Examples of each are given in the presentation.

**Conclusion, Contribution, and Implication**. Results from the study show variability in the rationale for DEI in sport NGB. Though a moral rationale is frequently offered, so too are instrumental rationales. Thus, the organizations differ in the degree to which they pursue DEI aims based on the benefits they might bring versus the intrinsic values associated with doing so (see also Singer & Cunningham, 2012).

This study contributes to the DEI in sport literature by focusing on an under-researched topic and by examining US sport organizations outside of the athletics context. Future researchers should examine how the diversity mission statements are developed and the outcomes associated with the varying rationales.

### Increasing Physical Activity among Muslim Women: Implications for Sport Managers

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Aim and Research Questions: Regular participation in sport and physical activity offers many benefits (Bidzan-Bluma & Lipowska, 2018; Eigenschenk et al., 2019). Nevertheless, Muslim women frequently report being less active and having fewer opportunities than their peers (Kahan, 2015). Mainstream media and extant academic scholarship both point to religious beliefs as a primary factor; recent critical scholarship has offered a counter-narrative, suggesting that Muslim women might draw from their religious beliefs as the impetus for their physical activity involvement (Hussain & Cunningham, 2020). The purpose of this research was to explore these possibilities in greater depth.

Theoretical Background and Literature Review. Furthermore, from a social identity perspective (Tajfel, 1978; Tajfel & Turner, 1979), people's personal identity is an important element of their self-concept and helps to differentiate themselves within a particular setting (Brewer, 1991). Religious identity, then, reflects the degree to which people's religious beliefs provide the basis for their personal identity (Cunningham, 2010; Ladd, 2007). In this case, religious attitudes and beliefs inform how people see themselves relative to others, affect their self-image, and contribute to how they feel about themselves.

Walseth and Fasting's (2003) work contributes to this understanding. They collected qualitative data from 27 Muslim women in Egypt, all of whom held that Islam emphasized health and sport participation. Those connections were most strongly endorsed among women who were closely connected with their religious views. Similarly, Robio-Rico and colleagues interviewed Moroccan Muslim women about their involvement in physical activity (Rubio-Rico et al., 2021). Some of the women viewed their physical activity as one part of a holistic view of Islam, and their physical activity helped them to connect more closely with their religious tradition. These findings align with broader scholarship (i.e., not focused solely on Muslim women), showing that religious and spiritual beliefs can shape people's physical activity and the well-being they derive from it (Noh & Shahdan, 2020). Drawing from this research, we hypothesized: Among Muslim women, religious identity will be positively associated with physical activity participation (H1).

Health consciousness, or the degree to which people are aware of their health and express a willingness to improve it (Gould, 1990), could influence the relationship. Health-conscious people will seek out information about ways to maintain a healthy lifestyle, and their behaviors frequently follow. In a study of Finnish adults, Ek found that women were more likely than men to seek out health-related information and receive feedback from people close to them (Ek, 2015). Furthermore, women who perceive health risks are more likely to seek out health-related information online when they are health-conscious and believe the Internet is a valuable tool for obtaining said information (Ahadzadeh et al., 2018). Coupled with the research related to religious identity, this scholarship suggests that health-conscious people might engage in more physical activity and that the benefits might be amplified among women whose religious beliefs inform their identity. Thus, we hypothesized: Health consciousness will moderate the relationship between religious identity and physical activity participation (H2)

Research Design, Methodology and Data Analysis. The authors collected data from Muslim women (N = 177) living in the US. Participants were recruited from online communities and

responded to an online questionnaire measuring their demographics, religious identity (Cunningham, 2010), health consciousness (Gould, 1988), and physical activity (Bozionelos & Bennett, 1999), and an attention check.

Descriptive statistics were computed for each of the study variables. The hypotheses through moderated regression, following Hayes' PROCESS models (Hayes, 2018).

Results/Findings and Discussion. The regression model explained 43.2% ($p < .001$) of the variance in physical activity intentions. Consistent with Hypothesis 1, religious identity was positively associated with physical activity intentions ($B = 4.746$, $SE = 1.821$, $p = .010$). Health consciousness was also related to physical activity intentions ($B = 6.002$, $SE = 1.844$, $p = .001$). Finally, the religious identity × health consciousness interaction term was significant ($B = 2.826$, $SE = .686$, $p < .001$). When health consciousness was low, the relationship between religious identity and physical activity intentions was not significant ($B = 1.574$, $SE = 1.796$, $p = .382$); however, when health consciousness was high, religious identity was highly predictive of physical activity intentions ($B = 7.618$, $SE = 2.103$, $p < .001$). Conclusion, Contribution, and Implication. Overall, results support the previous qualitative research in the area showing that Muslim women's strong religious identity should not be seen as a barrier to sport participation (Agergaard, 2016; Hussain & Cunningham, 2020, 2021). Indeed, despite the narrative to the contrary, numerous Muslim women consider the religion Islam being supportive of sport participation (Agergaard, 2016; Walseth, 2006). Sport managers should remain mindful that many Muslim women are highly health conscious and seek to be physically active. This result supports previous claims by scholars related to the strong relationship between health consciousness and physical activity participation.

**ID: 1453**

**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

**Barriers to Increasing Diversity in Sport Participation: An Atlantic Canadian Perspective of Attitudes to Diversity in Sport Organizations**

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Aim and Research Questions

This paper aims to examine barriers to increasing diversity in sport participation in a sample of provincial sport organizations in Atlantic Canada. The four Atlantic provinces have a smaller, more rural population than the central or western provinces, which challenges sports organizations in terms of organizational capacity and the success of athletes. We explore attitudes of sport managers (executive directors, board members, people in senior positions) to different forms of diversity and inclusion (e.g., race, disability, gender, sexual orientation) and analyze how Canadian sports organizations prioritize and value different forms of diversity in their programs and governance/operations.

Theoretical Background and Literature Review

Increasing diversity continues to challenge sport managers with multiple barriers cited including lack of social support, socioeconomic challenges, lack of organizational support, and discrimination (Dadswell et al, 2022). Diversity in sport is often studied in individual categories of race, gender, disability, and culture (Ahmad et al., 2020), which might suggest that sport managers should prioritize the aspect of diversity that needs to be addressed in their organization. However, categories intersect and multiply upon each other, and there must also be a willingness to recognize the contributions that diversity and inclusion in sport brings to organizations, practices and participants.

Research has recently indicated resistance within sport organizations to providing inclusive programs and environments (Spaaji, Knoppers & Jeanes, 2020). To examine this resistance and explore attitudes to diversity in Atlantic Canada, we utilize critical theory as a theoretical framework. Critical approaches allow the investigation of power structures in taken-for-granted systems, and how these systems may be oppressive, exclusive, or in need of improvement (Bodin, Teare and Taks, 2022; Frisby, 2005).

Research Design, Methodology and Data Analysis

Nine focus groups of sport organization representatives in senior management or governance positions were conducted online, with questions centered around diversity and inclusion, barriers to participation and innovation (change) in sports organizations. Each group contained between 3-6 people (total number of participants was 22, with 9 women represented), with discussions lasting from 50-120 minutes per group. Interview questions were developed to be broad and inclusive, to measure attitudes towards levels of diversity in sports organizations, actions and behaviors that encourage or limit diversity, and social inclusion of diverse individuals. Questions focused on whether different disadvantaged/diverse groups were prioritized, the extent of diversity and if participants thought it could/should be increased, the concept of inclusion, and what happened (or not) in their organizations to address the inclusion of diverse groups. Data analysis followed Alvesson and Deetz's (2000) guide to critical management research. Specifically, we measure explicit and implicit attitudes (often referred to as unconscious bias). Analysis sought to move beyond what participants said (explicit attitude) to extract and interpret the meaning or implication of what was said (intangible

reality), and why this was important to understanding how attitudes to diversity in sport organizations can facilitate or inhibit the inclusion of different people based on their diversity characteristics.

Results/Findings and Discussion **

Results indicate that while sport organizations exhibit positive explicit attitudes towards increasing diversity, there are a variety of unconscious biases or implicit attitudes that could explain more intangible barriers to attracting more diverse groups in sport. Participants often stated that diversity and inclusion were important and that sport organizations could 'do more' to attract and keep diverse groups in sport by providing welcoming environments and opportunities. The main barriers suggested which prevent diversity include more structural (tangible) than attitudinal factors. One barrier that was both tangible and intangible included diversity of the board, indicating a direct relationship between lack of diversity at the governance level and lack of diversity in participation, suggesting a direct connection between governance and performance of sport organizations. Participants suggested that more diverse boards (tangible), may be more inclined (intangible) to prioritize diverse groups and draw on personal experience and networks to develop approaches aimed at diversity generally, or across multiple groups at once.

## Review Of The Use Of The International Classification Of Functioning Disability And Health As A Measurement Of Disability Within Sport

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**Aim:** As part of a wider study aiming to provide an understanding of the lived experience of persons with disabilities living in Scotland regarding their sport and physical activity, this paper addresses the aim of understanding the use of and potential of the ICF to explore the relationship between sport/physical activity and disability within a Scottish context. At present, no current national surveys in Scotland include questions on the types of sport, frequency, intensity or duration of participation by people with a disability, nor do they question attitudes to sport and physical activity.

**Theoretical background:** Sport and Physical Activity are understood to be complex phenomena that are ever evolving in their nature based on relationships between physical, societal, cultural, psychological and environmental factors (Ross, Case & Leung, 2016). The International Classification of Functioning, Disability and Health Framework (ICF; WHO, 2001) provides a conceptual framework that challenges perceptions of physical activity as a primarily performance-based measure of participation. The ICF has been based on the biopsychosocial model of disability which recognises elements of societal factors, environmental factors and individual personal factors, however, it does lack medical factors outlined by the biomedical model and this is potentially an area which requires further research and evaluation (Bruyère, Van Looy & Peterson; 2005).

**Methodology and Data Analysis**: This study used a mixed methodological approach to understanding the lived experience of people with a disability in Scotland. A total of 450 participants aged between 12 – 70 years old completed an online questionnaire via QuestionPro with follow up focus groups with 18 people aged between 13 - 61 years old. The focus groups examined four meta-theme areas: physical factors, social factors, psychological factors and sport specific factors. Quantitative data analysis of the questionnaires were conducted using SPSS with a thematic meta and sub analysis of qualitative focus groups.

**Results/ Discussion:** Within the ICF the most widely reported impairment of physical function was pain (69%) followed by mobility of joints with 67.4% sleep (65.3%), muscle power (58.9%) and tone (59.2%), energy and drive functions (61.1%), and emotional functions (feelings) (52.8%). Data reported on the structural impairments include legs and feet (69.5%), spinal cord/ peripheral nerves (38.4%), eyes and ears (36.4), arms and hands (46.7%), trunk (38.8%), pelvis (40%) and the shoulder region (36.3%). The (ICF) provided a more detailed indicator of the key impairments that could impact on participation in sport and physical activity and enabled a better understanding of the issues affecting sport participation. A high overall ICF score seems to be linked to non-participation in sport and physical activity (91 vs 78)). Interestingly, despite relatively high levels of participation in sport and physical activity, significant numbers of participants in this study exhibited moderately high levels of sedentary behaviour that could be harmful to their metabolic health. Knowledge of the ICF across participants in focus groups was limited with the majority indicating it was only relevant in classification terms for competitive or elite level sport. However, it was also noted that for some, this was a factor in discouraging participation in competitive sport due to difficulties with classification processes as many indicated having to travel outside of Scotland to be classified.

**Conclusions:** The full International Classification of Functioning, Disability and Health (ICF) covers a wide range of functional domains and may not be the most efficient tool for assessing factors associated with participation in sport and physical activity specifically. It is also important to consider that disability is a complex and multifaceted concept, and factors such as sleep, nutrition, intellectual capacity and physical function can all impact an individual's ability to participate in physical activity. Therefore, it may be useful to include these domains in a modified slimmed down ICF-based assessment tool, which also incorporated some of the other well-known social and environmental factors to get a more complete picture of an individual's functioning and disability that is relevant to sport and physical activity participation. This new tool could provide a more accurate assessment of disability at both an individual and national level, if incorporated into a national survey, to enable more appropriate interventions to be developed and delivered to enhance the health and wellbeing of this large segment of the population, potentially reducing the health costs associated with inactivity. However, further research would be required to decide on the most influential domains that could be included in a modified ICF.

### Enhancing Inclusivity In Youth Sports: Financial Support Practices Of Sports Clubs

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1. Aim and Research Questions

The aim of the research is to investigate the financial support to low-income families offered by sports clubs. The research question is, what kind of practices are associated with this support, in relation to 1) the forms of support available, 2) the eligibility criteria, 3) the granting process, and 4) communication methods.

2. Theoretical Background and Literature Review

Equity of sports participation is a central principle in sports policies, especially in Scandinavian countries. However, during 2000s, Finnish grass roots sports activities have professionalized, which has led to rising costs in youth sports. These problems and the following exclusivity have been under international discussion in youth sports for decades (Clark et al., 2022). As Onescu et al. (2021) point, neoliberalism governance has emphasized revenue generation, and recreation offerings have turned into a business rather than a service available to all.

Although the inequal opportunities in sports participation are well known, interest in research on sport and recreation organizers' practices and strategies to include low-income families and citizens has been limited but growing. In general, inclusive strategies and practices can be divided to fee/financial assistant programs or low or no cost programming (Onescu & Loewen, 2020; Fortune & Onescu, 2022). In previous studies, financial support, which is the focus in this study as well, may include discount on membership fees, dissemination of equipment, provision of volunteer opportunities for reduced fees, various partnerships, relocation of programs, or reducing the program costs (Onescu et al., 2021).

The study is based on a practice theoretical approach, which emphasizes the significance of practices in the structuration of social systems and, hence, as a research interest (e.g., Giddens, 1984; Whittington, 2015). In this case, the practices of financial support formulate the organizational and sports system policies of inclusivity. Therefore, it is important to understand how inclusivity is realized in sports clubs' practices and what kinds of possibilities and challenges may be found in implementing policy objectives.

3. Research Design, Methodology and Data Analysis

The study involved semi-structured interviews with 15 sports clubs in Finland that offer some form of financial support. The clubs were selected based on different sizes, geographical locations, and sports. The data was analyzed using content analysis, in accordance with the research questions.

4. Results/Findings and Discussion

Firstly, the financial support offered by sports clubs could be divided into three forms: payment arrangements, direct financial support to the families, and tailored cost support. Payment arrangements were present in varying degrees in all clubs studied. Late payments were rarely sent to collections. Direct support to the participant/family generally referred to a fund or budget line from which the participant could apply for support for the club's monthly fees. Other forms of financial support, such as for camps or competition fees, were less common. Tailored cost support meant that the participant could, in some way, choose whether to participate in all events.

Secondly, the granting process in clubs was through an informal application, and proof of financial status was very rarely requested. The granting process was rather flexible and informal, although it was found that in big clubs with participants needing a lot of support, there is a need to systematize support practices. Some clubs allowed for continuous applications, while others had specific application periods. Notably, the eligibility criteria turned out to be related to financial constraints, not to low incomes per se. In addition, in biggest teams sports, there are fee assistant systems in the level of national governing organization, which contributes to the sports club level as well.

Lastly, there were different practices for communicating the possibilities of financial support, ranging from continuous communication and through multiple channels to personal suggestion to apply for support to family with financial constraints. In addition, several clubs provided information on other financial support sources.

5. Conclusion, Contribution, and Implication

This study investigated how Finnish sport clubs support families financially to enhance inclusivity in youth sports. It made contributions in three areas: Firstly, qualitative research refined understanding of financial support of previous studies and aided in the development of survey questions for future analyses. Secondly, the study highlighted that sport clubs support families with financial constraints rather than low-income families per se. The effectiveness of this support system for the lowest socio-economic groups remains unclear. However, clubs perceive the support system as important for ensuring participation and preventing dropouts. Thirdly, the study revealed how organizational practices formulate inclusive policies in everyday life. Sports clubs were unable to verify economic status of families and utilized varied communication and support forms. This type of financial support distribution for children and youth in sports depends on clubs and lacks evenness from the participant's perspective. The study of practices helps to understand the institutional structures of inequalities in sports (Whittington, 2015).

### 'We Exist Because of Them': An Analysis of the Integration Process of Men's and Women's Football in China

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### Research Aim and Questions

In 2019 the Chinese Football Association (CFA) released a policy mandating all clubs qualifying for the Chinese Super League (CSL) to integrate a women's football team within their structure. By integrating men's and women's football clubs, the CFA aimed to provide a platform for resource-sharing and enhance the visibility and commercialisation of the women's game. Against this backdrop, this study aims to answer the research question: is the integration of men's and women's football the way forward for women's football development in China? Three sub-questions are developed:

- What was the integration process between men's and women's football?
- How was the individual experience of the integration process?
- To what extent has the integration policy impacted women's football development?

### Theoretical Background and Literature Review

There has been an increase in the literature on women's football recently partly due to the increased popularity of the sport (Valenti et al, 2021). However, academic attention on women's football from managerial and policy perspectives remains under-researched (Valenti et al, 2018). While the definition of integration is contested in the literature, it is a shared view that integration implies the development of a sense of belonging in the host community, with some renegotiation of identity by both newcomers and hosts (Philimore, 2012). The concept of integration in sport studies is especially associated with migration research, that is, using sport as a tool to promote the integration of immigrants or minorities to society (Flensner et al, 2021). However, there appears to be limited research on understanding the integration process of sport teams between two genders. Theory related to organisational socialisation (Benson & Eys, 2017) offers a framework for understanding the integration process of a women's team to a men's football club and the consequences associated with various integration strategies. Socialisation is a process in which newcomers learn the culture, norms, and expectations associated with membership in a particular group (Van Maanen, 1978). In organizational contexts, structured socialization tactics are linked to numerous benefits, including fostered group cohesion, enhanced role perceptions, greater commitment from newcomers, and stronger social networks throughout an organization (Benson & Eys, 2017).

### Methods

Underpinned by a critical realist ontology, we conducted 18 semi-structured interviews with four club directors responsible for women's football development and female football players from three different clubs (*N*=14) impacted by the integration policy. Secondary data such as relevant policy documents (e.g., CFA CSL Club Entry Code) and media reports were collected as complementary material. All qualitative data were analysed using the thematic analysis method.

### Findings and Discussion

The findings highlighted that two main integration strategies have been adopted by clubs, i.e., clubs either partnering with an existing external football team (such as local university

women's football teams or government-sponsored provincial (municipal) women's football teams) or clubs creating their own women's team by recruiting players. However, club directors commented on the difficulties in implementing the policy for reasons such as financial difficulties, especially during/post-Covid-19, which has led to 'a majority of clubs not investing in women's football as required.' In terms of the individual experience, a lack of agency in the integration process was perceived by the female players. In addition, there seem to be limited socialisation tactics adopted by the clubs. Interviewees commented on the limited interaction with their men's teams and that they were not required to learn about the culture of the clubs. Nonetheless, interviewees developed their sense of belonging to clubs through channels such as fan support and other benefits of the integration. For example, all interviewees have reported improved training facilities and conditions, better-equipped personnel/staff team (e.g., masseuse, physician) compared to the previous model of 'one manager serving multiple roles', and better accommodation and dietary services. Most interviewees felt 'grateful' or 'lucky' to have been given the opportunity to play for a professional men's club, despite minimum or no wage was provided. However, there are also common concerns raised about the affiliation status of their women's teams, as one player summarised: 'We are not equal (with men's team), we exist because of them. So, if they don't exist anymore, we would be over, too.' Another concern lies in the sustainability of these integration modes. Specifically, clubs working with external women's teams that already exist, despite meeting the CSL entry requirement, are not interested in building reserve teams, which is essential to achieve sustainable women's football development.

**Conclusion, Contribution and Implications**

This study advances knowledge on the integration process of men's and women's football, demonstrating the two-sided individual experience of female players: considering themselves 'lucky' but 'not equal'. Two main implications are derived: female players need to recognise and exercise agency in the integration process to influence and negotiate their context; clubs need to better integrate the women's teams rather than considering them as mere beneficiaries of the development.

**ID: 2512**

**Diversity and Inclusion Issues in Sport Management - Revised Version**

*Topics:* Equity, Diversity and Inclusion in Sport Management

### How are Diversity and Inclusion Defined, Understood, and Practiced in a UK-Wide Outdoor Organisation and What are the Implications for Sport Managers?

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1. Aim and Research Questions

The study responds to calls for further empirical work around the impact of diversity and inclusion-related discursive practices in different sport organisations (Turconi, Shaw & Falcous, 2022). The aim of this study was to examine diversity and inclusion within the context of a large, non-profit, UK-wide outdoor organisation. The organisation was chosen as one whose remit is in line with current UK Government and Sport England foci, which includes, to a not insignificant extent, involvement in outdoor adventure and its potential for transforming lives (Sport England, 2021). Discourses of diversity and inclusion and their impacts have been under-researched in relation to outdoor sector organisations, despite a Sport England report in 2015 that identified over 9000 delivery organisations in this sector in England alone.

We consider the following research questions:

(1) How are diversity and inclusion defined, understood, and practiced within this specific organisational context?

(2) What are the various power effects of these different diversity and inclusion understandings and practices?

2. Theoretical Background and Literature Review

Managing and promoting diversity and inclusion in organisations is becoming an increasingly prominent part of organisational strategies across the world, due to both changes in society and greater awareness of its value (Cunningham, 2019). However, previous research suggests diversity and inclusion policy rhetoric does not always lead to effective practice (Storr, 2021). Indeed, sport is identified as a field where different understandings, rationales and justifications related to equality, equity, diversity, and inclusion co-exist and where tensions abound (Turconi, Shaw & Falcous, 2022). This study was informed theoretically by a poststructuralist Foucauldian approach to understand how dominant relations of power-knowledge shape and constrain understandings and practices related to diversity, and to examine the various power effects of these dominant understandings and practices.

3. Research Design, Methodology and Data Analysis

Qualitative semi-structured interviews were undertaken with 16 members of staff (eight male and eight female), over the age of 18, from different levels, roles and leadership positions, across different organisational locations. The interviews were led by three researchers from the same institution, two female, one male, each with academic and practice-based experience concerning diversity and inclusion issues in sport coaching and management. We drew on a Foucauldian inspired theory-based analysis which involved identifying and analysing extracts into themes, using an iterative process with Foucauldian notions of discourse and power to understand meanings and practices of diversity and inclusion. We analysed the data separately, then discussed our themes and connections together, using each other as critical friends to develop our final analysis. We themed our findings into discursive formation as constituted by *articulable* forms (e.g., the set of scientific and technical knowledges which inform diversity

management practices within outdoor organisational contexts) and the *visible* forms (e.g., the various practices related to diversity and inclusion management).

### 4. Results/Findings and Discussion **

Our analysis of the 'articulable' or the discursive statements that governed our interviewees perceptions of diversity and inclusion in our organisational context reflected a heterogeneous discursive field. The findings also highlight key tensions and contradictions e.g. relating to historical values, and the privileging of certain discursive articulations and rationalities over others, e.g., the business case over moral justifications, which led to specific diversity management practices and power effects, e.g. a focus on front-facing staff and instructors. We unpack these in more detail in our presentation. At the time of interviews there was a perception that diversity and inclusion had become a developing agenda in the organisation, but progress was described as 'slow' and for meaningful change, a different and more radical approach was needed.

### 5. Conclusion, Contribution, and Implication **

We have extended and added to understandings of the complexity of diversity and inclusion discourses and practices through new empirical study with staff in a UK outdoor nonprofit organisation. This also provides insight to managers across the wider sport sector, as we suggest there may be relatable historical legacies and unproblematised discourses (Naess, 2023). We encourage more critical perspectives to challenge these and highlight positive signs of change. We call for diversity and inclusion to be embedded within core sport nonprofit organisational cultures and working practices for meaningful and sustainable change.

**ID: 157**
Sustainability and Sport Management

**From Strategy to Implementation: Mapping the Sustainability Approaches of UEFA's Member National Associations**

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**Aim and Research Questions**

On December 2021, UEFA published its sustainability strategy (UEFA, 2021) mainly focusing on environmental and social targets and promoting it not only as an encouragement, but as a pressure lever for its 55 members national associations (NAs) to take actions towards those goals. The present study aims at exploring the backdrop of European football sustainability policy through the lens of isomorphism (Washington & Patterson, 2011), by mapping and analyzing UEFA's member NAs sustainability practices, guided by the following research question: *What is the current landscape of sustainability strategies and initiatives in European Football?* Through this exploration, we offer insights into the existing sustainability landscape while introducing a baseline categorization of the existing sustainability practices, according to their sophistication and scope.

**Theoretical Background and Literature Review**

Although Washington and Patterson (2011) recommended the extension of institutional theory in more domains of sport management, only a few studies have examined sport and sustainability as a process of organizational change due to mimetic, normative and coercive isomorphism (Daddi, et al., 2021; McCullough et al., 2016). In fact, a conceptual framework has been proposed, including three "waves" in the application of sustainability in sports, initiated by coercive formal or informal stakeholders' pressures, and followed by mimetic and normative practices within sport organizations (McCullough et al., 2016). Accordingly, researchers have yet to find any mimetic behaviors in the field of football and sustainability (Daddi et al., 2021), while normative isomorphism is apparent only when best practices have already been established (McCullough et al., 2016),

Research has highlighted the importance of coercive isomorphism to the institutionalization of environmental sustainability in sport (McCullough et al., 2016) and the findings of Daddi and his colleagues (2021) confirmed that notion by suggesting that coercive pressures significantly impacted the adoption of environmental sustainability in the governance of sport organizations.

**Research Design, Methodology and Data Analysis**

In order for the landscape to which the new sustainability strategy is being introduced to be better understood, a thematic mapping study was conducted to examine the current sustainability practices, initiatives and strategies of UEFA's 55 member NAs.

The research team examined the official communications (website, national strategies, press releases) of all the NAs for any mentions of social or environmental sustainability actions or strategies in either English or the native language of each national association. The extracts from all the identified communications were analysed thematically, in order for patterns within the data to be identified, following the protocol of Boyatzis, (1998).

**Results/Findings and Discussion**

The analysis of the data revealed the existence of five wide themes which represent the five different levels of the environmental and social sustainability pyramid encountered within the

NAs. These five levels, level 0 to level 4, capture the full spectrum of the sustainability landscape in the UEFA's NAs, as it will be detailed below.

The first level of environmental and social sustainability was level 0 (18 NAs), in which no particular actions were taken by the NAs to promote sustainability, with equally no strategy designed to guide them in this direction.

Level 1 captures the 15 NAs which are actively engaging in social sustainability actions, with nevertheless a complete lack of involvement in environmental sustainability actions.

Level 2 entails all 9 NAs which have developed a strategy to guide their social sustainability efforts in a more coherent and strategic manner.

Level 3 captures the 5 NAs which have adopted a thorough strategy and numerous actions on social sustainability, and engage in programmes and actions focusing on environmental sustainability.

The final level encountered captures 8 NAs that are actively involved in both social and environmental sustainability and are not only engaged in the organisation or promotion of relevant activities and programmes but have also developed detailed and measurable strategies on both these areas.

Our study comes in contrast to previous research (Daddi, et al., 2021; McCullough et al., 2016) suggesting the existence of mimetic and normative isomorphism across European NAs, particularly shaping a pyramid shape in their sustainability progress. Further qualitative research is needed to examine the challenges and opportunities of NAs during the sustainability strategy development and implementation phase that might be shaping the level on which they currently fall under.

**Conclusion, Contribution, and Implication**

The results of our study reveal a sustainability strategy pyramid consisting of five levels, ranging from no actions or strategies to actively engaging in both social and environmental sustainability with developed comprehensive strategies and initiatives.

The study contributes by developing a baseline categorization of sustainability practices in European football, which can be used as a reference point for future research and policy-making in sports and sustainability. Additionally, this study has practical implications for the NAs, as they can use it as a framework and ''development ladder'' for progressing in terms of sustainability.

**ID: 158**
Sustainability and Sport Management

## Evaluating a Professional Sport Team's Environmental Promotion: The Role of Internalisation

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### Aim and Research Questions

Environmental sustainability is one of the key elements that sport organisations must focus on. This is because sport sectors are characterised by an excessive reliance on the environment during sport consumption (McCullough et al., 2019), and understanding how sport consumers' pro-environmental behaviours (PEB) are shaped can be useful for sport organisations in establishing marketing strategies. In this way, corporate social marketing (CSM) refers to an attempt to change consumer behaviour through promotional activities undertaken by companies and organisations (Kotler & Lee, 2005). To encourage civic engagement and social responsibility, professional sport organisations are valuable for two reasons (Babiak & Wolfe, 2009). One is that sport spectators are more invested in the team because of their emotional connections. Furthermore, sport organisations have been recognised as potential promotors of consumers' value internalisation of environmental issues. However, the role of internalisation remains underexplored in the context of CSM by sport teams. Hence, this study aims to reveal how spectators' evaluations of CSM characteristics and environmental credibility are associated with PEB mediated by internalisation.

### Theoretical Background and Literature Review

Internalisation theory (Kelman, 1958, 1961, 2006) was applied in this study, stating that internalisation occurs when an individual adopts a given behaviour induced by another. Using this theory, Inoue and Kent (2012) conducted an empirical study to reveal that a team's positive environmental practices increase consumer internalisation of the team's value. Additionally, they have suggested a conceptual framework including the organisation's credibility (Inoue & Kent, 2014); however, this framework has not been empirically investigated. Hence, based on Inoue and Kent's conceptual model, we tested seven hypotheses towards Japanese professional basketball spectators.

### Research Design, Methodology and Data Analysis

This study conducted a questionnaire survey among spectators of the game during the Carbon Neutral Action at the venue. With the help of the basketball team located in Tokyo, a questionnaire link was sent to the spectators after the game. Nine hundred data were collected, and 612 samples were included in the data analysis (valid ratio: 68%). For data analysis, we examined the normality of the data using the skewness-kurtosis test. Skewness was scored in the range of $\pm 2$ (from $-.139$ to $-1.87$) and $\pm 7$ (from $-.063$ to $6.26$) for kurtosis; this means that the data satisfied the normality assumption (Curran et al., 1996). Testing the proposed hypotheses, confirmatory factor analysis (CFA), structural equation modelling (SEM) and bootstrapping estimation with 5,000 resamples to calculate bias-corrected 95% confidence intervals (CIs) for indirect effects of an organisation's environmental credibility were assessed using SPSS and Amos 28.0.

### Results, Findings and Discussion

After confirming that there was no serious issue regarding the common method variance using the post hoc test, which estimated that the first factor accounted for 41.34% of the total variance lower than the criteria (50%, Podsakoff et al., 2003), CFA using maximum likelihood estimation was performed. All factor loadings and construct reliabilities were above the

threshold. However, the two constructs' AVE were slightly below .50 (perceived effort = .49, daily recycle = .46). The model fit was acceptable ($\chi^2/df$ = 2.75, $p$ < .001, CFI = .95, TLI = .94, RMSEA = .05 (LO90 = .05, HI = .06), SRMR = .043). Using maximum likelihood estimation, SEM was performed to test the hypothesis, indicating that all hypotheses were supported. The adjusted R square for each variable were as follows: environmental credibility = .71, internalisation = .63, daily recycling = .16, in-game recycling = .27 and perceived efficacy on PEB = .28. Finally, to test the mediation effect of internalisation, the bootstrapping method was applied. Data showed that the organisations's credibility had positive indirect effects on all three dependent variables ($\beta_{\text{daily recycle}}$ = .25, $p$ < .001, 95% CI [.17, .37], $\beta_{\text{in-game recycle}}$ = .43, $p$ < .001, 95% CI [.32, .56], $\beta_{\text{efficacy}}$ = .46, $p$ < .001, 95% CI [.35, .59]), indicating the significance of internalisation as a mediator. Hence, internalisation had a mediation effect on the three dependent variables.

**Conclusion, Contribution and Implications**

The spectators' evaluations of CSM by the sport organisation were positively related to environmental credibility, which led to the spectators' PEB-related outcomes (i.e. daily recycling, in-game recycling and perceived efficacy on PEB) through internalisation. This indicates that spectators' overall evaluation of the project the team is undertaking will lead to an increased belief in the team's approach to a specific assignment. As a result, when spectators internalise the values which team execute, it predicts behaviour and self-evaluation. This research helps shed light on how spectators assess teams' initiatives and how that impacts the significance of their own environmentally responsible actions. Future research needs to confirm whether spectators' attitudes and actions are altered as a result of teams' efforts.

## Sport in a Post-Growth Society: Potential Challenges and Opportunities

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### Aim and Research Questions

Economic growth - reflected in Gross Domestic Product (GDP) - is considered the primary indicator of economic activity, which is also evident in sport (Breuer et al., 2014). However, signs exist that global economic growth is increasingly reaching its limits, with GDP growth in Western industrialized countries showing negative trends (e.g., because of consumption saturation and resource scarcity). Moreover, social inequalities are worsening due to the uneven distribution of economic growth across populations (Jackson, 2019). Therefore, politics have agreed on 17 Sustainable Development Goals (SDGs) along environmental, economic, and social pillars (Jackson, 2019). Specifically, SDG 8 promotes sustainable economic growth for all, which makes sense from a global perspective. However, in Western industrialized countries, the achievement of these goals is primarily aimed at addressing the aforementioned problems (e.g., resource scarcity and social inequality). Social and ecological aspects are becoming more critical in assessing a sustainable and meaningful life, and economic prosperity is losing relevance. The result would be a post-growth societal system that could be described as socio-ecological transformation (e.g., reducing ecological footprints and social inequalities) to increase human well-being with reduced economic output (Jackson, 2019).

Sport, as societal subsystem, is strongly intertwined with other subsystems. It can strongly influence social actors due to its high media impact and access to large parts of the population (Breuer et al., 2014). In sustainable development, sport stakeholders face various issues (e.g., legitimacy of sports, consumption of natural resources; Gammelsæter & Loland, 2022). Accordingly, questions may arise about sport's societal role in Western industrialized countries and potential challenges and opportunities it may face in a post-growth society.

### Theoretical Background and Literature Review

According to theories of value co-creation, value creation is divided into transactional and non-transactional exchange, the former dealing with financial and the latter with value creation beyond monetary exchange (Stegmann et al., 2021). Transactional value creation is coordinated through costs for prices assuming opportunistic actions (Weise, 1989). Contrastingly, non-transactional value creation's coordination occurs through sanctions (for non-compliance with rules/norms) and assuming individuals to act in solidarity. The integration of these two perspectives allows addressing issues of sustainable development of society through sport, as it can represent the changing assessment of human well-being with increasing relevance of social and decreasing economic value (e.g., gaining social status rather through engagement behavior within social groups than through goods to reduce consumerism).

Primarily highly commercialized elite sports increasingly promote consumption while contributing only moderately to sustainable societal development (e.g., through the internationalization of competitions; Gammelsæter & Loland, 2022), despite creating social value through shared experiences. However, some sport entities direct their activities in favor of sustainable development. For example, athlete brands increasingly advocate for social justice, and sports brands communicate their commitment to reducing their carbon footprint (Gammelsæter & Loland, 2022). Such approaches can be subsumed under transformative sport

service research (Inoue et al., 2020) that describes how sports organizations can use services or marketing to influence their stakeholders' behavior toward well-being and creation of non-transactional value.

**Research Design, Methodology, and Data Analysis**

Due to limited research and the aim of this study, an exploratory research design is necessary. Semi-structured interviews were conducted with academics from post-growth research and sport management executives from consulting and sport practice in Europe. Data collection is ongoing, and results will be presented at EASM conference. The study provides an in-depth analysis of the role of sport in a post-growth society and its possible opportunities and challenges.

**Results/Findings and Discussion**

The experts found assessing sport's role in a post-growth society difficult. They claimed that professional sport would decline while grassroots sport would grow in importance. However, they also argued that professional sport would continue to exist due to its social functions through passive sport consumption.

Findings reveal challenges for sport regarding the financing of sport (e.g., reduction of sport sponsorship, public funding), the elimination of fossil fuel travel (e.g., greater concentration in ecologically sensitive regions like the Alps), the role of major sporting events, the justification of resource-intensive sports (e.g., motorsport) and the establishment of a circular economy in the sporting goods industry.

Among the opportunities, the experts identified the potential of sport for everyday activities (and its contribution to reducing mobility), the remarkable contribution to a meaningful life, the replacement of working hours by voluntary activities, resource efficiency through sharing, and the digitalization of sport (e.g., through virtual consumption of sport).

**Conclusion, Contribution, and Implication**

The preliminary findings suggest that sport faces potential challenges and opportunities in a post-growth society. The discrepancy between challenges (reduction of sport funding) and opportunities (digitalization of sport consumption), or between transactional (digitalization to increase revenues) and non-transactional value creation (digitalization to increase community involvement), is shown to provide multiple entry points for future research. In addition, sport management practice can gain insights into future opportunities and challenges.

## Environmental Attitudes Among Europeans, Sports Club Membership, And Volunteering

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### 1. Aim and Research Questions

Given the increasing impact of climate change, pro-environmental behavior in all aspects of daily life has become more and more important. One determinant of pro-environmental behavior is the individuals' attitudes towards pro-environmental behavior (in short: environmental attitudes). However, the antecedents of environmental attitudes (Weaver, 2002) and the role of sports have hardly been studied. This study aims to examine the correlates of environmental attitudes with a focus on volunteering and playing sports in a voluntary sports club. It also investigates the potential moderating role of the latter two activities.

### 2. Theoretical Background and Literature Review

Drawing on the literature on pro-social preferences and behavior (List, 2004), having positive environmental attitudes can be considered pro-social as this trait shares a number of characteristics of pro-social preferences and behavior, most importantly altruism and generosity (Oliphant et al., 2020). Since climate change also affects other people, altruistic individuals caring about others and about the natural environment are more likely to have positive environmental attitudes. Acting environmentally friendly is typically associated with costs (money, time, effort, and convenience). Thus, generous individuals are expected to score higher on environmental attitudes.

Volunteering implies working for the benefit of others without getting any payment, implying that volunteers can be considered altruistic and generous and, therefore, have pro-social preferences. Another leisure-time activity is playing sports. Existing research has established a positive link between physical exercise and the natural environment (Cunningham et al., 2020), while the context of participation was neglected. Within Europe, many people play sports in voluntary sports clubs. Given their nonprofit nature, club members typically have pro-social preferences and can be characterized by altruism and generosity. Given the cross-subsidization within clubs, many club members pay a membership fee that is used for the benefit of others, indicating altruism and generosity. Moreover, club members have a sense of public concern and care about societally relevant issues, as evident from the many beneficial societal functions of sports clubs (Breuer & Feiler, 2020). Since both volunteers and sports club members are assumed to share pro-social traits, both factors are expected to have a direct association with environmental attitudes and a moderating effect for other correlates.

### 3. Research Design, Methodology and Data Analysis

The present study uses data from the European Values Survey (EVS, 2022) encompassing individuals from 34 European countries (2017-2020; n=34,296). Respondents were asked to state their level of agreement (five-point scale) with four statements capturing environmental attitudes. Since the scale shows good reliability (Cronbach's alpha=0.726), a mean index was created, which serves as the dependent variable in the regression analyses. The independent variables of interest are volunteering and sports club membership. Controls include demographic characteristics (nationality, gender, age, education, children, partnership, employment status, and income), life satisfaction, perceived health, trust, and survey year. The first regression model estimates direct effects, while the second and third models include interaction terms with volunteering and sports club membership.

## 4. Results/Findings and Discussion

The regression results show a significant positive association of environmental attitudes with volunteering and sports club membership. Furthermore, the results suggest significant positive effects of the following variables: life satisfaction, trust, not having the country's nationality, less than full-time employment, other employment (e.g., military service), and net monthly household income. On the contrary, male gender, being in a partnership, lower and medium education, retirement, and living in a small town have a significant negative association.

The interaction results for volunteering are as follows: The coefficients on male gender and lower education become slightly smaller while retaining their significant negative effect. The interaction coefficients of volunteering with partnership, medium education, retirement, and small town size turn insignificant. Sports club membership also moderates the relationships of several variables: The coefficient of the interaction with male gender becomes smaller, though retaining its significant negative effect. The other interaction terms for partnership, lower and medium education, retirement, and small town size all turn insignificant.

## 5. Conclusion, Contribution and Implications

Environmental attitudes of Europeans are not only shaped by socio-demographic factors but also by leisure activities like volunteering and practicing sports in voluntary sports clubs. These activities have the capacity to attenuate the negative effect of other correlates. The findings are important for environmental and sport policy. They imply that individuals' environmental attitudes are not only associated with environmental knowledge (Weaver, 2002) but also with leisure-time activities, which might not be on the radar of environmental policymakers and governments. Thus, promoting people's engagement in leisure activities that foster altruism and generosity could be a way of strengthening their environmental attitudes. Supporting these leisure activities may create spillover effects in the environmental domain.

### Integrating Environmental Sustainability into the Organisational Structure of Sport Organisations. A Multi-Method Analysis of Sport Federations in Flanders

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*Aim and research questions:*

Sport federations occupy a key position in the sport structure of many Western countries. Their objective is to enable, promote and develop sport in a national and international context (Nagel et al., 2015). Sport federations often also pursue a social mission besides their sport-related tasks. Therefore, the United Nations is looking at federations to drive climate awareness and to stimulate pro-environmental behaviour among their stakeholders (UNFCCC, 2017). However, at present, no literature is available that provides a framework for sport federations to improve their environmental management, which might have the effect that it is forgotten in their professionalisation process or not implemented in a lasting way. This study aims at filling this gap by developing and empirically testing a framework that can be used to guide (a) (future) academic research on environmental sustainability in sport federations and other (sport) organisations and (b) the strategical implementation of environmental initiatives in sport federations and organisations.

*Theoretical background and literature review:*

To the best of the authors' knowledge, only Cury and colleagues (2023), Hugaerts and colleagues (2022) and Sandvik and Seippel (2022) have looked into how the national or regional sport federation sector has integrated environmental sustainability in their management and strategy. In short, the authors found a lack of environmental commitment in the daily operations and policies of the examined organisations. Against this backdrop, this study will draw from the framework presented by Fifka and Jaeger (2020) and literature provided by other scholars to present a research framework that can model, evaluate and guide the integration of environmental sustainability into the organisational structure of sport federations. The presented framework comprises five levels and ten steps that will be thoroughly examined and discussed as a basis for this and further empirical work.

Research design, methodology and data analysis:

The study uses a mixed-method approach including interviews, a survey and document analyses administered among sixteen Flemish sport federations. The three data collections will be used to analyse and discuss the different levels and steps in the framework and the state-of-affairs within the Flemish sport federation sector. All data for the research was collected between March 2022 and November 2022 and was provided by/collected among lead executives of each federation. The quantitative data was analysed using Excel and SPSS 29 and the qualitative data was analysed using the software NVivo.

Results, findings and discussion:

Not all results are available yet, but the first results highlight that sport federations are mostly motivated by societal drivers. More precisely, the questioned federations indicate that they see it as a moral obligation to act environmentally sustainable. The findings also show that a lack of resources like financial and human resources are the most limiting obstacles to take more initiatives. Nonetheless, the management of most federations has a positive attitude towards integrating sustainability in their organisational structure. This has resulted in the implementation of different initiatives with waste management and reducing the impact on the

ecosystem as the categories with the most frequently mentioned initiatives. When looking at the framework, however, a thorough strategical planning and the evaluation of the outcomes of the initiatives is in the majority of the questioned federations currently absent, this leaves considerable room to further integrate sustainability in their organisational structure.

Conclusion, contributions and implications:

The present study aims to make both a valuable theoretical and practical contribution by focusing on the underresearched sport federations sector. The study provides academic insights into how environmental sustainability is currently integrated in the organisational structure of sport federations and it will indicate how upcoming research can further extent this knowledge. Furthermore, the study will present a research framework adapted to the federation context. By doing so, it also offers sport managers a tool to improve the practical implementation of environmental sustainability in their organisation. It stimulates long-term thinking and goal setting within the organisation, which will enable the institutionalisation of environmental practices. If the framework is implemented, sport federations can take an important step towards becoming more environmentally responsible organisations and they will become valuable contributors to the pertinent objectives of the United Nations.

### Study Explores Social Return on Investment of Japanese Soccer Team's Business Activities

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**Aim and Research Questions**

Social return on investment (SROI) is increasingly being used to calculate the monetary value of an activity or a project's social impact (Corvo et al., 2022). Monetizing impacts enables business managers to understand, compare, and analyze for better decision-making (Kotsantonis & Serafeim, 2020). SROI is considered one of the most established social impact assessment methods (Mulgan, 2010; Lombardo, 2019), and a framework to measure the net social outcomes of an activity or organization (Harlock, 2013; Nicholls et al., 2012). However, to the best of our knowledge, there are limited empirical studies on SROI in the sport management literature (Davies et al., 2019, 2020; Lombardo et al., 2019; Oshimi et al., 2022). Especially, a triple bottom-line perspective covering economic, social, and environmental perspectives for sustainable activities has not been considered (Fredline, 2005). Therefore, the purpose of this study is to calculate the SROI of the Japanese professional soccer team's social business activities from the triple bottom line standpoint.

**Theoretical Background and Literature Review**

The theoretical background of SROI is based on the theory of change, which involves a method to describe the logical sequence of an initiative from inputs to outcomes (Vogel, 2012). The continuum of elements is represented starting from inputs and outputs to outcomes, and they collectively describe how and why a desired change is expected to occur in a certain context (Lombardo et al., 2019). SROI is based on economic evaluation frameworks, particularly cost–benefit analysis (CBA). While CBA only focuses on economic costs and benefits, SROI includes more comprehensive perspectives to evaluate various social impacts (Banke-Thomas et al., 2015; Pathak & Dattani, 2014) by considering the extensive use of stakeholders related to the activity (King, 2014). Previous studies calculated socio-economic impacts of physical activities (Davies et al., 2019; 2020), sport companies (Lombardo et al., 2019), and CSR activities in professional soccer teams (Oshimi et al., 2022) using the SROI framework. However, limited studies visualized the environmental impacts through the SROI framework in the sport management context.

**Research Design, Methodology and Data Analysis**

This study examines a lawn production business run by a Japanese professional soccer team. They produce and sell lawns to various stakeholders, including other professional sport teams, schools, and public parks. This business is useful from the socio-environmental perspective, as it reduces maintenance costs of abandoned farmlands by effectively utilizing those areas for lawn production. Furthermore, it accrues social benefits by introducing it in playgrounds or parks (e.g., fostering communication and/or physical activities). SROI calculation is based on previous literature (Nicholls et al., 2012; Davies et al., 2019) and involves five stages: (1) identifying the scope of analysis and key stakeholders, (2) mapping the results of activities (impact map), (3) evaluating the impact of activities and their values, (4) identifying the results of activities (impacts), and (5) calculating SROI. The analysis was conducted by targeting their lawn business over two years (April 2018 to March 2020). In order to identify the impacts of social business activities, nine interviews were conducted. Each lasted 60 to 90 minutes and was digitally recorded. The following areas were explored via interview questions: (1) relationship with the soccer club's social business activities and (2) outcome (change). We

also added other questions depending on stakeholders' responses and collected supplemental materials from websites, archives, and other references.

**Results/Findings and Discussion**

First, we specified seven major stakeholders (soccer team, four private companies, high school students, and local governments). The impacts of the project were categorized into three benefits; economic benefits equivalent to USD 282,056 (e.g., revenue related to lawn sales, events revenues from introducing the lawn, and advertising) for four private companies and the soccer club, social benefits equivalent to USD 5,985 (fostering communication by introducing lawn in a playground) for high school students, and environmental benefits equivalent to USD 11,611 (reducing maintenance costs of abandoned land and carbon fixation) for local governments. The interview and calculation process demonstrated that the social value of the teams' social business was USD 299,652, and overall financial and non-financial inputs to the school were USD 227,386, translating to an SROI ratio of 1.31. This implies that for every USD invested in social business by a professional soccer team, benefits worth USD 1.31 were generated.

**Conclusion, Contribution and Implication**

This study contributes to advancing SROI research in sport by highlighting the monetary value of the multiple benefits of professional sport teams' social business from a triple bottom line standpoint. In addition, it also has practical implications for team managers looking to utilize social business activities as a management strategy, through cost-effective investment and resource optimization.

**Sustainability and Sport Management – the Swedish Case**

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**Aim and Research Questions**

The concept of sustainability and the UN's sustainable development goals (Agenda 2030) have been established in Swedish society. Today, questions about sport's climate impact, utilization of natural resources, rights to equal public health, and the importance of democratic procedures are recurring themes in public organizations, sport federations, and sports clubs.

According to State sports policies and the Swedish Sports Confederation, voluntarily organized sport has an important societal role as a cornerstone in Swedish sports, especially in matters of promoting physical activity and public health, creating social inclusion, and spreading democratic values. Hence, social and economic sustainability can be seen as new concepts for already well-established ideals. However, the picture is different regarding environmental sustainability. If the ambition is to limit or even reduce sport's climate impact, difficult questions about priorities and responsibilities arise.

As a pilot study and as part of a European book project, this study aims to shed light on and evaluate how public, commercial, and non-profit sport organisations define and practice responsible management and sustainability in their daily life of organising and operating.

**Theoretical Background and Literature Review**

The relationship between public sector and sport sector is commonly built on dichotomies, so also in Sweden. The intrinsic value of sport vs added value and fostering competition values vs. societal values are perhaps two of the more lasting ones (Norberg, 2012). As such, for the Swedish sports movement, social responsibility – emphasising physical activities, social integration, inclusion, and public health – is based both on an ambition to be a positive force in society and a way to ensure public support and public resources. When the public demands a sustainability beyond the core activity of sport, it is an example of the dichotomy between the autonomy of sport versus the public good defined by public authorities and/or sport governing bodies.

In our analysis, sustainability will be interpreted unabridged based on the SDGs (UN, 2022), while responsible management is understood as an overarching concept containing social (social responsibility), environmental and economic sustainability. Hence, responsible management is understood through the concept of corporate social responsibility – where the organization takes a societal responsibility for its impact on society and environment by integrating their own and stakeholders' social, environmental, and financial concerns in their operations (Ahonen & Persson, 2020).

**Research Design, Methodology and Data Analysis**

In focus were three sports organizations in the non-profit (RSCSE, Regional Sports Confederation and Sports Education), public (Leisure department, City of Malmö), and for-profit sector (Malmö FF) in southern Sweden.The data were collected by semi-structured interviews accompanied by secondary analysis of documents. All interviews were conducted in December 2023. Additionally, newspaper articles and municipal, sports associations, federation, and confederation documents were consulted. The interview material was thematically analysed. The interviewees have waved anonymity for themselves and their organizations.

**Preliminary Findings and Discussion**

All our informants state a clear awareness of the importance of sustainability, highlight sustainable development and the Sustainable Development Goals (SDG) at the leading level of their organizations. However, their capacity to act, and their incentives for dealing with these issues, differ. This is partly due to specifics logics in the sectors in which they operate. As such, Malmö FF is strongly affected by commercial considerations. The club also stands out as the organisation most active in realizing the SDGs, which could be interpreted as a market strategy. Whilst the Leisure Department is limited by political requirements, the organization works hard to handle basic political requirements with an ambition to do good and even be a role model among municipalities. Finally, for the sports movement, the possibility of collective actions is challenged by voluntarism and the strong autonomy of sports clubs. As a representative of the non-profit sector, the RSCSE acknowledges that it would be desirable with a stricter control of the sports clubs' operations to ensure they are dealing with sustainability issues properly, but stresses that incentives should rather be created from the bottom-up. The organizations' main task is to support local sports clubs, not to govern them.

**Conclusion, Contribution, and Implication**

This pilot study will form the basis for larger study that will contribute towards a greater understanding of the similarities and differences between sports organizations in the non-profit, public, and for-profit sector. Furthermore, it may serve the purpose for either developing sport policies framed within the good governance discourse to steer the sport sector towards becoming a more sustainable societal sector, or for the non-profit, and the for-profit sector to deliver in line with or pre-empt stakeholder pressure.

**ID: 365**
Sustainability and Sport Management

**Revisiting The Circumstances Of The Commission For A Sustainable London 2012**

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1. Aim and Research Questions

How did the Commission for a Sustainable London 2012 define sustainability and articulate its assurance roles across the London 2012 Olympic and Paralympic Games event lifecycle?

This research question is part of a larger research project which focuses on the Commission for a Sustainable London 2012's role in identifying and representing different stakeholders and processes connected to sustainability assurance claims across the lifecycle of the London 2012 Olympic and Paralympic Games, 2003 to 2013.

2. Theoretical Background and Literature Review

Flybjerg et al (2021, p.249) explain why the Olympic Games are so difficult to manage successfully, why "cities and nations should think twice before bidding to host and that hosting the [Olympic] Games is extremely risky business in terms of cost." A significant component of this debate is how sustainable an international sporting event can or should be. This project focuses on the Commission for a Sustainable London 2012 (the Commission) and sustainability assurance claims during the are the London 2012 Olympic and Paralympic Games (London 2012) lifecycle. The Brundtland Commission coined the sustainable development term in 1987 as countries considered the principles of living within limits to protect the environment, the economy and society. Sustainability reporting in corporate environments started circa 1997 when the Global Reporting Initiative and its guidelines were created. It now includes a specific framework for the events sector. In 2012 ISO 20121:2012 further specified requirements for an event sustainability management system. External/third-party assurance is meant to follow reporting as a means of validating claims. Auditing, verification, and validation are some of the tools and processes used to explore performance data and a company's underlying systems and processes, governance (Zadek & Raynard, 2004). Theodoraki (2018) has previously discussed claims of the accuracy of third-party sustainability assurance in the case of London 2012, with this presentation building on the work by focusing on the role and position of the Commission.

3. Research Design, Methodology and Data Analysis

The research design for this presentation adopts a chronological approach to documentary analysis. Data from 25 of the core Commission documents were accessed and organised into the years between 2007 and 2013, for example, the Commission (2013) *Beyond 2012 - Outcomes Report*. The content, layout and authorship of the documents were analysed by considering the definitions of three key discourses: sustainability, assurance, and responsibility. The analytical understanding of an event lifecycle will inform the chronological approach adopted for this oral presentation. Authors, including Maurice Roche (2017), have championed the notion of tracing an event across the bidding, preparation, delivery, hosting, and legacy stages as this accounts for an event being part of a social and political milieu rather than set in a sanitized vacuum of event management. The findings and discussion will highlight chronological changes, continuities, and trends in how the three discourses were defined and the assurance role was articulated by the Commission documents between 2007 and 2013.

4. Results/Findings and Discussion

The findings of the documentary analysis highlight several valuable discussion points, arranged into three periods. Firstly, the inception and early development of the Commission demonstrate a managerial and technical approach to establishing the parameters of sustainability, assurance, and responsibility. Secondly, during the planning and delivery part of the event lifecycle, the Commission was notably influenced by the 2008 global financial crisis and changes in Mayoral and national UK Government leadership in the late 2000s and early 2010s. Finally, the negotiation of the event management and wider event circumstances can be seen in the latter Commission documents where there is a shift in the description of the role of assurance and responsibility around sustainability claims, there is a particular articulation of a 'critical friend' and how the Commission development socio-legal understanding of assurance rather than a legislative interpretation.

5. Conclusion, Contribution, and Implication

The conclusions are relevant to scholars considering aspects of event management, sustainability and sport, and governance of sporting events, as it contributes learnings from London 2012 over a decade from the delivery of the Games. The findings and discussion emphasize the discursive complexity of defining sustainability and assurance across the London 2012 lifecycle by the Commission. It raises questions about how the contribution and value of the Commission can be understood, and perhaps most importantly how this knowledge and learnings can be used in the current context of the 'new norm' event model being promoted by the International Olympic Committee and others. In terms of sustainability, there was one form of assurance conceived and another form of assurance delivered, this contributes to an important revisiting of the professional or accepted standards around sustainability claims and events.

### From Traumatology to Prevention and Well-being – the Expanding Concept of Health and Complicated Management of Elite Sports

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1.  Aim and Research Questions

In our research, we examine on the one hand increasing use of concept of athlete well-being in elite sport management and on the other hand we develop the concept and its operationalization further in the Finnish context. The practical aim is to improve the management of Finnish elite athletes by connecting medicine, sports physiotherapy, sports psychology and nutrition expertise more closely than before to the athlete's daily training.

The results and conclusions of this abstract as well as possible future presentation will be focused mainly on policy and management related findings of this interdisciplinary research.

2.Theoretical Background and Literature Review

The concept of well-being has played a minor role in traditional/critical elite sports literature as well as in athletes' daily practices (e.g. Hoberman 1992). In science, interest has been focused, partly on the contrary, on the limits of human performance (physiology), seeing man as machine and mechanism (biomechanics), normalizing the pathological (medicine). These insights and findings have been put into practice through coaching and testing. However, the view of people and their management is in transition in elite sports. Today, it is common to talk about the holistic well-being of athletes and not just their health. Our study traces sources of this discursive and practical conceptual change in Finland and develops the concepts of the subjective and psychological well-being (Ryff & Keyes 1995) further in elite sport context (Lundqvist 2011) to measure overall wellbeing of Finnish elite athletes in the future.

3.Research Design

One hypothesis of the study is that highly professional experts working with athletes have played crucial role in shaping and producing the new language and reality of the elite sports. The analysis of current state of expert activities was based on center-specific interviews and surveys, which were conducted for athletes, coaches and experts over the age of 16 who are mainly active in national centers. Center-specific interviews were conducted for those responsible for expert activities twice in 2021 and 2022. The interviews were used to describe the strategic choices of the centers and the management's views on the state of expert activities and the development of operations. The questionnaires were used to examine the experiences of athletes (n = 151), coaches (n = 73) and experts (n = 60) regarding the implementation of multiprofessional team activities in the centers. (Lämsä et al. 2023).

Concepts and indicators of well-being are developed from the basis of data collected from Finnish athletes (N=782). The study carried out in 2020 surveyed athletes' backgrounds, dual careers, sport paths, training, competitive and national team activities, training, sports career, psychological capabilities, health and well-being, and the athlete's social situation. (Mononen et al. 2021; Pusa et al. 2021). With the help of statistical methods, we aim to identify the factors affecting the well-being of athletes and to structure them with the help of the well-being dimensions created by Ryff (1995). In addition, we examine the relationships between well-being factors related to sports and other life ("global") according to Lundqvist (2011).

4. Findings

It seems that the conceptual expansion from health to well-being has grown along with the complexity of the system, which has brought new disciplines to the sports like psychology and

nutrition. Further the rather new injury preventive treatment has required shifting the focus to a wider group of younger athletes that are living in different contextual setting in comparison to athletes in their peak phase.

Finnish athletes health management relies on many different actors, like public health care, the private sector, sports medicine centers, sports academies, coaching centers, sports organizations and athletes' personal experts. According to experts this organizational complexity cause difficulties in data collection and sharing of uniform treatment guidelines. In many countries, efforts have been made to manage/enable complexity by collecting and sharing daily training, health and competition data, but in Finland independent organizations and sports have stuck to their own solutions so far.

5. Conclusion

The strategic importance of athletes' health as a creator of the conditions for success and an increase in the probability of winning has always been clear, but now a new, broader reference framework, concept and goals are being sought for it. Instead of just treating injuries, the aim is to prevent them and increase healthy training days. In addition to physical health, investments in mental health have taken into account as well as the different life situations and operating environments of athletes, which in other hand has increased the system complexity. The shift to more overall well-being has occurred from both internal and external factors.

1 Multidisciplinary expert activities and scientific knowledge have broadened the understanding of athletes and performance (endogenous)

2 Ethical problems and accountability requirements have narrowed the autonomy of elite sports (exogenous)

## Environmental Sustainability And Grassroots Sports: A Multi-Stakeholders Analysis Focused On Football

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Environmental sustainability in sports is a topic that is raising interest in academics as well as practitioners. Recently, many football clubs have adopted environmental practices after having, in the past, dedicated more attention to social issues like racism, social inclusions, and disability. Scholars are following this path and recently important contributions have been published. However, these contributions are mainly focused on professional sports while grassroots sports are under-investigated. With this study, we aim to contribute to the literature on grassroots football by investigating the role of three groups of stakeholders (i.e., football fans, players, and staff) in the decisions of clubs to adopt green practices.

The football world can be subject to broader pressures and interests related to sustainable practices (Daddi et al. 2021a). At the same time grassroots clubs have different stakeholders due to their organisational structure. The involvement of volunteers is higher, fans have a more direct relation with clubs, sponsors have a less relevance, staff and players are the core of the sport organisation.

The level of environmental awareness of football stakeholders can play a role in the expectations perceived by these people regarding the efforts that football organizations should put into climate change, circular economy, and other environmental topics (Daddi et al., 2021b, Todaro et al., 2022). By looking at the role of these expectations, we can learn how to further boost the adoption of environmental practices in the football industry. The academic debate on sports sustainability management is increasing rapidly. The present discussion ranges from corporate social responsibility (CSR) and dealing with mega-events (O'Brien and Gardiner, 2006; Rowe et al., 2019) or climate change impacts of sports events (Orr and Inoue, 2019). There is growing interest in the issues and improvement potentialities of the relationship between sport and environment and addressing the lack of environmental governance mechanisms in football organizations, both at the high level (international and national football associations and professional clubs) and the local level (amateur teams) (Mallen and Chard, 2012). However, despite the high attention from practitioners and policymakers on these topics, scholars have rarely investigated the role of football fans, players, and staff in driving environmental sustainability among amateurs football organizations.

To bridge this knowledge gap, we aim to understand whether environmental knowledge and environmental sensitiveness of grassroots football fans, players, and staff (hereinafter collectively referred to as stakeholders) shape their expectations from the football world (FIFA, national football associations, and local authorities). Furthermore, whether these expectations of stakeholders lead to their expectations from football clubs and facility owners on resource efficiency actions and management improvements. Using partial least squares structural equation modeling (PLS-SEM) and multigroup analysis (MGA), we assess the role or influence of each stakeholder in shaping environmental sustainability.

To achieve that goal, we analyzed a sample of 1498 survey respondents from five European countries through the lens of stakeholders' theory. We collected data from January to June 2020 online spreading the survey thank to the involvement of five National Football Associations (France, Norway, Belgium. Sweden, Lithuania). We constructed our research

model with five constructs namely, environmental knowledge (ENV-KN), environmental sensitiveness (ENV-SEN), environmental expectations of stakeholders from the football world (EXP-FBW), expectations of stakeholders on management improvement (EXP-MAN), and expectations of stakeholders on resource efficiency improvement (EXP-RE). We operationalized these constructs as a reflective measurement model. For ENV-KN, respondents were requested to rate on a scale (from 1 to 10) how much they know about the environmental impact of football events. For all other constructs, ENV-SEN, EXP-FBW, EXP-MAN, and EXP-RE, respondents were requested to rate on five points Likert scale (from 1 to 5) whether they like to disagree or agree with the presented statements.

The results show that the environmental sensitiveness and knowledge of the stakeholder positively shape pressures on green practices adoption in grassroots football. These pressures are on the adoption of resource efficiency as well as environmental management practices.

Managerial implications suggest that managers of grassroots clubs should look to the adoption of environmental practices as a way to increase the involvement of their stakeholders i.e., their competitiveness in attracting new players and families. In addition, grassroots managers should include green communication actions to valorize their commitment toward environmental sustainability to respond to their stakeholders expectations.

Regarding policy implications, García and Welford (2015) suggested that football fans should be considered stakeholders for ongoing policy developments. Our study shows a strong influence of environmental sensitivities on other constructs. Therefore, we suggest that policymakers should consider it as a starting point to foster environmentally friendly strategies while engaging grassroots football fans, players, and staff. Our study also reveals that policymakers should focus on increasing environmental knowledge among all stakeholders, particularly among football fans as they would ultimately bring momentum by pushing football organizations towards environmental sustainability.

## Racing With a Purpose: Sustainability in Formula E

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### Aim and Research Questions

The environmental footprint is a significant aspect of a sport organisation's strategic systems (Inoue & Kent, 2012). Environmental footprint is also both highly contextual within an organisation's setting and also a potential point to search for commonalities among organisations' approaches to environmental footprint. Launched in 2014, Formula E (F-E) is a single-seater motorsport championship and the world's first fully electric racing series. Global sustainability efforts facilitated the idea of F-E and are at the core of its business model. F-E was built with intentionality regarding its footprint and a strategic plan focused on environmental issues which provided a unique setting in which to study sustainability. As part of an exploratory effort to understand F-E as a unique entity, we addressed the following research questions:

1) What are the content areas of the F-E's season reports?

2) What variations in sustainability efforts of F-E have occurred over the span of seven years?

3) Does F-E's communications fit within McCullough and colleagues' (2016) Green Waves?

### Theoretical Background and Literature Review

Sport managers at all levels are the starting point for strategy and are responsible for environmental decisions. In their role, it is difficult not to be aware of environmental issues nor to be accountable for strategies to address them, but difficult to generalize among organizational actions based on those strategies as they are highly contextual with variance in scope and conduct (Mercado & Grady, 2017; Pfahl, 2013, Pfahl, 2015). F-E fits well in this new landscape, especially as motorsport giants such as Formula One re-tool their operations to meet the demands of a new fan base. McCullough et al.'s (2016) Green Waves provide the perspective for this individual-level study because, as Cury et al. (2022) noted, it enhances understandings of the fluid or transitional nature of environmental work over time within an organization's interconnected activities and resource needs to enact strategic actions (i.e., starting within the organization rather than among organizations).

### Research Design, Methodology and Data Analysis

This study began with a grounded theory approach that is useful in cases like F-E where interpretation of action is a significant part of assessing and analyzing the *success* of a strategy. Content analysis was the base for data analysis as it provides for the means to track changes and development over time. Data collected thus far for analysis are the eight annual sustainability reports due to their official and public accounting of F-E's sustainability strategic outcomes from the first season (2014-15) through the previous season (2021-22). Thus, these reports were F-E's own perspective on their sustainability efforts and serve as common artifact across each season. The conventional protocol for content analysis was followed using an inductive coding process: skimming (quick examination), reading (in detail examination), and interpretation of the text. These steps were independently completed by all three members of the research team, then notes were compared for consistency and reliability. The product of these discussions form the basis of the results and discussion offered by this study.

### Results/Findings and Discussion

Findings illustrated that the F-E's reports had specific strategic rationale, but were inconsistent while showcasing the development path of the racing series. Despite the inconsistency in reporting, we identified three main areas that were classified as *routine* features that provided an insight into the *keys* F-E personnel shared in the public space: event management strategies employed, strategic partnerships utilized (mostly concerned with the development of the car), and community engagement efforts made. Within each, and overall, the Green Waves typology allowed for exploration into contextual factors driving the inconsistency of the reports by removing the constraint of linearity in operations and uncovering the inherent fluidity in sustainability efforts. Ultimately, F-E occupies a new and growing space for sustainability reporting in sport. Their inconsistencies and fluidity in this may be the result of being a pioneering sport organisation when it comes to environmental footprint reporting.

**Conclusion, Contribution, and Implication**

F-E is on the right track and remains committed to environmental and social sustainability. Their efforts could become more coordinated, achieving higher levels of strategic success and recognition in the global community if the manner in which they are communicated is systematically organized (and strategized writ large). Moving forward, addressing sustainability across the world of sport in general, and in the realm of motorsport in particular, is critical because sport and the natural environment (i.e., sport ecology) remains an area rich in possible scholarship (e.g., fan engagement, communication).

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**Sustainability and Sport Management - Revised Version**
*Topics:* Equity, Diversity and Inclusion in Sport Management

### The Art Of Losing Olympic Winter Games Bids: How To Turn A Future Bid Into A Sustainable Success Story

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Austria has lost all Olympic Winter Games (OWG) bids developed between the 2002 and 2026 editions of the event. This paper analyses the reasons for the multiple losses and develops a framework towards a future success story for any National Olympic Committee interested in hosting the OWG in the future.

**Aim**

The aim of our professional practice presentation is to reflect one of the conference themes "Sustainability".

**Purpose & Background**

Austria has an enormous tradition in hosting winter sports mega events. Snow and ice sports world championships are regularly hosted by a wide range of destinations with passionate fans celebrating the events. Nevertheless, after the Innsbruck 1964 and 1976 OWG none of the attempts to bring the Olympic Games to Austria has been successful.

The presentation analyses the reasons for the failures of the past Olympic bids and develops a scenario for a future successful OWG bid.

Despite these setbacks, the prerequisites for future OWG in Austria are not bad. Since the late 20th century, there has been a decline in the number of applicants to host Olympic Games and OWS (The Olympic Studies Centre, n.D.). Due to this decline, the IOC has started to simplify the bidding process with the Olympic Agenda 2020, to lower various minimum requirements for the host and its sports facilities and thus to make Olympic bids more attractive again (Executive Steering Committee for Olympic Games Delivery, 2018, p. 6 ff.). From this observation it can be deduced that not only would the time be ripe again for OWS on Austrian soil, but also that the chances are favorable.

To analyze past mistakes and lay the foundation for a future-oriented strategy, the following Austrian OWG bids have been analyzed:

- Graz 2002
- Klagenfurt 2006
- Salzburg 2010
- Salzburg 2014
- Innsbruck 2026
- Graz 2026

Austria is one of the most suitable countries for OWG. However, in the past a number of strategic mistakes were made, despite the fact that the quality of Austrian bids improved over the years. For future success, it is essential to learn from these mistakes and to approach next applications according to a strategic master plan.

**Design and Implementation**

The following research questions were developed:

- What were the reasons for the failed Austrian Olympic bids?
- What makes a good Olympic bid and which strategic recommendations can be made for future bids?

The primary data was collected by means of guided interviews with the CEOs of the Olympic bids at the time. This resulted in six interview partners. The content and structure of the interview guide is based on the previous literature research and the analysis of the respective bid books. It covers the main areas of application committee, cooperation with stakeholders, media and population. In addition, questions about the person and his role in the application are asked at the beginning and questions about the personal assessment at the end. The aim was to obtain background information on the much-discussed success factors of Olympic bids.

The source material was then subjected to a qualitative content analysis according to Mayring. The analysis was carried out using the analysis software "MAXQDA" and followed the principle of structuring content analysis.

Subsequently, suggestions for improvement were developed and relevant factors for a successful bid were formulated. Based on all the findings, strategic recommendations were finally made for Austria's future Olympic bids.

**Description of Outcomes, Critical Reflection**

In the analysis of Austria's Olympic bids within the last 30 years, numerous reasons of failure and suggestions for improvement could be found and clustered. The resulting categories have been named as follows:

- "Strategy" (e.g., following a strict masterplan, back-to-back bids)
- "Bid committee" (e.g., engaging a team of experts without political agenda)
- "Stakeholder" (e.g., close and mutual cooperations)
- "Media" (e.g., regular contact while maintaining a certain distance)
- "People" (e.g., raising awareness and involving the population)
- "National & international framework" (aspects that are not within the applicants' control, e.g., improving national sports lobbying)

In order to provide guidelines for future applications, 27 recommendations were formulated in these very categories. The recommendations are not intended to be a detailed manual, but rather to point out essential criteria for a successful Olympic bid.

**Future Development**

Based on the profound analysis of the thesis, a scenario for any National Olympic Committee and city interested to host a future Olympic Winter Games has been created to develop a successful bid with the following milestones:

1. Developing a sustainable sports venue master plan with a focus on existing and temporary venues
2. Developing a polycentric approach with a reduction of the burdens on the transport and the accommodation sector
3. Alignment of all political stakeholders before the public announcement of the bid
4. Co-creating the bid with the population and their concerns in mind
5. Dialogue with the sports stakeholders
6. Development a truly sustainable bid with environmental experts

## Conceptualising Wave Four of Sport's Environmental Movement through Moralization

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### Research Aim

The advancement of the environmental movement in sport has been conceptualised by McCullough and colleagues (2016) through the typology of waves. Yet most recently, leading sport organisations are embarking beyond this typology into a new wave by implementing their strategic efforts and aligning their environmental values throughout their operations. Thus, this presentation aims to conceptually advance McCullough et al.'s wave typology to theoretically conceptualise a fourth wave of the environmental movement in the sport sector using the process of moralisation to explain how sport organisations are moving from strategic planning to streamlined decision-making and implementation. Specifically, the purpose of this presentation is to conceptualize how sport organizations negotiate dissonance among emerging environmental values and contradictory business practices (e.g., carbon-intensive sponsors, short-haul flights) through the waves of environmentalism in sport (McCullough et al., 2016).

### Theoretical Background

McCullough and colleagues (2016) used diffusion of innovation (Rogers, 1995) to explain the advancement of the environmental movement within individual organisations. They described three different waves. The first wave describes the foundational aspects of establishing environmental initiatives and programs and then generating data (i.e., knowledge) from primary initiatives or environmental efforts. The second wave focuses on engaging more stakeholders as education is disseminated. From multiple levels, various organisation departments (e.g., ticket sales, marketing, procurement, facilities) generate signage or communication initiatives to increase participation in an initiative to a league office, engaging various teams to disseminate best practices of facility management to member organisations. The third wave is characterised by the permanency of what organisations have implemented and developed into strategy. Various environmental initiatives become sophisticated to the point where data inform modifications and advancements to these efforts become strategy and broader outreach to advance the comprehensive environmental program.

Their wave analogy characterised how environmental initiatives can advance (flow) and regress (ebb) environmental progress based on mitigating factors. This is to say, a sport entity's progression through the waves is not a static 'levelling up' but instead a dynamic progress where setbacks can occur. For example, the COVID-19 pandemic demonstrated an ebb in the environmental movement (e.g., reintroduction of single-use plastics) while offering new opportunities to streamline business operations (e.g., digital ticketing).

Ideally, as environmental values become solidified and permeate throughout the organisation as environmental strategies are developed (Wave 3) sport properties are confronted with contractionary business practices (e.g., carbon-intensive sponsorships, short-haul flights). These outmoded business practices create dissonance with emerging environmental values that need to be resolved. The strategy from wave three then becomes a way to evaluate the moralisation process of these environmental values, which then, in turn, requires the organisation to question other aspects and modus operandi within the organisation when putting that strategy into action, manifesting Wave 4. This introspection of the organisation can be aided by institutional pressures (see Babiak & Trendafilova, 2011; Todaro et al., 2023) that can call into question contradictions in stated environmental values to the organisation's

values in action. The process of moralisation serves as the frame to characterise Wave 4, leading to sustainable business models (e.g., circular economy)

**Discussion**

The process of moralisation notes how certain behaviours or business practices become associated with moral values (Rozin, 1999). This process can change a moral behaviour or value from acceptable to unacceptable or an immoral behaviour from unacceptable to acceptable. This process can be instigated through media, education, and activism. The moralisation wave (Wave 4) and the permeation of sustainability values throughout a sport organisation allow standardised practices to be revisited because of inconsistencies with emerging sustainability values. For example, several sport organisations have questioned the need to build a new facility and have instead opted to renovate an existing facility, significantly reducing the environmental impact of construction (Climate Pledge Arena in Seattle; Baltimore Arena). Similarly, external stakeholders (e.g., fans) may pressure sports organisations to live up to their stated environmental values.

As more sport organisations emerge into the fourth wave of moralisation, they will encounter dissonance between their environmental values and decision-making processes for sponsorship selection, procurement, and transportation, even to the point of degrowth and incorporation of circular business models. At this wave, organisations likely would have rid themselves of resistance to incorporating environmental sustainability by adopting a moralisation logic that more proactively engages in climate action and leaves behind an ecological modernisation approach.

**Conclusion**

Wave 4 is driven by the moralisation of the environmental movement within the sport sector. The wave highlights the increased social and political pressures sport organisations encounter to ensure the authenticity of their environmental efforts. Examples include improved procurement procedures and policies, choosing to renovate over new construction of facilities, and discontinuing misaligned partnerships with sponsors (e.g., fossil fuel-intensive industries), among organisational actions (e.g., short-haul team flights). This wave presents opportunities for researchers to explore phenomena as sport confronts climate change and organisational change. Future research considerations will be addressed during the presentation.

**It is all in the Message: Comparing the Influence of Message Delivery on Fan Perceptions of Environmentally Focused Sponsorships.**

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**Aim and Research Questions**

The use of sport to change consumer perceptions of governments, corporations, and brands has been persistent throughout modern history. More recently, sport has been used as a platform to transform consumer perceptions of environmental issues (Miller, 2017; Trail & McCullough, 2021). As a result, sponsors are motivated to increase the perception of their brands which can improve their brand values and generate more sales. For example, 66% of consumers are willing to pay more for products when they perceive them as green, but less than 60% of consumers completely trust environmental claims by consumer brands (Field, 2022). These brands then use sport consumers' affinity with sports teams to increase their message's legitimacy (Fink et al., 2002). Yet, researchers have not determined whether it is more efficient to have a sponsor or the sport team deliver such messages and how successful either approach is in influencing fan perceptions of either brand's environmental values. Thus, this study aims to identify how fans respond to the messenger (i.e., team vs. sponsor) when presented with environmental messages from a fossil fuel company.

**Theoretical Background and Literature Review**

Inoue and Kent (2012) found that sport teams are influential messengers to promote sustainable behaviors among sport fans. Researchers also found that teams influence sustainable behaviors at games and in everyday life, resulting in more positive attitudes and deepened identity towards the team (Casper et al., 2020). Trail and McCullough (2021) developed the sport sustainability campaign evaluation model (SSCEM) to explain the influences of sustainability campaigns on stakeholders. This work was expanded to incorporate the brand transfer to sponsors of the team's sustainability initiatives.

Thus, the SSCEM can be used to test sustainable behaviors and post-behavior evaluations and reactions to the sustainability initiatives by a sport team on their fans. Our study extends this literature by examining the effectiveness of the messenger in delivering environmental messages and how exposure to such messages affects fans' attitudes and perceptions toward the sponsor and the sports organization.

Specifically, McCullough and Trail expanded SSCEM to incorporate team-sponsor fit. However, the authors nor others have explored sponsors from carbon-intensive industries (i.e., fossil fuel companies) that may use sport to convey the company's environmental values and products – possibly sport washing or greenwashing. Thus, we propose that a low fit between a sport organization and a fossil fuel sponsor will result in lower receptivity of messaging (H1). McCullough and Trail also note that points of attachment (i.e., sponsor, team) positively influence the receptivity of environmental sustainability messaging (i.e., sponsorship announcement; H2). In turn, a lower receptivity of messaging will negatively influence support for corporate sponsors (i.e., support of sustainability sponsors; H3). Based on the SSCEM, our hypotheses seek to find the boundaries of more questionable but common sponsorships that border on greenwashing.

However, based on prior research (see Fink et al., 2002), McCullough and Trail (2023) suggested that consumers will respond differently to different messengers (i.e., sponsor, sport team). So, we will use moderated model by environmental messenger (i.e., sponsor vs. sport

team) where we expect that fans will be more receptive to messages from their sport team promoting the sustainability-focused sponsorship with the fossil fuel company than messaging from the sponsor (H4).

**Research Design, Methodology, and Data Analysis**

Data will be collected in June 2023 for our work-in-progress study amongst sport fans of a specific team in the southeastern United States. Specifically, we will focus on a fuel company that markets itself as an environmentally responsible brand by promoting biofuel products through a collegiate American football team sponsorship. We will collect data from 400 football fans divided into two groups with the same message but originating from different brands (i.e., sport team vs. sponsor). The data will then be analyzed in July 2023 using SEM. We will focus, as discussed in the theoretical framework above, on the following constructs: type of message, messenger, fan identification, environmental values and attitudes, message receptivity, and response identification.

**Results/Findings and Discussion**

Our findings will have significant implications, helping to understand the most effective messenger for sponsors to communicate their intended message to sport fans. Moreover, our results will identify tactics that can be used to sport wash and/or greenwash through sustainable sport sponsorships. This foundational research can help identify and minimize reputational risk for sport brands. Additionally, such understanding can help regulators enforce emerging greenwashing legislation and protect financially vulnerable sport brands from predatory sponsors looking to greenwash or sport wash their brands.

**ID: 1257**
**Sustainability and Sport Management - Revised Version**
*Topics:* Equity, Diversity and Inclusion in Sport Management

**Environmental Sustainability In Small and Medium-Sized Football Leagues. Analysis Of The Current Situation Through The Investigation Of The Perception Of Executives In The Field About The Adoption And Application Of Environmental Sustainability Practices**

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**Aim and Research Questions**

The scope of this research was to explore the understudied area of environmental sustainability in football leagues that have been overlooked by previous research. The aims were to initially a) investigate the current situation on environmental sustainability, b) assess the degree of adoption of environmental sustainability practices, c) determine the position of the clubs' level within the contextual framework of the "three waves" typology (McCullough et al., 2016) and d) identify the crucial factors influencing the integration of environmental sustainability into their strategic planning. The originality of this research lies in its approach of engaging key stakeholders in the field of professional football leagues.

**Theoretical Background and Literature Review**

In recent years, research on environmental sustainability in sports has gained increased scientific interest (Trendafilova and McCullough, 2018). In this context, drivers, and factors inhibiting the adoption of environmental practices have, among others, been investigated (Babiak & Trendafilova, 2011; Trendafilova et al., 2014b). However, the sport sector is at an early stage in terms of a structured and institutionalized approach to environmental sustainability. ( McCullough et al. (2016). Although there is a growing interest in the environmental management of football events and facilities by football organizations (Daddi et al., 2021a), the level of environmental sustainability in small and mediums-sized leagues has not been investigated in the existing literature. McCullough et al.(2016), designed the typology of the "three waves", a framework that seeks to highlight the need for a strategic approach to environmental issues through various aspects such as available resources, planning, and establishing partnerships and relationships with stakeholders. However, there is a need to place greater emphasis on new theoretical advancements pertaining to leagues, clubs, and competitions in order to make significant strides in environmental management within the sports industry (Trendafilova & McCullough, 2018).

**Research Design, Methodology and Data Analysis**

Qualitative research through semi-structured in-depth interviews was applied in the current study to investigate the opinions of executives and their intentions on implementing environmentally sustainable practices in the Greek Super League. A total of five interviews were conducted, three with senior directors of football clubs participating in the Super League, one with the vice-president of the organizing authority Super League and one with a senior director in the Hellenic Football Federation (HFF). Although the research intended to highlight initial findings with possible further investigation in the future, the specific sample forms the 33,33% of the professional league decision making bodies composition (the general assembly and the board of directors, 5/15). The content of the questions was formed by adapting questions regarding environmental practices in sport organizations from studies conducted by Babiak and Trendafilova (2011), Trendafilova et al. (2013), Trendafilova et al. (2014a), and

Daddi et al. (2021b). 420 codes emerged from the initial coding of the interview data. Codes were then grouped leading to 11 initial possible themes. Thematic analysis of the transcribed data resulted in five main themes (culture and leadership, coordination and planning, facilities, resources, and promotion in the market and society) and a sum of 19 subthemes.

**Results/Findings and Discussion**

Findings revealed a primary level of implementing environmentally sustainable management. CSR was found to play an important part in all the sport organizations involved in the study, with environmental practices being included -or having the potential to be included- in the context of CSR activities. The prevailing factors preventing the adoption of environmental practices were:: lack of mentality/culture, lack of expertise, the ownership status, age and bureaucracy in relation to the facilities, limited funding, lack of regulation and the lack of pressure from various stakeholders. Willingness to adopt environmental practices on the operational and governance level was observed. The results also indicated willingness to raise awareness through the large societal impact of football.

**Conclusion, Contribution, and Implication**

The present study fills up the gap in the existing literature, providing data on the level of feasibility and implementation of the "three waves" typology in small and medium-sized leagues. The typology (McCullough et al., 2016), seems able to contribute to the development of environmental practices. The results contribute in the build-up of a new theoretical framework and a roadmap for environmentally sustainable development, highlighting a need for: a) the establishment of a legal framework with environmental criteria regarding the licensing of facilities, b) the simplification of procedures for the implementation of "green" practices, c) the implementation of sustainability tables, d) the adoption of informational programs for athletes and organization employees, e) organization of educational activities, f) the conclusion of partnerships, g) the exploitation of digital media platforms, h) the exploitation of popular football players as advocates of "green" practices in campaigns or social media, i) the adoption of incentives for fans to travel sustainably, j) the creation of "social actions" and investment funds or foundations and k), the development of strategic plans by sport governing bodies.

## The Prioritization of Climate Action for Supporter-Owned Football Clubs in Ireland: A Delphi Case Study

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### Aim and Research Questions

Climate change is arguably one of the most immediate and devastating phenomena that the sport industry is facing. The industry has the responsibility to play a role in addressing the severity of climate change. Football, in particular, is susceptible to climate change while also being a highly influential sport at participatory and professional levels, alike.

Within football, there are a variety of club ownership structures which may influence the approach to football and the business of sport (Cleland, 2010). Clubs that are supporter-owned could be positioned differently regarding investment in organisational priorities, such as revenue generation or climate action, compared to clubs without supporter ownership (Smith & Casper, 2020). Therefore, the purpose of this study is to determine the position of climate action among organisational priorities for supporter-owned football clubs.

### Theoretical Background and Literature Review

A growing body of research has begun examining the responses of sport organisations to their climate vulnerabilities (Orr, 2021). These efforts often include environmental sustainability strategies alongside climate action to holistically approach the climate crisis. Additionally, sport organisations face growing demands to respond to societal concerns and are expected to have the capacity to address them by their stakeholders and consumers.

Decision-making regarding how sport organisations engage in these efforts often derive from team ownership directives. Within the landscape of professional football, supporter-owned clubs are known to strategise the running of the club differently from those without supporter input and may place increased priority on social issues (Cleland, 2010; Geraghty, 2022). Additionally, research across the business and finance sectors indicate there are comparative advantages when organisations are member or investor-owned (Birhall, 2012; Lecuyer et al., 2017). Our research is situated within the League of Ireland (LoI) where many of the clubs are supporter-owned – similarly to member-owned businesses. Supporter-owners representing the interests of the fans could influence the trajectory and reception of club initiatives (Hamil, 2019).

### Research Design, Methodology and Data Analysis

A case study focusing on LoI clubs uses the Delphi method to identify supporter owners' organisational priorities and find consensus among supporter-owners' priorities – particularly for climate action as one of these priorities. This approach is useful for addressing the research's purpose as it gathers expert opinions on a subject through the use of: a series of questionnaires, feedback given to the participants, and opportunities to revise their judgements (Day & Bobeva, 2005). This iterative process includes organisational goals related to climate action, like climate justice and adaptation. The supporter-owners involved in the management of the club are the focus for those qualified to provide expert opinions on this matter. The Delphi method recognizes that not all supporter-owners will share an opinion, but allows for the perspectives of multiple individuals to contribute to the consensus.

### Results/Findings and Discussion

Through the Delphi method, we will able to accomplish several ends: 1) gather multiple points of view to generate a broad range of ideas about the value of climate action to supporter owners, 2) provide an opportunity for participants to reflect upon their previous responses in light of the responses of the group, and 3) narrow the broad range of ideas down to a general consensus amongst the group on the priority of climate action while identifying areas of divergence. A qualitative and quantitative analysis of panelists' responses allows the researchers to identify and organise key themes and consensuses.

As the data collection process is ongoing, expected organisational priorities are being categorized into the following key areas: financial, competitive, community, facilities, and legal issues. Additional key areas are anticipated as the Delphi method refines the findings. The researchers expect several LoI clubs will be better positioned to address climate action and environmental issues than others. At this time, it is unclear if climate action will emerge as its own key area, or if pro-climate actions will be absorbed into existing categories. Data collection will conclude in Summer 2023, ahead of the EASM annual conference.

**Conclusion, Contribution, and Implication**

Research is limited in professional sport models that are supporter-owned. This gap in research is not exclusive to climate and environmental issues, but holistic organisational and business priorities. Study findings will not only provide insight for supporter-owned research in sport management and sport ecology, but will be a tool for clubs in the league. Triangulating social organisational goals across clubs in the league will create common ground opportunities to advance the areas clubs feel are priorities, draw attention to ones that have been neglected, and provide cooperative opportunities for new and emerging goals. Further, implications from this study can contribute to the dialogue on the managerial priority of climate action within sport organisations. Finally, future research based on these findings can help determine if supporter-owned clubs may be more altruistic in their operation as a reflection of their communities.

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**Sustainability and Sport Management - Revised Version**
*Topics:* Equity, Diversity and Inclusion in Sport Management
**Sustainability managers in sport: A new role (ill)defined**

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Aims and Research Questions

Based on recent studies in the management literature, a key enabler to environmental sustainability performance in organizations is the presence of a designated staff person or group (committee, office) with a sustainability mandate (Miller & Serafeim, 2014).

In this study, we examine the new sustainability roles being established in sport organizations to understand: RQ1) which organizations are hiring full-time staff members to these roles, RQ2) where these roles sit within the organizational structure, RQ3) how the roles are defined in job descriptions, and RQ4) who is hired into these roles – analyzing characteristics such as gender, level and discipline of higher education, career stage, and relevant work experience. Finally, RQ5) addresses how organizations with a full-time sustainability staff perform on sustainability indicators (e.g. accreditations, a sustainability plan, venue certifications) compared to organizations with no desginated staff member.

Theoretical background and literature review

Across sectors, research has shown that when capacities are sufficient (organizational capacity; Stevens, 2018) and attention is paid to sustainability issues (attention-based view; Sun & Sun, 2021) it becomes more likely that organizations will implement sustainable practices. We also draw on the upper echelons theory which posits that senior staff members shape firm strategies and outcomes (Hambrick, 2007), and has been theoretically and empirically supported in research on the roles and efficacy of Chief Sustainability Officers in private firms (Fu et al., 2019; Velte & Stawinoga, 2020). Based on this theoretical framework, we argue that sustainability-focused personnel are a critical component to organizational capacity and serve to direct attention to sustainability issues in organizations, driving action. Further, the more senior these sustainability roles are in the organization's internal structure, the more effective they can be.

To date, progress toward an energy-efficient, nature positive and carbon-neutral sport sector remains slow. Most of the improvements remain aspirational and efforts are limited to narrow operational functions such as waste management or lighting efficiency. However, with a growing number of sustainability professionals being hired into sport organizations, the speed of progress could increase. Despite the first full-time sustainability officer roles in sport being established a decade ago (e.g., Marylebone Cricket Club hired Russell Seymour into the role of Sustainability Manager in 2013), we are not aware of any research which examines sustainability staff in sport organizations, despite the theoretical potential for these individuals to play an important role in advancing sustainability goals.

Research Design, Methodology, and Analysis

Between January 2023 and June 2023, job postings for full-time sustainability positions in sport are being collected on LinkedIn, Google Jobs, and sport job search websites (e.g. Teamwork Online, Global Sports Jobs). Simultaneously, a qualitative survey has been distributed to the attendees of the sport sustainability conferences (e.g. Sport Positive Summit, Green Sports Alliance) who have job titles with 'sustainability' or 'environment' in the title (sample of 79), and to LinkedIn users with 'sustainability' in their job title who are working at sport organizations to address RQ2 and RQ4. As of April 15, we've collected 37 job

descriptions and 47 survey responses from sustainability positions at pro and elite sport organizations, and sport event organizations.

As a second step, the sustainability performance of the organizations with a full-time sustainability staff-person will be compared to like-organizations which do not have a designated sustainability staff-person (e.g. organizations in the same league, or competing in the same region and at the same level), using secondary data found on organizations' websites and in annual reports.

Preliminary Findings

Preliminary findings show a plurality of positions in the professional sport landscape across Europe and the U.S, while youth and intercollegiate sports are not yet represented in the sample. It is anticipated that job postings and survey responses will grow through Summer 2023.

For RQ 2, 3, and 4, preliminary findings suggest there are roughly an equal number of men and women in these roles, with a majority holding graduate degrees. Most have been in their roles less than 2 years, and report directly to the CEO or other C-suite executive. Survey results will be independently analyzed and coded by the researchers to identify specific content areas of participants' job duties and experiences.

Conclusion, Contribution, and Implication

This study contributes a preliminary qualitative investigation into the emergence of full-time sustainability roles in sport organizations. Theoretically, it extends the sport ecology and human resources literature through the joint application of organizational capacity, attention-based view and upper echelons theory, which have not (to our knowledge) been used in tandem. This study offers practitioners insights into how sustainability jobs are currently defined and situated within the organizational structure, and what types of individuals have been hired into these roles, which might inform future job descriptions and staffing efforts. Sport scholars might also use the findings of this study to inform the curriculum design of sport ecology coursework.

## Prioritization and Relevance of the Sustainable Development Goals in the Sustainability Transition Process of Sport Organizations

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### Aim and Research Questions

In recent years, a sustainability transition in all sectors can be witnessed, also in the sport industry. Adopting sustainable initiatives can be a challenge due to resources, lack of knowledge and competing agendas (Cury et al., 2022). The United Nations' global development framework, the 2030 Agenda for Sustainable Development, thus serves as a starting point for many sectors, including sport, to start their work with sustainability in their own organization. Especially because sport is seen as «an important enabler of the 17 Sustainable Development Goals (SDGs) defined in the Agenda 2023 (Lindsey & Garby, 2019). In this study, we aim at examining the relevance and usability of the SDGs for sport organizations' sustainable transition. The research questions are as follows: 1) Which SDGs do Norwegian sport organizations prioritize in their sustainability transition and why? 2) How can the scope of their sustainability initiatives be understood in connection to sustainable development through (S4SD) and in sport (SDoS)?

### Theoretical Background and Literature Review

Existing sport management literature connected to sustainability has focused on ecomic dimensions, organizational longevity, social and environmental welfare (Breitbarth et al., 2023; McCoullough et al., 2020). In the past years, a line of research can be found focusing on the impact of climate change on sporting industry and how stakeholders adapt towards these changes (McCoullough et al., 2020). Existing research shows that sport organizations implementing sustainable practices face lots of pressure (McCullough & Cunningham, 2010) and are overwhelmed by the options for starting the transition process. We apply the concept of contributions to global sustainability through sport and sustainable development by Triantafyllidis and Mallen (2021). The concept builds on distinguished and interrelating stages necessary for approaching sustainability. Stage 1 refers to Sustainable Development of Sport (SDoS) which are the sustainable practices taken by sport organizations regarding management of sporting products, services as well as sport consumer behavior with the goal to approach sustainability from an environmental, social, economic, technological, and political perspective. Stage 2 refers to Sport for Sustainable Development (S4SD) and is defined as the «contribution of sport to our global societies' viability» (Triantafyllidis & Mallen, 2021, p. 16). Both stages are included in the process of sustainable development in sport, alongside individuals' and organization's capability to thrive despite barriers towards the achievement of sustainability, such as stressors, mistakes, faults, attacks or failures.

### Research Design, Methodology and Data Analysis

A qualitative research deisgn was applied. Data were generated from document analysis. 204 sport managers from Norwegian sport organizations were asked to write an essay answering the following question: «which SDGs are most relevant for your own sport organizations, provide an explanation for your choice?» The informants were participants recruited from an online course on sport and sustainability where they gained specific knowledge on the 17 SGDs and sport. Data were analyzed by all authors in a three-step procedure: 1) the identified SDGs were transferred to an analysis file and the respective explanations were coded by

establishing thematic patterns. 2) For each SDG, another round of thematic coding was conducted in order to provide the importance of each SDG and the reasoning for its prioritization. 3) The third step was an analysis of the themes in light of the theoretical framework, where we categorized the themes and SDGs in the stages of the sustainable development framework by Triantafyllidis and Mallen (2021).

**Results/Findings and Discussion**

Data analysis is still ongoing, but the final results will be presented at the EASM Conference 2023. SDGs that sport managers consider as most relevant and important to focus on in their sport organization are: SGD12 "Responsible Production and consumptio"n (75%), SDG10 "Reduced Inequalit"y (50%), SDG5 "Gender Equality" (45%) and SDG3 "Good Health and Wellbeing" (45%).

While the reasoning for SDG12 is mostly based on S4SD arguments and that sport organization must do something, because sports is seen as a «cause to problems» by using and producing of sports equipment, SDGs10, 5 and 3 are seen as relevant because sport organizations see sport as an «opportunity» to contribute to achieving these SDGs by being role models, influencing stakeholders or collaborating with actors. While argumentations for SDG 12 and 10 are more connected to S4SD (Triantafyllidis & Mallen, 2021), the focus of SDG5 is rather argued to play a major role in the SDoS processes.

**Conclusion, Contribution, and Implication**

By assessing the priority of SDGs and the argumentation behind the prioritization, the study is a critical analysis of the relationships between sport and the 17 SDGs. Providing hierarchies of SDGs in the sport industry might help to shape policy priorities and make the start and process of the sustainability transition process less overwhelming and easier to develop for sport organizations. The study adds knowledge to the dynamics across different drivers and facilitators that shape knowledge advancements and implementation of strategies for sustainability transitions.

**A Typology of Corporate Social Responsibility Activities in the Chinese Basketball Association League**

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1. Aim and Research Questions

Corporate Social Responsibility (CSR) activities are diverse and vary depending on the institutional context. CSR is defined here as actions undertaken by a company to promote social good, that are not intended to directly generate financial revenue and are not required by law (McWilliams & Siegel, 2000).

CSR activities have become commonplace in European and North American sport. From an institutional theory perspective, institutional pressures influence CSR activities (McWilliams & Siegel, 2000). In comparison to Europe and North America, the Chinese sports industry is undergoing institutional change transitioning from a predominantly state-led to a market-oriented approach. At present, the institutional pressures within Chinese sport and nature of CSR practices are not well understood (Liu et al., 2019). This study aims to extend the literature beyond a Western-centric focus and explore CSR practices in Chinese sport with the objective of identifying a typology of CSR practices specific to China contributing to institutional analyses of CSR in sport.

The Chinese Basketball Association League (CBAL) is the largest commercial domestic sports competition in China and separated from the government leading in 2017, making it an appropriate case study to research CSR in the transitioning sport industry. Accordingly, the following research question is offered: What CSR practices has CBAL used since 2017?

2. Theoretical Background and Literature Review

CSR research in sport is heavily influenced by Western-centric perspectives and studies from different contexts are required (Carlini et al., 2021). China's government institutions (e.g., a socialist market economic system) and cultural logics (e.g., Confucianism) differ significantly from Western economies (Gao, 2009). Consequently, CSR practices in China may diverge from those in Western markets due to institutional differences, but limited research has examined CSR activities in the Chinese sports industry.

Previous research has analysed attitudes towards CSR activities among sports fans (e.g., Liu et al., 2019), but without an analysis of organisational behaviour, it remains unclear what practices Chinese sports organisations engage in. Mapping CSR practices provides theoretical insight into the nature of CSR practices, institutional pressures within Chinese sport, and the commercial and social positioning of Chinese clubs, as well as guiding domestic and international sponsors on CSR activation.

3. Research Design, Methodology and Data Analysis

Adopting a qualitative methodology, data were collected via posts on CBAL's official WeChat account. WeChat is a social media platform with 1.268 billion monthly active users through which CBAL shares news and activities on its account. Data analysis was performed on 2,008 posts, collected from WeChat between October 2017 to January 2023. Initial screening excluded posts related to match results and adverts, leaving 229 posts comprising of infographics, videos, and news articles. After inductive coding of the 229 posts, codes were

collapsed to develop an initial typology of four CSR types, which were refined by the team against the data. Lastly, each post was categorised using the finalised typology.

4. Results/Findings and Discussion

CBAL's CSR practices are categorized into four types: nationalist, public, organisational, and environmental CSR.

Nationalist CSR is characterised by publicity, patriotism, and compliance, which are relevant to the CBAL's past status as a state-operated league. For example, the CBAL observed a moment of silence for Nanjing Massacre to remember the national history and cultivate patriotism. In contrast, Western professional sports promote compliance with regulations (e.g., anti-doping) (Fifka & Jaeger, 2020).

Public CSR encompasses the most extensive range of categories, including education (e.g., delivering educational basketball camps), community (e.g., organising grassroots basketball leagues), culture (e.g., spreading basketball history), humanistic care (e.g., caring for the disabled), and philanthropy (e.g., donations to disaster relief funds).

Organisational CSR targets internal stakeholders by focusing on supporting employees, justice (e.g., punishment of players' inappropriate behaviour), and transparency (e.g., disclosure policies).

Environmental CSR aims to protect the biosphere such as initiatives to protect marine ecosystems, but it is not widely practiced in the CBAL (1.7% of all posts). In comparison, English football clubs rarely engage in environmental initiatives, but environmental efforts are more common in German football (Jäger & Fifka, 2020).

5. Conclusion, Contribution, and Implication

When compared to CSR in European sport, public and organisational CSR activities mirror previous research, while nationalist and environmental CSR initiatives manifest differently in Chinese sport. This indicates that despite the transitioning industry, government influence remains strong in Chinese basketball.

From a theoretical perspective, the prominence of nationalist CSR in comparison to other countries suggests that the Chinese sports industry still embeds a governmental logic from the historically state-led approach reaffirming the utility of institutional theory in understanding CSR practices in sport (Walzel et al., 2018). Future research should qualitatively explore how competing institutional logics influence CSR activities in Chinese sport.

For practitioners, the four CSR types identified can guide domestic and international sponsorship activations when working with Chinese sport organisations. For example, the effectiveness and outcomes of different CSR types can be evaluated to inform strategy and investment.

### Assessing Environmental Sustainability Efforts By Sports Organizations In Athletics, Biathlon And Floorball Sectors: Preliminary Results Of Erasmus+ GAMES Project

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As stressed by the Sport for Climate Action initiative of the United Nations, *"meeting the scale of the* [climate] *challenge requires action by all sectors, including the sport sector to achieve the goals of the Paris Climate Change Agreement"* (UNFCCC, 2018): sport organisations are increasingly called to display environmental leadership by engaging in environmental protection. Despite increasing efforts for a greener sport sector, professional sport lags behind other industries' response to integrate environmental and climate change practices in operations and governance mechanisms. Under this perspective, the European ERASMUS + funded GAMES project aims at analysing the environmental sustainability practices adopted in Athletics, Biathlon and Floorball and implementing environmental practices in such sport sectors. The project aims at supporting sport organisations since they often lack a coherent environmental and climate change strategy and governance and operational capabilities to assess and reduce their environmental impacts (Trendafilova et al., 2014).

Despite the increasing commitments, little is known about how sports organizations are tackling environmental issues (Todaro et al., 2022). In this field, studies are focusing especially on sports such as football (Daddi et al., 2021). To the best of our knowledge, no studies have been carried out on Athletics, Biathlon and Floorball to evaluate the state of the art of the environmental operational and governance efforts of such organisations. To fill this gap, the present abstract details the preliminary results of the first survey on Athletics, Biathlon and Floorball organizations in Europe investigating the level of implementation of environmental governance and operational practices as well the main barriers faced while addressing such challenges. The three Sports represent three different contexts involving both indoor and outdoor activities as well as different infrastructures, equipments and environmental pressures. The theoretical implications of this diversity will enrich our understanding of the results by comparing similarities and differences.

The online survey was administered to sustainability managers of a wide array of organisations operating in the three sport sectors, ranging from international federations to national federations and clubs. The survey was available in several languages to increase the spread of the survey. The research is still in progress: complete results will be available by June 2023. To date, the number of responses is 43. Responses come from several countries, respectively: Italy (33%), Sweden (20%), Slovakia (10%), Germany (7%), Austria (7%), Finland (7%), Sweden (6%), Spain (7%), France (3%), Hungary (3%) and Czechia (3%). The sport sectors are represented by sport organizations as follows: Biathlon (47%), Athletics (40%) and Floorball (13%).

Preliminary results show a higher adoption and implementation of operational practices than governance practices in all the three sport sectors.

In terms of operational practices, results highlight that the most implemented practices to mitigate environmental impacts of sport events are related to mobility of supporters and fans, plastic consumption waste management, suppliers' management, accommodation of fans,staff and branding materials. The least implemented operational practices instead relate to water consumption, management of temporary infrastructures and greenhouse gases emissions of key activities. Regarding the latter aspect, the survey also shows indeed that only less than

25% of involved sport organisations calculated their carbon footprints, measuring solely direct emissions.

In terms of implementation of organizational practices, structures or governance mechanisms to manage environmental and climate change issues, results show that sport organisations have not implemented such practices in a systematic way. However, the most common practices relate to informing the top management about environmental aspects of operations, articulating an environmental strategy and periodically setting new environmental improvement objectives, and officially appointing a person or team to environmental management issues. Instead, organisations still need to officially adopt written procedures or management systems to manage environmental aspects of operations, disclosing information about the organizations' environmental performance, allocating budget to initiatives aimed at improving environmental performance of the organization and periodically collecting data to elaborate key performance indicators about environmental aspects and greenhouse gasses.

Preliminary results also show that environmental management of the supply chain has not yet been addressed in these sports. Moreover, they highlight that the main challenges or barriers to the implementation of environmental practices are financial constraints or high up-front investments and lack of internal personnel to work on environmental initiatives. Instead, lack of cooperation from suppliers and stakeholders as well as lack of top management are recognised as less relevant.

Our study shows for the first time the level of environmental implementation and awareness in Athletics, Biathlon and Floorball. Although some environmental operational practices are being implemented, all organizations still lag in governance structures to face environmental sustainability challenges. When final data are ready, comparisons among the three sport sectors will be carried out. Building on Athletics, Biathlon and Floorball, the research results provide relevant implications for sport practitioners and policy-makers in these sport sectors and helpful directions for future research in the whole field of sports sustainability management.

## Environmental Sustainability Policy Within The Olympic Federation Of Ireland Movement

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### Aim and Research Question

"We do not inherit the earth from our ancestors, we borrow it from our children." (Native American Proverb). Sports organisations plan for the development of their sport, including youth development. Given the emerging climate change crisis, sports need to take responsibility and play their part in mitigating climate change, ensuring their sport has minimal impact on the environment, protecting the borrowed earth for those future youth.

The International Olympic Committee (IOC) sustainability strategy in 2017, commits to 'engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisations and operations' (IOC 2017, p41). Such stakeholders include National Olympic Federations and their affiliates. In 2019, the UN and IOC launched its Sports for Climate Change Action Framework, to guide sport through sport-tailored climate action principles, to achieve the global climate change goals. The Olympic Federation of Ireland (OFI) is a signatory.

The aim of this study is to explore the commitment of the OFI affiliated sports to environmental sustainability, by analysing the integration of environmental considerations into publicly available sports policy documents.

### Theoretical Background and Literature Review

The ever-growing warnings about the impact of current practices on the environment and resultant climate change, is according to Del Fiacco and Orr (2019), resulting in environmental protection rapidly taking on an important spot in the sport agenda.

Cury et al. 2023 looked at environmental policy integration within Australian Olympic Sport through website document analysis. They adapted the Becken et al. (2020) framework and found that there was minimal evidence of alignment with existing international agendas and guidelines set by the UN Sports for Climate Action Framework. A number of studies have been conducted on the integration of environment concerns into sport policy including Ciletti et al. 2010, McCullough et al. 2020, North America, Cury (2023) Australia and Geeraert (2016) the EU, apart from those there are few studies in this area.

### Research Design, Methodology, and Data Analysis

The Cury et al. (2023) framework was used in this study to assess the commitment of OFI sporting bodies to environmental policy. Publicly available policies, annual reports, strategic plans available on the organisation website were accessed and analysed. Analysis of website-published documents is a common practice approach to assessing formal commitment to environmental sustainability. McCullough, Pelcher & Trendafilova (2020) used this approach to determine the value North American sport organisations placed on environmental issues.

The parameters used in this study included Signalling (number of publications mentioning environmental sustainability and climate adaptation), Coverage (substantiality of mention), Scope (environmental focus of documents) and Alignment (reference to other policies, frameworks etc).

The 38 OFI sports were included in the sample. Data collection involved the collation of all publicly available documents from the official website of each organisation. The documents

were scanned for the keywords of environment and environmental sustainability. A total of 25 documents were identified and analysed.

**Results/Findings and Discussion**

Of the thirty-eight sports (n=38), only eleven referenced the environment or environmental sustainability. Applying the framework parameters - 71% had no evidence across any parameter.

Signalling - 10.5% had one publication, 13.1% had two to three publications, 2.7% had four to five publications and 2.7% had 6+ publications.

Coverage - 2.7% had no formal guideline or sustainability policy, 15.8% had at least one policy, and 10.5% had at least one policy along with progress update.

Scope - 8% identified the natural environment as an area of concern but provided insufficient information to determine specific scope, 21% were focused on environmental sustainability, none focused on climate change adaptation.

Alignment – 8% had no reference, 15.8% referenced international policy or guidelines and 5.2% had reference to national policy.

The level of commitment across the sports organisations varied hugely from no commitment to specific environmental policy documents, a sustainability register and an advertisement for a sustainability officer. That 71% had no reference to the environment or sustainability is a key finding, which was much higher than the Cury et al. (2023) study of 41.3%. There was more focus on the environmental impact than climate change adaptation, possibly due to the less extreme impact of climate change (extreme heat/ bushfires).

**Conclusion, Contribution, and Implication**

Despite the Irish Government's Action for Sport Strategy outlining the requirement for sustainability to be central to the formation of all strategies, DTCAGSM (2021), this has yet to filter down to OFI affiliates and reinforces McCullogugh, Pfahl and Nguyen's (2016) comment that the pressures towards the adoption of more environmentally responsible practice are not yet consist or significant. Given the current environmental crisis and the time limitation on being able to make an impactful change, this is very concerning and lacks pressure from key stakeholders. The level of commitment needs to be addressed urgently and needs to be linked to government funding streams, to encourage greater action.

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*Topics:* Equity, Diversity and Inclusion in Sport Management

## Stakeholders Perception And Engagement Regarding Environmental Sustainability In Sport Organizations

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The study of sports environmental sustainability (SES) is a relatively new topic, both in the sports management literature and sports industry (Cury et al., 2022). Thus far, existing research have already provided evidence that environmental initiatives taken by sports organizations have the potential to generate positive impacts on fan engagement and their environmental behaviours, proving the role of sport as a vector of societal change (Casper et al., 2017). Most of these studies have demonstrated that an organization's environmentally responsible behaviour can positively influence fan identification and commitment to a professional sports team (Casper et al., 2017). Fan identification and commitment are associated with fan engagement, which reflects the degree of connection and involvement fans have with the organization and its activities. Engagement is beneficial for organizations, as it can lead stakeholders to various forms of loyalty and patronage, such as repeated attendance and financial support. Most of the existing research have concentrated on professional sports and on a single type of stakeholder – i.e., fans – who are characterized by a high level of emotional attachment to their team (Inoue & Kent, 2012). Therefore, there is a need to broaden the study of SES and to examine the applicability of the fan engagement literature, to other organizations in the sports industry (e.g., participatory sport) and to other stakeholders beyond fans (e.g., members, volunteers, employees) (Babiak & Trendafilova, 2011; Casper et al., 2017).

A stakeholder perspective has been acknowledged for its relevance for understanding and implementing sustainability initiatives, as it provides a holistic view of stakeholders' needs and concerns to organizations (Thompson & Parent, 2021). Despite the importance of considering stakeholder expectations for organizations in their quest for loyalty and legitimacy, studies have largely overlooked stakeholders' expectations regarding environmental sustainability (Babiak & Trendafilova, 2011). Considering that internal and external stakeholders have power over decision-making capacity and ultimately on ability to act of sport organizations (Thompson & Parent, 2021), it is relevant to give more attention to stakeholders' perceptions regarding pro-environmental strategies within sports organizations.

The objective of this abstract is to offer a conceptual model for studying individual reactions to pro-environmental initiatives. This framework is elaborated on previous research that has extensively investigated stakeholder engagement in environmental sustainability within the professional sports sector (Casper et al., 2017). We seek to examine how stakeholders of sports organizations perceive the environmental initiatives of their organizations, and the impact of such perceptions on the stakeholders' levels of satisfaction, commitment and identification with the organization.

This paper aims to introduce a conceptual framework for analyzing the indirect influence of stakeholders' perception of environmental sustainability within a sport organization on their loyalty. Building on social identity theory and based on the existing literature, we hypothesise that perceived environmental sustainability positively affects stakeholders' satisfaction, identification, and commitment to the organization (Casper et al., 2017; Luo & Bhattacharya, 2006). These factors, in turn, are considered to play a significant role in shaping stakeholders'

loyalty. Furthermore, several moderating factors are explored including stakeholders' values, needs, and level of knowledge concerning environmental sustainability, that may impact this relationship (Casper et al., 2017; Luo & Bhattacharya, 2006). The conceptual model presented herein will serve as the foundation for a forthcoming data collection endeavor through an online questionnaire within the participatory sport sector, encompassing a diverse set of internal and external key stakeholders, including employees, volunteers, and members. At this stage, this study, which is part of a PhD research, is still under development.

Given the significant power of stakeholders to shape organizational actions (Thompson & Parent, 2021), this study's focus on developing knowledge on environmental sustainability in sports from a stakeholder perspective will provide valuable contributions to the management strategies of sports organizations. This conceptual model as well as the forthcoming data collection will help organizations to better understand the behavioural factors that drive stakeholders' engagement in sustainability activities. By understanding these factors, organizations can design more effective sustainability initiatives that align with their stakeholders' values and motivations and that should secure stakeholders' loyalty which is fundamental for any organizations. Finally, we aim, through this conceptual framework, to broaden the understanding of individual reaction to pro-environmental initiatives by studying other sport contexts and a broader range of stakeholders including volunteers and members.

**Forest Green Rovers – Champions of Sustainability? Examining the Engagement and Impact of a Football Club's Environmental Strategy and the Responsibility of Sport to Promote Climate Action**

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## 1. Aim and Research Questions

Sustainability has become a growing concern for various industries. However, some businesses have embraced associated responsibilities more enthusiastically, effectively and efficiently than others. Sports organisations and clubs have often been scrutinised for their lack of commitment to environmentally sustainable practices. Some football events and clubs for instance have been criticised for incurring high carbon footprints, particularly where associated infrastructural development and transportation proves costly to the environment (Talavera, Al-Ghamdi, & Koç, 2019). Further down the pyramid, Forest Green Rovers Football Club (FGRFC) have led the way in environmentally sustainable practices. In 2017 FIFA heralded the lower league English club as 'the greenest football club in the world'. In 2019, its chairman Dale Vince was appointed as a United Nations Climate Champion, with the UN also recognising FGRFC as the first Carbon Neutral football club in the world as part of its Climate Neutral Now pledge (Samuel et al, 2022). Addressing this context, this research has three aims: to examine fan perspectives of and engagement in the club's various commitments to sustainability; to analyse the use and impact of media outlets in conveying the club's green approach and environmental strategy; and to compare FGRFC to other clubs who have adopted similar environmentalist CSR initiatives.

## 2. Theoretical Background and Literature Review

Contemporary theories of sustainability typically attempt to frame the prioritization and integration of social responses to environmental, economic, organisational and cultural concerns. Approaches include Corporate Social Responsibility, Green Economics, Stakeholder Theory and Corporate Sustainability. This research is positioned at the intersection of the first two. Applied to this context, CSR affirms the ethical obligations of football clubs, assuming responsibility in social, economic, and environmental realms. In green economies, financial viability and income growth are enhanced by investment in economic activities, infrastructure and assets that facilitate reduced carbon emissions and pollution, enhanced resource and energy efficiency, and/or the protection of ecosystem biodiversity.

Sport organisations and events have implemented various initiatives aimed to enhance environmental sustainability, from recycling programmes to more advanced practices focusing on offsetting carbon emissions (McCullough, Pfahl, & Nguyen, 2016). As recognized by the United Nations Framework Convention on Climate Change, football clubs may have an inherent advantage and duty in promoting sustainable practices, notably by leveraging fan engagement (Sartore-Baldwin & McCullough, 2018). However, there may also be cultural resistance and institutional friction concerning the adoption of environmentally responsible behaviours (Millington & Darnell, 2020). This work addresses the internal and external challenges FGRFC face in promoting and enhancing environmental sustainability.

**Research Design, Methodology and Data Analysis**

This research featured a triangulated approach to data collection which involved administering online questionnaires, conducting semi-structured interviews and undertaking a media content analysis. The questionnaire featured both open and closed questions (with a Likert scale adopted for the latter). These questions, together with those posed to interviewees focused on the various concrete actions the club has taken to improve its environmental sustainability, namely cutting emissions from travel, reducing waste, serving only vegan cuisine and developing systems of water irrigation. Text and video content pertaining to such issues was also analysed, both from the club's communication channels and through external media representation. This approach yielded both qualitative and quantitative data, analysed thematically and statistically respectively. Match-going fans of FGRFC and others competing in the same division were recruited via social media as research participants. The perspectives of more than 50 supporters were obtained, and over 25 media sources were analysed.

**Results/Findings and Discussion**

This research project began in September 2022 with an extensive review of literature pertaining to theatrical underpinnings and contextual application. The data collection process is currently ongoing – and all data will be analysed by the end of June 2023.

**Conclusion, Contribution, and Implication**

Until the data has been analysed conclusions and a statement of contribution cannot be articulated. However, the work also extends to a discussion of the responsibility of sports businesses to promote climate action and the approach of football clubs to develop impactful CSR strategies – shaping the implications of the work. This work examines club communications and related media coverage. It also addresses the receptiveness of key stakeholders – including fans of the club and supporters of other teams in the wider region – to the approaches and challenges associated with adopting innovative environmentalist practices. This will provide insight for other clubs and researchers pertaining to the extent and nature of receptiveness and resistance to such sustainability strategies.

## The Influence of Formula One Fans' Team Vs. Driver Identification on Environmental Behaviors

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**Background and Research Questions**

F1 fans may have different motives that draw them to engage in the sport, including their love of competitive racing, entertainment, achievement seeking, social interaction, acquisition of knowledge, and catharsis, as well as specific purposes that only F1 can provide such as the sound of the cars' engines, aesthetic of the tracks (Kim et el., 2013; Ballouli et al. 2016; Schneiders & Rocha, 2022).

The current study aims to examine F1 fans' identification with the sport through its teams versus drivers and differentiate between both motivations behind the fans' identification and their influence on their Pro-Environmental Behaviors (PEBs). Thus, this study investigates the following question: How does F1 fans' team versus driver identification compare in influencing the fans' PEBs?

This study draws from the fan identification theory, which describes the extent to which fans feel a personal connection to certain sports, teams, and athletes. Deriving from social identity theory, the fan identification theory explains how the performance of a sports team or certain athlete is relevant to the fans on a personal level (Wann, 2006). Fan identification is related to fans attending sports events, following media news, and purchasing merchandise, and although it may be specifically related to sports teams or athletes (Brown et al., 2013), there is a lack of research done on how these two levels of fan identification and how they impact fans' behaviors.

The literature shows that when fans have high team identification, they view the involvement of athletes in their teams' environmental initiatives as positive (Inoue & Kent, 2012). Some fans may identify with athletes regardless of their team and may follow and support them when they change teams. But will fans be influenced by that to change their own environmental behaviors? Moreover, will fans' PEBs be influenced by whether their identification is on the team or athlete level?

**Methodology**

The population investigated in this study is F1 fans and the specific sample will comprise current self-identifying F1 fans who will be recruited from the online platform Reddit. F1 fans are active on Reddit with more than 3 million users posting on the subreddit *r/formula1*, which makes Reddit a suitable recruitment source for this study.

Participants will complete a quantitative online survey and will be asked about the main motives behind their F1 fandom and whether these motives are specific to certain F1 team(s) or driver(s). If they answer yes to at least one of both questions, they will be directed to the rest of the survey where they will be asked a series of questions that will help us learn more about the relationship between F1 fans' specific identification with teams or drivers and their intentions to take on more environmentally friendly behaviors.

More particularly, participants will be asked about their fan identification using two different scales. The first Sports Spectator Identification Scale (SSIS) by Wann et al. (1993) is on the team level in which participants will be asked about the following constructs: the extent of their fandom (through self-description), the importance of being an F1 fan, and the extent of

their dislike of the rival team (which provides an intergroup focus) (Lock & Heere, 2017). Moreover, Mahony et al. (2000)'s Psychological Commitment to Team scale will be used to add questions on participants' extent of behavioral consistency in supporting their favorite F1 team. Similarly, the second fan identification scale is on the athlete level, Lee et al. (2016)'s scale, which measures constructs such as a self-description of the level of fandom, fandom importance, and commitment that the fan has towards an F1 driver(s).

Moreover, participants will be asked about their sustainable lifestyle during and outside of racing events and their intentions to support the team's environmental initiative using Lichtenstein et al. (2004)'s single-item measure. Participants will then be asked about their intentions to engage in pro-environmental behaviors in their daily lives (Inoue & Kent, 2012). and whether that is influenced by their fandom of specific F1 drivers or teams.

**Results**

The survey results will be collected through Qualtrics and analyzed through ANOVA tests using the statistical software SPSS.

**Conclusion**

F1 has been trying to work on its sustainability goals, mainly by influencing its fans to follow the trend and join forces in living a more sustainable lifestyle and choices. This study investigates the level of F1 fan identification and compares the influence of the team versus driver fan identification on fans' PEBs.

This study contributes to the literature on fan identification and PEBs in sports, particularly in motorsports, by differentiating between team and athlete fan identification and their impacts on consumer behaviors. On the practical level, the findings of this study help environmental communicators and marketers in designing campaigns that target the type of identification that the majority of F1 fans have.

## Scale Refinement and Validation: Consumers' Perceptions about Corporate Social Responsibility of Chinese Super League Clubs

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### Research Aim

The professionalisation of football has been ongoing in the past three decades in China. However, the corporate social responsibility (CSR) concept is still new, with minimal knowledge about Chinese consumers' CSR perceptions. The CSR perception models in the professional football industry are mostly designed for the Western context. This study sought to test the psychometric properties of the scale for consumers' perceptions about CSR of the Chinese Super League (CSL) clubs. More specifically, after rectifying the problems in the factor structure of the exploratory test (Wang et al., 2022), conducting a further literature review, more comprehensive validation examinations were conducted with two new data sets.

### Theoretical Background

CSL consumer is defined as "the ultimate user of the CSL football-related product" based on the definition of consumer (Giese et al., 2000). Grounded on the concept of 'sustainable development' (economic, social, and environmental dimension; UN, 2015; WCED, 1987) and globalisation theory (cultural dimension; Giulianotti & Robertson, 2009), Wang and Pyun (2023) developed the conceptual CSR model with four dimensions: economic, social, environmental, and cultural responsibilities. Firstly, economic growth should balance environmental and social issues for sustainable development. Besides, China is considered to have unique socio and cultural conditions. However, the factor analysis results showed that most items in the social dimension loaded on other dimensions, which failed to form an independent and homogeneous dimension in the model (Wang et al., 2022). This study thus reconsidered the social domain and proposed two new dimensions: youth, based on Larson's (2000) positive youth development theory and community, grounded on Mcmillan and Chavis' (1986) sense of community theory. Youth responsibility refers to the clubs' CSR practices that benefit the young generations' education and health. Community responsibility refers to the clubs' CSR practices that focus on their community and endeavour to improve the community members' fitness. Thus, the new proposed model contains five dimensions: economic, youth, community, environmental, and cultural.

### Method

As social dimension in the previous study was found problematic, this study looped back to the earlier steps of Churchill's (1979) procedure to redefine the social dimension, resulting in two dimensions. 10 items for youth and 13 items for community were newly generated, and 27 items for the remaining dimensions were identified and purified. After a content validity analysis, 43 items were scaled on a 7-Likert scale. The first data set (N = 231) was collected from November 2022 to January 2023 for EFA. After confirming the factor structure, the second round of data (N = 322) was collected from January 2023 to February 2023 for CFA. The targeted samples were CSL consumers in China, and online questionnaires were distributed to the CSL-related online groups (e.g., the CSL community/fan/communication groups) through various platforms such as WeChat, QQ, Weibo, Baidu Tieba, and Douyin.

### Results

For EFA, 219 valid samples were retained after screening. The skewness and kurtosis values for the measures ranged from -0.83 to 0.08 and -0.76 to 0.27, respectively, showing that the data were normally distributed within the value of ±1.00 (Kline, 2015). The multivariate normality was tested with the critical value of 77.42 by calculating Mahalanobis distance (p < .001). Seven outliers ranging from 78.75 to 128.60 were deleted. The Cronbach's alpha values ranged from .88 to .97 (> .70; Hair et al., 2010). Bartlett's test of sphericity supported the overall significance of the correlation; $\chi^2(903) = 10336.86$, p < .001. The KMO measure of sampling adequacy statistic was. 96, higher than .70. With the .40 factor loading cut-off, five dimensions, as initially conceptualised, with 32 items were retained for CFA. After the univariate and multivariate normality test, 284 samples were retained for CFA. The CMV was checked with both Harman's one-factor and unmeasured latent method factor test. The overall model fit tests were satisfactory; $\chi^2(454) = 959.13$, $\chi^2/df = 2.11$ (< 3.00), RMSEA =.06 (< .08), IFI = .94, TLI = .94, and CFI =.94 (all > .90). CR values ranged from .92 to .96 (>.70), supporting reliability of measures. The AVE values of five dimensions ranged from .68 to .79 (> .50), and three problematic items whose loadings were less than .707 were deleted. The squared root of AVE values of the dimensions (.82 to .88) was all greater than their respective correlations (.30 to .48). Thus, both convergent and discriminant validity were achieved.

**Conclusions and Implications**

The overall CSR was structured as a five-dimensional 29 measures construct (i.e., economic, youth, community, environment, and cultural responsibility). The results provide empirical evidence to support the multi-dimensional nature of CSR and measure consumers' cognitive structure underlying it. It furthers the football CSR research agenda in the eastern context. Besides, it enables future researchers to examine possible antecedents (e.g., CSR capability and communication) and consequences (e.g., attitude and watching/purchase/attendance intention) of CSR perceptions to explain consumers' decision-making process on football consumption behaviour.

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*Topics:* Equity, Diversity and Inclusion in Sport Management

## Evaluating a Professional Sport Team's Environmental Promotion:The Role of Internalisation

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### Aim and Research Questions

Environmental sustainability is one of the key elements that sport organisations must focus on. This is because sport sectors are characterised by an excessive reliance on the environment during sport consumption (McCullough et al., 2019), and understanding how sport consumers' pro-environmental behaviours (PEB) are shaped can be useful for sport organisations in establishing marketing strategies. In this way, corporate social marketing (CSM) refers to an attempt to change consumer behaviour through promotional activities undertaken by companies and organisations (Kotler & Lee, 2005). To encourage civic engagement and social responsibility, professional sport organisations are valuable for two reasons (Babiak & Wolfe, 2009). One is that sport spectators are more invested in the team because of their emotional connections. Furthermore, sport organisations have been recognised as potential promotors of consumers' value internalisation of environmental issues. However, the role of internalisation remains underexplored in the context of CSM by sport teams. Hence, this study aims to reveal how spectators' evaluations of CSM characteristics and environmental credibility are associated with PEB mediated by internalisation.

### Theoretical Background and Literature Review

Internalisation theory (Kelman, 1958, 1961, 2006) was applied in this study, stating that internalisation occurs when an individual adopts a given behaviour induced by another. Using this theory, Inoue and Kent (2012a) conducted an empirical study to reveal that a team's positive environmental practices increase consumer internalisation of the team's value. Additionally, they have suggested a conceptual framework including the organisation's credibility (Inoue & Kent, 2014); however, this framework has not been empirically investigated. The degree of congruence between orientation of sport organisations' environmental promotion and individual's personal values can help provide a constructive theoretical contribution. Hence, based on Inoue and Kent's conceptual model, we tested seven hypotheses towards Japanese professional basketball spectators.

### Research Design, Methodology and Data Analysis

This study conducted a questionnaire survey among spectators of the game during the Carbon Neutral Action at the venue. With the help of the basketball team located in Tokyo, a questionnaire link was sent to the spectators after the game. Nine hundred data were collected, and 612 samples were included in the data analysis (valid ratio: 68%). Thirty items were adopted from previous literatures (e.g., Inoue & Kent, 2012b). For data analysis, we examined the normality of the data using the skewness-kurtosis test. Skewness was scored in the range of $\pm 2$ (from $-.139$ to $-1.87$) and $\pm 7$ (from $-.063$ to $6.26$) for kurtosis; this means that the data satisfied the normality assumption (Curran et al., 1996). Testing the proposed hypotheses, confirmatory factor analysis (CFA), structural equation modelling (SEM) and bootstrapping estimation with 5,000 resamples to calculate bias-corrected 95% confidence intervals (CIs) for indirect effects of an organisation's environmental credibility were assessed using SPSS and Amos 28.0.

### Results, Findings and Discussion

After confirming that there was no serious issue regarding the common method variance using the post hoc test, CFA using maximum likelihood estimation was performed. All factor loadings and construct reliabilities were above the threshold. However, the two constructs' AVE were slightly below .50 (perceived effort = .49, daily recycle = .46). The model fit was acceptable ($\chi^2/df$ = 2.75, $p$ < .001, CFI = .95, TLI = .94, RMSEA = .05 (LO90 = .05, HI = .06), SRMR = .043). Using maximum likelihood estimation, SEM was performed to test the hypothesis, indicating that all hypotheses were supported. The adjusted R square for each variable were as follows: environmental credibility = .71, internalisation = .63, daily recycling = .16, in-game recycling = .27 and perceived efficacy on PEB = .28. Finally, to test the mediation effect of internalisation, the bootstrapping method was applied. Data showed that the organisation's credibility had positive indirect effects on all three dependent variables ($\beta_{\text{daily recycle}}$ = .25, $p$ < .001, 95% CI [.17, .37], $\beta_{\text{in-game recycle}}$ = .43, $p$ < .001, 95% CI [.32, .56], $\beta_{\text{efficacy}}$ = .46, $p$ < .001, 95% CI [.35, .59]), indicating the significance of internalisation as a mediator. Hence, internalisation had a mediation effect on the three dependent variables.

**Conclusion, Contribution and Implications**

The spectators' evaluations of CSM by the sport organisation were positively related to environmental credibility, which led to the spectators' PEB-related outcomes (i.e. daily recycling, in-game recycling and perceived efficacy on PEB) through internalisation. This indicates that spectators' overall evaluation of the project the team is undertaking will lead to an increased belief in the team's approach to a specific assignment. As a result, when spectators internalise the values which team execute, it predicts behaviour and self-evaluation. This research helps shed light on how spectators assess teams' initiatives and how that impacts the significance of their own environmentally responsible actions. Future research needs to confirm whether spectators' attitudes and actions are altered as a result of teams' efforts.

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**Pro-Environmental Benefits of Being Deeply in Love with the Club: How Brand Love Foster Fans' Sustainable Behaviours.**

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1. Aim and Research Questions

Previous studies have often pointed out how the importance of fans' emotional connection with sport organizations (Koenigstorfer et al., 2010). However, little is known about how this connection can benefit society as a whole, particularly in terms of pro-environmental behaviours. This research aims to examine the relationship between fans' perception of clubs' pro-environmental sustainability initiatives and their pro-environmental behaviours, as well as the moderating role that brand love may exert in this relationship.

1. Theoretical Background and Literature Review

There is a tendency for consumers to value the efforts made by brands toward sustainability (McCullough et al., 2020). Similar to other sectors, sport is not immune to pressures, problems and challenges in terms of the environment, the use of resources and climate change (Breitbarth et al., 2023). Sport fans' perceptions of pro-environmental sustainability initiatives by professional clubs have been researched under different paradigms and it is often suggested that investment in sustainability generates both club and social benefits (Cayolla et al., 2023). Nevertheless, despite sport fans developing strong emotional connections with their clubs, the role of brand love in this relationship is yet to be known. The inclusion of brand love (i.e., a deep love relationship) is important because the brand helps to define a fan's identity (Ahuvia, 2022) and, thus, is expected to encourage favourable behaviours. In this sense, we aim to examine the moderator role of brand love in the relationship between fans' perception of clubs' pro-environmental sustainability initiatives and their pro-environmental behaviours.

1. Research Design, Methodology and Data Analysis

Data were collected in partnership with a professional football club, with an online self-administered questionnaire (n=1,537) distributed to members registered in the database. All items were measured on a 7-point Likert-Type scale (1=Strongly Disagree to 7=Strongly Agree), Fans' perception of clubs' pro-environmental sustainability was measured through 6 items and Fans's pro-environmental behaviours were captured through 7 items adapted from Cayolla et al. (2023), while brand love was captured through 6 items adapted from Bagozzi et al. (2017). Data were analysed using AMOS 22.0, and a two-step structural equation modelling was carried out.

1. Results/Findings and Discussion

The results of the CFA showed an acceptable fit to the data [$\chi^2(53)=408,184$ (p<.001); $\chi^2/df = 7,702$; CFI=.977; TLI=.967; NFI=.974; RMSEA=.066 (CI=.060-.072); SRMR=.0497]. The composite reliability (CR) values were above the cut-off point of .70 (.86<CR<.94), and convergent validity was accepted given that the AVE values ranged from .62 to .89. Discriminant validity was also accepted as the AVE value for each construct was greater than the squared correlation between that construct and any other. Similarly, the assessment of the structural model indicated an acceptable fit to the data [$\chi^2(79)=676,330$ (p<.001); $\chi^2/df = 8,561$; CFI=.963; TLI=.943; NFI=.958; RMSEA=.070 (CI=.065-.075)]. The analysis of the path

coefficients indicates that fans' perceptions of club pro-environmental sustainability initiatives positively influence fan's pro-environmental daily behaviours (SRE=.605; p<0.001) . Also, brand love positively moderated the relationship between fans' perception of club' pro-environmental sustainability initiatives and their pro-environmental behaviours ($X^2$ Diff = 447,641; p<0.001, such that the relationship between club pro-environmental sustainability initiatives and fans' pro-environmental daily behaviours is higher for fans with very high brand love (SRE=.620; p<0.001) than for fans with high brand love (SRE=.534; p<0.001). The model accounted for approximately 41% of the variance in fan's pro-environmental behaviour ($R^2$=.41). These findings suggest there is a learning effect from fans and clubs appearing as teaching levers as suggested by the literature (Casper et al., 2020) and brand love seems to moderates it. This is important because both academics (Carroll & Ahuvia, 2006) and practitioners (Roberts, 2006) emphasize the managerial importance of the feeling of love toward a brand, and this research advances how this stronger emotional connection may be beneficial for society as a whole.

1. Conclusion, Contribution and Implication

These results suggest that fan's brand love moderates the relationship between club pro-environmental initiatives and fans daily pro-environmental behaviours, strengthening it. By incorporating the brand into the consumer's identity, brand love is vital for achieving better performances in the fan's environmental sustainability behaviour. In this way, it is up to managers to create and better communicate the initiatives executed or to be implemented to promote reinforcement of love towards the fans' brand.

**ID: 2520**
Sustainability and Sport Management - Revised Version
*Topics:* Equity, Diversity and Inclusion in Sport Management

## Integrating Environmental Sustainability into the Organisational Structure of Sport Federations. A Multi-Method Analysis

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*Aim and research questions:*

Sport federations occupy a key position in the sport structure of many Western countries. Their objective is to enable, promote and develop sport in a national and international context (Nagel et al., 2015). Sport federations often pursue a social mission besides their sport-related tasks. Therefore, the United Nations is looking at federations to drive climate awareness and to stimulate pro-environmental behaviour among their stakeholders (UNFCCC, 2017). However, at present, no literature is available that provides a framework for sport federations to improve their environmental management, which might have the effect that it is forgotten in their professionalisation process or not implemented in a lasting way. This study aims at filling this gap by developing and empirically testing a framework that can be used to guide (i.) future academic research on environmental sustainability in sport federations and other (sport) organisations and (ii.) the strategical implementation of environmental initiatives in sport federations and organisations.

*Theoretical background and literature review:*

To the best of the authors' knowledge, only Cury and colleagues (2023), Hugaerts and colleagues (2022) and Sandvik and Seippel (2022) have looked into how the national or regional sport federation sector has integrated environmental sustainability in their management and strategy. In short, the authors found a lack of environmental commitment in the daily operations and policies of the examined organisations and they stipulate the importance of improving this matter. Against this backdrop, this study will draw from the framework presented by Fifka and Jaeger (2020) and other literature in the field to present a research framework that can model, evaluate and guide the integration of environmental sustainability into the organisational structure of sport federations. The presented framework comprises five levels and ten steps that will be thoroughly examined and discussed as a basis for this and further empirical work.

*Research design, methodology and data analysis:*

A Belgian and more particularly, Flemish context was chosen to collect the data for this study since the structure and government involvement of Flemish sport federations is characteristic for federations located in other European countries. A mixed-method approach including interviews, a survey and document analyses administered among sixteen Flemish sport federations form the basis of this study. The three data collections will be used to analyse and discuss the different levels and steps in the framework and the state-of-affairs within the Flemish sector. All data for the research was collected between March 2022 and November 2022 and was provided by/collected among lead executives of each federation. The quantitative data was analysed using Excel and SPSS 29 and the qualitative data was analysed using the software NVivo.

*Results, findings and discussion:*

The results highlight that sport federations are mostly motivated by societal drivers. More precisely, the questioned federations indicate that they see it as a moral obligation to act environmentally sustainable. The findings also show that a lack of resources like financial and human resources are the most limiting obstacles to take more initiatives. Nonetheless, the management of most federations has a positive attitude towards integrating sustainability in their organisational structure. This has resulted in the implementation of different initiatives with waste management and reducing the impact on the ecosystem as the categories with the most frequently mentioned initiatives. When looking at the framework, however, a thorough strategical planning and the evaluation of the outcomes of the initiatives is in the majority of the questioned federations currently absent, which leaves considerable room to further integrate sustainability in their organisational structure. The findings indicate that the creation of an environmental commission can benefit the environmental commitment of sport federations. This commission can focus on finding collaboration opportunities, provide recommendations to strategically integrate the topic in the policy of the federation and follow up on the environmental initiatives in which education initiatives should get a central position.

*Conclusion, contributions and implications:*

The present study aims to make both a valuable theoretical and practical contribution by focusing on the underresearched sport federations sector. The study provides academic insights into how environmental sustainability is currently integrated in the organisational structure of sport federations. This enables to identify how upcoming research can further extent this knowledge by focusing on specific steps of the framework that need further enquiry to better assist the federations. Furthermore, the study presents a research framework adapted to the federation context. By doing so, it offers sport managers a step-by-step tool to improve the practical implementation of environmental sustainability in their organisation. By doing so it stimulates long-term thinking and goal setting within the organisation, which will enable the institutionalisation of environmental practices in the sector. If the framework is implemented, sport federations can take an important step towards becoming more environmentally responsible organisations and they will become valuable contributors to the pertinent objectives of the United Nations.

### Staff Sense-Making of Education for Sustainable Development in Event Management

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**Aim**

The aim of the study is explore how educators in event management make sense of education for sustainable development in Higher Education and pedagogical approaches adopted. While events generate significant financial and social benefits, there can also be negative consequences on local and global communities, particularly around environmental issues (McCullough *et al.,* 2020). The theoretical framework underpinning the research is sense-making, where a person seeks to make sense of a phenomenon when there is confusion, uncertainty and complexity (Weick, 1995).

**Design and implementation**

The initial study was conducted at an outreach campus in a recently designated technological university in Ireland. Staff from an Event Management programme were involved in the research, with some staff also lecturing on other programmes. Data collection consisted of focus groups and semi-structured interviews. The data was collected in June and July, 2022 and was analysed using thematic analysis.

Findings indicate that an integrated approach, with a co-ordinated effort between staff from academic, administrative and management positions, as well as student involvement is essential to embed sustainability principles. The role of personal values and taking personal responsibility was outlined by several staff who felt that educators need to consider the implications of their activities on communities and people and environmental damage that events can cause (Sterbenk, 2022). Staff engage in sense-making activities by participating in collaborative projects, such as developing authentic assessments that are useful to communities. An example given was the development of a dome by Art students, that could be used for various events being held in the community. Staff on event management programmes also play a role in influencing students and stakeholders, such as lobby groups, state agencies involved in event management and the community. The overarching feedback from the study was a request for practical pedagogies that support education for sustainable development.

One teaching and learning approach highlighted in the study was the potential for debate as a tool to embed the sustainable development goals into a teaching, learning and assessment strategy. The debate outlined involved students in their final year as part of a sustainability-related module. It involved students researching a topic, preparing for counter-arguments and developing a reflective piece. The lecturer noted that a limitation to this debate was the trepidation of the students involved at this stage in their studies. Despite this, they noted that students liked the debate and found the peer feedback from their opponent particularly useful. The lecturer plans on expanding the use of debating to include other programmes and having an evaluation panel, thus incorporating a transdisciplinary approach.

The study also found another approach, jigsaw collaborative tool, to be useful in an event-management context. This technique may encourage students to adopt a broader perspective on sustainability issues and can potentially attract more socially aware students onto event management courses (Yilmazdogan *et al.,* 2015). It involves students acting as experts in a group with a view to developing a topic for presentation. This could involve considering how to stage an event, with event controllers, marketing and designers acting as an expert in their

area. Each expert has researched their topic and shares this with the other experts (Sanchez-Muñoz *et al.,* 2022). The member then joins a temporary group who have examined the same topic and evaluates their learning with a view to them becoming experts. The individual member then returns to their original group for co-operative learning. Debrief and evaluation of the experience/tool takes place. It was felt that it could be very useful for teaching students on an Event Management Programme.

The findings indicate that staff struggle with embedding sustainability principles into curricula, programmes, and practice. They felt that institutional and management support are critical to the success of a sustainable development approach. Other problems related to student numbers.

**Outputs/outcomes**

One of the outputs of the study has been the running of a seminar on Education for Sustainable Development at the Campus. This is based on the recommendations arising from the study and involves talks about using innovative pedagogies for sustainable development. These include teaching using virtual reality, designing modules to support sustainable development, and debating as an education tool. Another output from the study has been to create greater awareness around education for sustainable development at the Campus. This has been facilitated by the development of the Strategic Plan for the university.

**Reflections/future developments**

The study indicated that there was goodwill and enthusiasm for initiatives relating to education for sustainable development. The pedagogical approaches of debating and jigsaw appear to be appropriate in the event management setting as they capture the complexity and collaboration involved in the sector. Further research is needed to examine the experiences of Event Management students as a key stakeholder.

**Broader, New, and Critical Aspects of Sport Management**

**ID: 294**

Broader, New and Critical Aspects of Sport Management

## What is Sport Management? An Empirical Investigation

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### Aim and Research Questions

This project started with a simple research question, what *is* sport management? Strip away the socially constructed dogma, the definitional debates, the Zeigler lectures and our ideas about what sport management *should* be - and what are we left with? Our answer: sport management is the knowledge it produces. The aim of this study is to revisit and empirically answer Zeigler's (1987) seminal questions regarding sport management's origins, evolution, status, and direction(s). Applying the North American Society for Sport Management's (NASSM) list of 98 journals servicing sport management to bound our scholarly domain, we undertake a two-phase co-citation analysis to answer these seminal questions. In doing so, we provide an empirically informed critical analysis and future research agenda to inform and advance the evolving nature of sport management scholarship.

### Theoretical Background and Literature Review

Our study joins the ongoing conversation about the nature of sport management (see for example - Zeigler, 1987, Slack, 1998; Chalip, 2006; Doherty, 2013; Gammelsæter, 2021). Building on these seminal scholars, we make the modest contribution of adding empirical weight to these discussions which have often remained conceptual. Theoretically we lean on Thomas Kuhn's (1962) structure of scientific revolutions to critique the 'normal science' of sport management (i.e., our socially constructed paradigms, norms and beliefs). Specifically, we argue that lacking empirically informed critical analyses of our scholarship, that important discussions about sport managements future will remain confined to subjective views of what sport management *should be*, as opposed to more objective analyses around what sport management *is*.

### Research Design, Methodology and Data Analysis

Our research design consisted of two phases. Phase one focused on the macro field of 'sport studies' which included approximately 33,114 articles across 59 journals that were on the NASSM list and accessible within the SCOPUS database. These articles collectively referenced 1,149,294 citations from 308,617 sources. The co-citation analysis performed in phase one delimited the sample to sources (i.e., journals) that had been cited more than 500 times which reduced the sample to the top 252 sources. From this list, we produced a co-citation network map that clustered the field of sport studies into six disciplines. Phase two involved a second co-citation analysis with a focus on the 'sport management and marketing' discipline identified in phase one. This included 3562 articles from eight journals that collectively referenced 170,700 citations from 43,709 sources. The phase two analysis was delimited to sources (i.e., journals) that had 400 citations which reduced to the sample to the top 54 sources. We empirically quantify the relative centrality, prominence, and inter-connectedness of these key journals, articles, and authors within this cluster.

### Results/Findings and Discussion

The macro analysis of 59 journals in phase one identified six disciplines within the field of 'sport studies', these included: (1) sport management and marketing; (2) leisure and tourism; (3) sport economics; (4) sport sociology; (5) physical education; and (6) sport exercise science and psychology. The disciplines of sport sociology, sport economics, and leisure and tourism

were more proximal to sport management and marketing, relative to physical education and sport exercise science and psychology. Phase two focused on the main sub-disciplines that make up 'sport management and marketing'. Four sub-disciplines were identified (1) sport management; (2) leisure and tourism management; (3) general management; and (4) sport marketing. The most cited journals were *Journal of Sport Management*, *Sport Management Review*, and *European Sport Management Quarterly*. The most cited authors were seminal sport consumer behavior scholars Dan Funk, Daniel Wann, Jeff James and Galen Trail, with the most cited articles a combination of seminal works by these authors and methods papers (e.g., Fornell & Larcker, 1981).

**Conclusion, Contribution, and Implication**

In returning to Zeigler's (1987) original questions, the *origins* of sport management largely arose out of sport sociology and physical education scholarship at a time of global professionalization within the sport industry and subsequent need to adopt a more scientific approach to managerial practices. Sport management has *evolved* as a discipline with more publications in the last ten years than the proceeding thirty years. Sport managements *status* is in a period of transition - simultaneously at the tail end of a first generation of seminal scholars who fought to stake sport managements claim in a competitive academic landscape, whilst concurrently producing a quantity knowledge, scholars, programs, and impact unprecedented in the disciplines history. Based on our preliminary analysis we offer three provocations to stimulate conversations regarding the *future* of sport management: (1) is sport management a discipline or a field? (2) given the growth of sport management do disciplinary or interdisciplinary journals best serve sport managements ambitions for the next generation of scholarship? and (3) how will our ideas of sports distinctiveness and contribution to knowledge (both theoretical and practical) influence the maturation of sport management scholarship?

**Public Secrecies in Belgian and Luxembourgish Football**

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1. Aims and research question

Public secrecy among sports actors represent a challenge in addressing illicit behaviors in sports, especially in cases of sport-related fraud (Moriconi & de Cima, 2021). Public secrecies are organizing principles of social relations, usually upheld by those in positions of power. They insinuate the existence of a general knowledge that cannot be articulated, where individuals acknowledge the presence of hidden information without necessarily knowing the content (Numerato, 2016).

The existence of public secrecies in football is acknowledged yet excluded from football governing bodies' official preventive narratives regarding sport-related fraud (Numerato, 2016). This delegitimizes anti-fraud policies by limiting the discourse to a specific set of nodal points which determine the boundaries of the discourse, restricting our understanding of the issue (Moriconi & de Cima, 2021). The disconnection between preventive policies and the reality in football ultimately leads to the failure of these policies to meet their objectives.

This study aims to deconstruct public secrecies in Belgian and Luxembourgish football and how they are sustained by official UEFA (Union of European Football Associations), RBFA (Royal Belgian Football Federations) and FLF (*Fédération Luxembourgeoise de Football*) policies. We investigate how different forms of labeling shapee these narratives and how labeling football governing bodies can challenge public secrecies in football.

Guiding research questions are: 1) How do the anti-fraud narratives of UEFA, RBFA and FLF shape and sustain public secrecies regarding the prevention of sport-related fraud in football?, and 2) How do different types of labeling impact preventive narratives and what is their potentiality in challenging public secrecies?

2. Theoretical background and literature review

Prior research explored the influence of public secrecies on the preventive narratives regarding match-fixing. Moriconi (2018) exposed the gap between UEFA's official match-fixing narrative versus the realities in Iberian football. By portraying match-fixing as an issue of individual morality and attributing it to organized crime, UEFA fails to address the roles of internal governing failures and public secrecies. Moriconi and de Cima (2021) attribute low reporting rates on match-fixing to the harmful consequences for players' and referee's careers, which is linked to public secrecies. Visschers et al. (2020) found that RBFA referees perceive match-fixing as common, but rarely report it due to fear of repercussions. Lastly, Numerato (2016) posits how match-fixing is endemic among the Czech football landscape, despite not being openly acknowledged.

Labeling entails processes by which certain groups, individuals or behaviors are assigned a 'label' based upon cultural and social expectations. Labeling actors can be official instances (top-down), peers (horizontal), or broader societal actors (bottom-up/online labeling) (Merz, 2019). Drawing from postmodern labeling perspectives on corporate deviance, we examine how varieties of labeling affect anti-fraud narratives. Additionally, unraveling labeling processes enables us to understand how football governing bodies understand fraud and the factors that contribute to (not) defining certain activities as illicit (Merz, 2019).

3. Research design, methodology and data analysis

This study adopts a critical policy analysis (CPA) approach to examine the anti-fraud preventive narratives of UEFA, RBFA and the FLF. CPA questions the traditional 'problem-solving mentality' by shifting to a 'problem questioning' approach that interrogates the assumptions and silences embedded in proposed policies (Bacchi, 2009).

Bacchi (2009) follows a WPR approach (What's the Problem Represented to be?), entailing six phases in the policy analysis process. The phases are: 1) analyzing the policies and narratives to unravel how these represent the problem; 2) analyzing the underlying conceptual logics that construct the problem; 3) tracing the 'genealogy' of the problem; 4) identifying what is left unproblematic, highlighting public secrecies; 5) examining the practical implications; and 6) questioning the problem representation. In this analysis, we focus on the labeling processes and their manifestation in each phase of the CPA.

Additionally, semi-structured interviews will be conducted with approximately 20 individuals involved in Belgian and Luxembourgish football, including referees, players and federation officials. The interviews provide insights into the perspective of key stakeholders and allow to unravel the contradictions between football governance and practice.

4. Results, findings and discussion

Data collection is ongoing. The CPA's initial findings align with prior research on anti-fraud narratives, while also exploring new forms of fraud. Moreover, results address the potentiality of labeling within the varying contexts and the reinforcing structures for it to be able to challenge public secrecies.

5. Conclusion, contribution and implications

Results and conclusions will be final and available by the time of the conference. By exploring this research area through an integrated sport management and sport criminology lens, we expand our knowledge on public secrecies and their roles in the construction of preventive narratives. We further broaden the understanding to other cultural regions and types of fraud. CPA is an innovative and lucrative method to extend this knowledge. Additionally, we explore the potential of labeling in creating more accountability in football governing bodies.

**Desired Social Development Outcomes of An English Elite Youth Football Academy**

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**Aim and Research Questions**

The aim of this research is to investigate the social development mechanisms and outcomes in an English elite youth male football academy. Consisting of three studies, this research (i) developed a definition for social development in an elite football academy, (ii) explored player's perceived social development outcomes, and (iii) determined how the desired social development outcomes in players are developed over time. In addition to providing a better understanding of social development mechanisms in and outcomes of academy involvement, one aim is to provide an alternative measure to evaluate youth football academies that is centred around the social development outcomes rather than football specific outcomes.

This proposed presentation will focus on the first study, which utilized five focus groups with different football academy stakeholder groups to answer the following research questions:

RQ1: What is the definition of social development in an elite youth football academy?

RQ2: What are the desired social development outcomes in an elite youth football academy?

**Theoretical Background and Literature Review**

Social development has been vaguely defined in many ways, but there is no consensus around what skills/competencies constitute social development (Gledhill et al., 2017; Harwood et al., 2016; Premier League 2022). A common definition views social development through the lens of psycho-social skills that are associated with talent development in football (i.e., Gledhill et al., 2017). Another common lens through which it is viewed is Positive Youth Development (PYD), focusing on the development of life skills that allow young athletes to succeed in their sport and beyond (Harwood et al., 2016; Holt et al., 2017).

Creating a coherent definition for and outlining the desired outcomes for social development is crucial when trying to evaluate social development strategies in football academies. Therefore, this research aims to provide novel insights into this underexplored area by providing an elite football academy's definition for social development and outlining desired social development outcomes.

The four-corner coaching model, which was released in conjunction with the Elite Player Performance Plan (EPPP), aimed to "develop more and better home-grown players" and lists social development as one of four pillars guiding holistic player development (Premier League, 2022). In October 2022, the Premier League released a 10-year-report outlining the success of the EPPP. The athletic achievements (i.e., minutes played by academy graduates) listed in the report illustrate the success of the EPPP in relation to developing more and better homegrown players. However, the social (also referred to as off-pitch) development of players is only fleetingly explored and lacks quantifiable data (Premier League, 2022). That is partly due to the fact that the desired social development outcomes are only vaguely defined, making it difficult to measure success in that domain.

Most young academy football players don't reach the elite senior level (i.e., due to injury or de-selection) and need to rely on their educational and personal development after their football career is over. Rongen et al. (2021) outlined that experiences of and outcomes from academy involvement vary greatly and that a clear definition of and focus on desired (non-football related) outcomes is essential when trying to provide all players with positive developmental experiences.

**Research Design, Methodology, and Data Analysis**

This project utilised a mixed-methods case study approach exploring social development within one elite youth football academy. For this study, data were collected through five focus groups with 27 key stakeholders in the academy (i.e., senior staff, u-13 to u-18 coaching staff, education staff, sport science staff, and player care/safeguarding). Furthermore, extensive participant observations were used to triangulate the results, and member checking to ensure the accuracy of the results. The data were analysed using Braun and Clarke's (2019) reflexive thematic analysis (RTA). Data were coded inductively, guided by the research questions. The six steps of RTA were followed.

**Results/Findings and Discussion**

Data analysis for this study is currently in progress and will be completed by the time of the conference in Belfast. Preliminary data analysis shows that social development in the academy is defined very similarly to PYD, with the aim of allowing young people to thrive in the modern world through the development of life skills, club-specific values and behaviours, and providing formal and informal developmental experiences.

**Conclusions, Contribution, and Implication**

A main theoretical and practical contribution of this study is the development of a tool based on the academy's desired social development outcomes. This provides an alternative measure of success for academies that is focused on social development outcomes rather than on performance-based KPIs. Providing an additional variable to evaluate success in an elite youth football environment that is focused on the person behind the player will not only help youth football academies improve the experiences of young football players, but it also fits the *Forward Thinking in Sport Management* spirit of this year's EASM conference.

**New Stadia And New Arenas as Non-places, Places, Hyper-places Or Heterotopia. Analysing Newly-Built Sports Facilities Through the Lens of French Anthropology, Geography And Philosophy.**

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**Aim of the research**

This project is part of a long tradition of research into sport facilities and spaces (Bale, 1993). This paper aims at offering another way of assessing the status of newly-built facitilites through the lens of French social sciences. The objective is threefold: understanding the status of newly-built sports facilities may help: local authorities to defend their project; clubs to adapt their marketing programme to suit their "*home*" status; and stakeholders to "*accept*" such project more willingly and rapidly.

**Theoretical background**

Augé (1992) theorises the concept of "*non-places*" as anthropological spaces where human beings remain anonymous, and thus do not hold enough significance to be regarded as "*places*". Examples include motorways, hotel rooms, airports and shopping malls. Stadia too can be perceived as non-places, especially when it comes to newcomers.

The perception of a space as a non-place is subjective: one can view any given location as a non-place. Conversely, a shopping mall is not a non-place for a person who works there every day, and a stadium is not a non-place for a season-ticket holder. Augé therefore opposes the concept of non-place to the notion of "anthropological place", which offers people a space that empowers their identity, where they can meet other people with whom they share social references.

If newly-built sports facilities can be considered as non-places and may evolve towards the status of "place" with time, the concepts of hyper-places and heterotopias are also worth investigating.

Lussault (2017) defines hyper-places as spaces where people gather and whose congregation creates a local society. A hyper-place is dense, diverse and intense; connected to other hyper-places through social networks; hyper-scalar, ; a space where people share experiences; and people who gather in hyper-places share a spatial affinity with each other. If one extrapolates, then sporting facilities can be considered as hyper-places.

Whenever justifying the need for a new sporting facility, practitioners, politicians, architects often focus on utopian arguments. On the contrary, many examples have led scholars (Perelman, 1998) and observers to believe newly-built stadia and arenas may turn into dystopias.

Foucault believes there are utopias that can be considered as counter-spaces. These are what he calls "heterotopias", that is to say cultural, institutional and discursive spaces that are somehow "other". Heterotopias are worlds within worlds, mirroring and yet upsetting what is outside. Examples include ships, cemeteries, bars, brothels, prisons, gardens of antiquity, fairs, Turkish baths (Foucault, 2009), walkways (Roux and Guillard, 2014) or music festivals (Masset and Decrop, 2017). One may legitimately wonder whether a newly-built stadium or arena can be considered as a modern heterotopia.

Although it is difficult to envisage a stadium as a "crisis heterotopia" or a "heterotopia of deviation", Hetherington suggests that a heterotopia derives from a modern and utopian conception of social space where both the expression of freedom and the exercise of control coexist. Relatedly, a stadium could well be considered as a heterotopia. Besides, just like the closure of brothels and the localisation of cemeteries outside the city walls in Western civilisations, evidence shows that new sports facilities are built somewhat on the outskirts of the city centre. A sporting facilitiy can also be considered as a heterotopia as it can be a single real place that juxtaposes several spaces. In fact sports facilities may even become heterotopias of time: they exist in time but also exist outside of time because they are built and preserved to be physically insusceptible to the ravage of time. The fifth principle is strong as stadia and arenas are heterotopias of ritual and purification, that is to say spaces that are isolated and penetrable yet not freely accessible like a public space. Entry to a stadium or an arena requires special rituals, just like a Turkish bath. Finally, sports facilities also have a function in relation to all of the remaining spaces: they create a space of illusion that exposes every real space but also create a real space *per se*, a space that is other.

Thus, sporting facilities may be considered as non-places, places, hyper-places or heterotopias. Their status will depend on their own identity and the identity of spectators who attend games there, their shared history and the social relationships that may have developed there. A sporting facility will not bear the same signification whether one attends his/her first home game or whether he/she is a season-ticket holder. Such symbolic meaning may also be affected by the length of time that characterises the relationship between the individual, the club and the facility.

**Conclusion**

This topic can be discussed further, including international contributions to give this project a more global perspective; and conduct an empirical study in order to assess whether French social sciences could help design new segmentation and targeting strategies for practitioners who wish to attract various publics within their premises.

## When Good Values Go Bad: The Case of Maltreatment in High Performance Sport

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### Aim and Research Questions

In this presentation we consider whether unsafe behaviours and practices in high performance sport are negative manifestations of a system that values authority, autonomy, meritocracy, and drive. We draw on the too-much-of-a-good-thing (TMGT) effect (Pierce & Aguinis, 2013) to address the question: Is maltreatment in high performance sport a case of traditionally acceptable values "gone bad"?

### Theoretical Background and Literature Review

Increasing reports of athlete maltreatment in sport at all levels are framing the conversation about unsafe sport, and driving the call for a safer sport culture (Ewing, 2022; Mountjoy et al., 2022). There is a particular interest in the sport culture that may be supporting the negative behaviours and practices that seem to persist (Ewing, 2022), and so it is important to understand the values underlying that culture. As part of a larger research program investigating safe and unsafe aspects of high performance sport culture, we have uncovered athletes' perspectives of unsafe behaviours and practices; namely, coach behaviour, teammate and fellow athlete behaviour, lack of resources and an inattentive sport system. We have further interpreted that these unsafe aspects stem from a high performance sport system that values authority, autonomy, meritocracy, and drive. In this presentation we draw on the TMGT effect to consider whether such traditionally acceptable values in sport "go bad."

TMGT explains the counter-theoretical effect of variables that are anticipated to contribute to desirable consequences but that lead instead to negative outcomes. Pierce and Aguinis (2013) coined the TMGT effect in the field of management to describe the inflection point beyond which the impact of a variable – for example, an assertive leadership style – becomes asymptomatic (no more effect) or even negative. Scholars have since identified a curvilinear effect of, for example, perceived organizational support (Harris & Kacmar, 2018) and volunteer remuneration (Harman & Doherty, 2017) on individuals' attitudes and performance. TMGT may help to explain unexpected, contradictory, and confusing phenomenon, and inform effective management.

### Methodology and Data Analysis

An interpretative qualitative methodology was used to further analyze data from a study investigating athletes' perspectives of unsafe sport culture at the high performance level in Canada. In that study, we interviewed 28 athletes and identified several manifestations of unsafe sport (e.g., coach behaviour) and their underlying values (e.g., authority). In a subsequent contextual analysis (Patton, 2015) based on the same data we considered those values of autonomy, authority, meritocracy, and drive from two consecutive perspectives: (1) their intended positive role in high performance sport, and (2) evidence of unsafe manifestations that appear to reflect when they are TMGT. Our analysis involved revisiting the data individually, then collaboratively, to identify evidence of, for example, "too much" autonomy from the athletes' perspective. Analysis was concluded when consensus was achieved.

### Results/Findings and Discussion

We present the findings as a model illustrating the qualities of these traditional high performance sport values, and how evidence suggests they play out beyond a point at which they engender unsafe behaviours and practices, among coaches, athletes, and the sport system itself. For example, autonomy is traditionally valued for coaches to bring expertise and experience to a particular context where their knowledge can be adapted as necessary. However, the athletes described circumstances where too much autonomy allows the coach to be a gatekeeper of power and resources. Our discussion focuses on (1) the merits of the TMGT effect to understand maltreatment in sport, (2) the findings as a platform for shifting the culture of high performance sport, and (3) directions for future research.

**Conclusion, Contribution and Implications**

This study shares the TMGT effect with the field of sport management, through the context of unsafe sport. Our findings help to address the call for safer sport with the consideration that what a sport system traditionally values may be "too-much-of-a-good-thing" and may explain negative behaviours and practices. This helps to inform efforts towards addressing and resolving the persistent maltreatment in sport by identifying what aspects of culture (values) require attention; either to shift those values, or at least recognize circumstances when they have negative consequences.

## The Uses and Abuses of History in the Fitness Industry

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*Aim and Research Questions*: This paper studies the use of fitness marketing campaigns from 2010 to 2022, specifically focusing on their use of history to market goods. The field of sport management has provided few critical studies of the fitness industry. Conversely, physical cultural and sport historical scholarship has long been critical of the fitness industry, with a particular onus on body, gender, and ethnic politics. How have certain groups appropriated history within the fitness industry and is this appropriation problematic or advantageous? The aim of this paper is to provide historical context to sport management scholarship on the fitness industry by evidencing the uses and abuses of history therein.

*Theoretical Background and Literature Review*: In 1874, Friedrich Nietzsche wrote "The Use and Abuse of History in Life," the second of four essays in his *Untimely Meditations*. In it, Nietzsche questions the previously held notion that knowledge of the past is an inherent good, as was popularized by Georg Hegel earlier in the nineteenth century. More recently, Canadian historian Margaret MacMillan expanded on this notion by writing that "the past can be used for almost anything you want in the present" (2010, xiii). This is the crux of contemporary heritage politics (Smith, 2006), in which the past is used to validate the present. This tactic is apparent in populist politics, wherein nostalgia for an idyllic past is often evinced. At the cross-section of cultural history, heritage, and identity politics sits the realm of sport, which is not immune to the appropriation of history (Delheye, 2014). Drawing on historical scholarship on physical culture and fitness (Hargreaves & Vertinsky, 2007; Heffernan, 2022; Mehlman Petrzela, 2023), this paper will highlight how and why the fitness industry uses and abuses history.

*Research Design, Methodology and Data Analysis*: A key element of our research design is a historical analysis of fitness industry advertising through content analysis of various media sources specific to the fitness industry. In doing so, the research examines Rogue Fitness, SBD, and Onnit public promotional materials from 2010 to 2022. Relying on secondary source materials, the foundation of our study will contextualize historical advertising trends within the fitness industry to better understand how history is used in contemporary marketing. Then, we shall conduct a media analysis of select fitness company advertisements. Finally, we shall present two case studies (one being Rogue Fitness and the other SBD) as examples of the trends within the fitness industry.

*Results/Findings and Discussion*:

A recent trend within western fitness companies in the past decade has been the utilization of history and tradition to elevate a company's brand. Both Rogue and Onnit are relatively new fitness companies but, through the use of history, have elevated themselves as 'prestige' brands with a seemingly longer lineage than is, in fact, the case. There are, however, problems with this approach. By uncritically using history through a Western lens, Onnit, in particular, have utilised very anarchic understandings of Indian and Persian history to promote their products. As these brands grow in size, there is some potential for criticisms.

*Conclusion, Contribution, and Implication*: The examination of fitness and bodybuilding companies, despite their profitability, is still relatively small when compared to more traditional sporting industries. Rogue and Onnit are just two examples of fitness companies

that use and/or abuse history for their own purposes. If this type of instrumentalization of history within the fitness industry is left unchecked, unsettling consequences may arise. For example, there is a trend of American and Western fitness influencers who travel to India and Iran (in particular) to train in "traditional" cultures. The onus on "primal," "traditional," and "wild" imagery tends to marginalize based on gender, ethnicity, and body type, leading to a less inclusive environment. Also, the role of the supplement industry, which provides the fitness industry with Vedic medicines and other "natural" solutions, cannot be understated. In an era when gender, ethnic, and body politics are constantly in the limelight, the impact of the fitness industry – and history it portrays – cannot be taken lightly. With differing perspectives on what it means to be fit, healthy, and beautiful, keeping "body influencers" in check is imperative.

## Elite Athlete Activism, Advocacy And Protest: A Scoping Review

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Aim and Research Questions

Elite athlete activism advocacy has become increasingly visible and influential in recent years, as more athletes use their platform to speak out on social and political issues (Magrath, 2022). Given the increasing relevance and proliferation of academic studies, a structured review of athlete activism, athlete advocacy and athlete protests is timely. The scoping review is guided by the following research questions: 1) How has elite athlete activism, advocacy and protest been covered in the literature? 2) What themes and topics are covered in the elite athlete activism, advocacy, and protest literature? 3) What are the research gaps in the elite athlete activism, advocacy, and protest literature that could be organized in a future research agenda?

Theoretical Background and Literature Review

This study examines the literature on activism, advocacy, and protest by elite athletes. Research in this area covers a wide range of issues, topics, actors and methods such as case studies of specific events, analysing specific acts of activism or advocacy or measuring consumer perceptions of these actions (Magrath, 2022). There are frameworks to better conceptualise the different eras and forms of athlete activism and advocacy (e.g., Cooper et al., 2019). Athlete activism has mostly been defined as an athletes' use of their sporting platform to promote social justice (Kluch, 2020). Rather than focus only on activism, the study positions advocacy and protest as highly complementary concepts to activism. While activism, advocacy and protest are all strategies for promoting social or political change, nuanced differences exist between them, yet the literature is replete with their inconsistent use (Lee & Cunningham, 2019). Based on these inconsistencies, this scoping review considers all three terms.

Research Design, Methodology and Data Analysis

Scoping reviews endeavour to map the existing scholarship on a specific topic and provide an overview of the research that has and has not been conducted (Arksey & O'Malley, 2005). The study uses a three-phase search process. This entailed a systematic database search which included all studies published in English until January 27, 2023. This was supplemented by a systematic manual search of the leading sports journals (ESMQ, SMR, JSM, SSJ & IJSC). Editions from 2016 onwards were also screened. 2016 was the year of Colin Kaepernick's NFL protest and the commensurate increase in academic coverage on topic. Approximately 86% of all literature has been published since 2018. Finally, a manual screening of the reference lists of included articles was conducted to identify any articles missed in the previous searches. Peer-reviewed, empirical articles (quantitative, qualitative or mixed methods) with a substantive focus on activism, advocacy or protest by elite athletes were included. After duplicates were removed, 5267 studies were screened for relevance followed by data extraction. Findings are reported through descriptive frequency analyses to summarise key characteristics of included studies and a qualitative thematic analysis to group the studies into themes.

Results and Discussion

This study identified 144 empirical articles related to elite athlete activism, advocacy, and protest. The evidence from this study reveals that empirical research on this topic is relatively recent and increasingly popular with one study appearing in 2008 and peaking at 33 studies in 2022. A drastic upsurge in studies occurred in 2018 brought on by the 2016-17 NFL protests, which account for more than one third of all research on this topic. Results highlight the interdisciplinary nature of the topic with studies appearing in 88 different journals, with Communication and Sociology & Political Science being the dominant subject areas. Only eight studies (5%) appeared in Sport Management journals. Studies overwhelmingly originated in America (81%) and focused on the American context (81%). A wide range of study methods and designs were identified. Results also support the notion that the terms activism, advocacy and protest have been used inconsistently in the literature.

Conclusion, Contribution, and Implications

As the first systematic review of literature on activism, advocacy, or protest by athletes, our study highlights the increasing relevance of this topic to the field of sport management while identifying gaps in research. Research gaps include a lack of diversity in the cultural context of studies and inadequate research into organisational tolerance and consumer delegitimization of athlete activism, advocacy and protest. A limited use of theory is also identified. Future research should move beyond the American context as public awareness for activism and advocacy by athletes is increasing globally. Methods such as multiple case studies and the application of management theory is recommended. By combining the terms activism, advocacy, and protest into one systematic review, we identified the inconsistent use of these terms while demonstrating the need for research conceptualising and categorising the differences between these concepts in terms of actions taken by athletes.

**Enhancing Community at Work and Breaking Down Organizational Silos: Insights into the Potentials and Constraints of Exercise at Work Programmes**

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**Aim:** Implementing exercise during work hours is frequently embraced to address workplace health promotion. However, intervention exercise programmes are often short-lived. We still lack knowledge about potentials of exercise and sport-like activities to impact on community experiences at the workplace, whether activities can break down organizational silos, and how programmes can become sustainable after the intervention. Accordingly, this study investigates how employees, managers and selected employees acting as exercise-ambassadors at their workplaces (Edmunds & Clow, 2016) perceive exercise activities´ impact on work community at five workplaces. We engage with the exercise activities in a critical performative way (Spicer et al. 2009) i.e. by balancing possible progressive managerial paths such as improving health and fostering a tolerable working environment with inappropriate constraints and structural limitations such as inducing work-overload, blurring the boundaries between leisure and workhours, or conducting managerial control.

**Theoretical background and literature review**: Most research on workplace exercise focus on measurable health improvements or engage in critical management studies (Overbye & Wagner, 2023). To find a balanced approach, this study adopts an institutional logics perspective (Lounsbury et al. 2021) and argues that once exercise is introduced during work logics of profession and corporation interact with a logic embedded in community that influences and frames exercise and sport-like activities. For example, embodied play-like activities and voluntarism known from sport and exercise activities can either challenge, collide or blend with the bureaucratic roles from a corporate logic, or personal reputation and the quality of the craft characterizing the logic of profession.

**Research design**: The study is anchored in a qualitative driven mixed methods design (Mason, 2006) exploring a 1-year exercise at work programme at five Danish workplaces (two private production companies delivering furniture and insulation products, and three public services providers within healthcare, municipal administration, and waste and renovation). Encouraged by peer colleagues acting as exercise-ambassadors, employees were offered time for voluntary exercise during work. The activities were developed in collaboration between the workplaces and the Danish Confederation for Company Sports. Theory and insights into existing topic-related literature are used by the researchers as pre-understandings enhancing the interpretation and expanding the horizon.The presentation will draw on observations of preparatory seminars prior to the launch of the exercise-at work project, qualitative interviews with managers and the employee exercise-ambassadors at the beginning and end of the exercise-at-work programme (n=31), and data from a web based questionnaire distributed to employees in the final stage of the project period (n=266).

**Findings**: In a Scandinavian context, exercise and sport-like activities are normally anchored in leisure time activities organized by civil society organizations such as associations thus drawing heavily on a community logic. Once transferred to work settings, the presentation will provide insights into how implementing exercise at work influences community and can lead to feelings of organisational cohesion and experiences of community. We will illustrate how and to what extent exercise leads to reduction of work-related silos and increases collaboration and friendships across boundaries at the workplaces, but also how logics of profession and corporation occasionally represent contradictions leading to tensions between logics. The

findings will be used to elaborate on community and organizational research from an institutional logics perspective (Georgiou & Arenas, 2023).

**Conclusion and implications**: A model where employees are acting as ambassadors has the potential to implement exercise during work beyond a short-termed intervention. It may enhance experiences of community at work and reduce organizational silo creation. However, the study illustrates that implementing exercise is not matter of harmonious blending of logics but shall rather be seen as an oscillation between tensions and co-existence of logics where active support from top- and middle management is considered crucial for successful implementation. For instance, exercise collides with existing work tasks as exercise is considered subordinated to the core activity of the workplace (e.g. processing of raw materials or delivering a tax-funded public service) or it is considered incompatible with professional practices of employees. Hence, this study points to the organizational complexity of implementing exercise during work. By drawing attention to community potentials, the study adds to existing research: It goes beyond studies relying on short-term interventions that seek to measure the health effect which often is the case for much occupational health literature. Simultaneously, it points to studies neglecting progressive managerial aspects (such as embracing the community potentials of sport and exercise) as often seen in critical management studies.

## The Commodification Conundrum: The Role of Sport Organizations and Athletes in the Marketing of Mental Health Services

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**Aim and Purpose Statement:** There has been an influx of athletes and organizations advocating for mental health awareness, partnering with and creating mental health foundations, and signing endorsement deals with mental health companies. For example, Olympian Michael Phelps became the face of the prominent online therapy application Talkspace, NBA star Paul George recently announced a partnership with another online therapy platform Betterhelp, and FIFA announced a sponsorship deal with an online wellness application, Calm, prior to the 2022 World Cup. On one hand, mental health services backed by athletes and sport organizations with high social capital may decrease public mental health stigma. Conversely, there is a growing critique that these mental health companies are capitalizing on individual's struggles, as professional, especially online, therapeutic services are behind an increasingly steep paywall in many countries. Therefore, the purpose of this conceptual work is to critically examine mental health partnerships in sport from different theoretical perspectives. Specifically, we will discuss the benefits, challenges, and ethical considerations of mental health partnerships (i.e., sponsorships and endorsements) in sport, and present directions for future critical research.

**Theoretical Framework and Literature Review:** From a sport marketing perspective, partnerships between sport entities (i.e., athletes or sport organizations) and mental health companies should benefit both brands. Athletes may benefit from increased brand exposure, impact on brand image, the ability to promote a personal cause, and financial benefit. Furthermore, these types of partnerships may also improve the athlete's well-being, either from receiving the company's services and/or having a platform to speak openly about their mental health. The mental health company could see numerous benefits of sport partnerships, such as increase in consumer brand awareness, positive attitudes, or behavioral intentions to utilize/purchase their service. The effectiveness of these partnerships may be enhanced by the brand congruence between the sport entity, mental health company, and consumer's attitudes, and the perceived credibility and trustworthiness of the endorser (Hovland et al., 1953; Ohanion, 1981). From a societal perspective, there may be benefits to sport entities partnering with mental health companies. Contact theory posits that both virtual and in-person social contact with an individual with a mental health diagnosis, especially an individual with high social capital, can decrease mental health stigma (London & Evans, 2010). Contact interventions using videos of athletes discussing their mental health diagnoses administered at the college level have indeed decreased mental health stigma among program participants (Kern et al., 2017).

However, critical scholarship critiques the neoliberal approach to mental health care, especially in countries with limited publicly funded mental health services (Cosgrove & Krater, 2018; Esposito & Perez, 2014). Due to the individual focus of neoliberalism, mental health services reify an individualized approach to care, leading to increased profits for private therapeutic services and corporate pharmaceuticals, instead of addressing the larger systemic issues that contribute to diminished mental health. Commodification results in mental health services being reserved for those who can afford it, further exacerbating the diminished mental health of individuals from historically under-resourced communities, while at the same time creating a culture that blames these individuals for not seeking professional mental health care.

Guised and praised as mental health advocacy, sport entities' endorsements of mental health companies may be the ultimate example of the commodification of mental health in the neoliberal state: individual brands and companies profiting from services that are only accessible to those from high socioeconomic statuses, while at the same time further pathologizing those who cannot afford the services they are advertising.

**Discussion:** The ethical question we posit is: Does the good of possibly destigmatizing the use of mental health services and mental health programs through sport partnerships outweigh the harm of upholding the neoliberal approach to mental health care? We will end with a discussion of examples where we see these ethical considerations unfolding from the individual level (e.g., Simone Biles) to the for-profit organizational level (i.e., FIFA's partnership with Calm) to the non-profit level (e.g., The Kevin Love Fund). We will present the benefits of these partnerships from a marketing and contact theory perspective and a critique from the lens of neoliberalism and critical theory. Mental health partnerships in sport will then be juxtaposed to other ethical discussions, such as alcohol and tobacco athlete sponsorships (McDaniel et al., 2001). Although similar, mental health sponsorships can provide a more nuanced ethical discussion, as there are both clear societal benefits and clear oppressive structures at play.

**Conclusion:** In an area that has not been examined by sport management scholars, there is a need to establish conceptual and empirical studies on mental health partnerships in sport. Future research will benefit from taking multiple theoretical approaches to grapple with the ethics of the commodification of mental health care in varying cultural and geopolitical systems, as we continue to negotiate the tensions of mental health advocacy in a neoliberal context.

## A Comparative Study of Sport Management Research Trends

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### Aim and Research Questions

The current study aims to identify if there existed a discrepancy with regards to research topics and trends between academia and the field in the realm of sport management. This study first asks whether there was a difference in the results of keyword analysis conducted mainly on titles and abstracts of publications included in the two areas. This study further analyzed the research topics and methodologies of the two areas with various ways(Keyword Analysis, Word Cloud, CONCOR Analysis) based on Social Network Analysis(SNA).

### Theoretical Background and Literature Review

One of the major concerns for sport management is the relevance of scholarly research to the field of sport industry. Zaharia and Kaburakis (2016) explained the various reasons why collaboration between sport management academia. Pitts (2001) also pointed out that research areas and academic subjects were limited, and that there was a gap in the depth of research as quantitative studies met the demands of the industry. More than 20 years passed since Pitts (2001) mentioned scholarly journal articles littered with complex figures and formulas have become the mainstream in academia. However, it is questionable if scholarly journal articles are still useful and helpful for sport managers and practitioners to rely on. As many scholars encouraged collaboration between academia and the field (Bowers, Green, & Seifried, 2014; Irwin & Ryan, 2013), it is important to identify where the academia and the field stand on the same line and mutually beneficial when it comes to research topics and field projects.

### Research Design, Methodology and Data Analysis

Sport industry journals have tried to reflect the latest trends and concerns of decision makers that are not covered in the academia field in order to help sport management researchers by narrowing the gap with the academia field and at the same time narrow the gap between the two fields (King, 2013). The content analysis was utilized to identify and compare the research topics and trends between academia and the field of sport industry. A total of 32 (16 scholarly journals and 16 trade journals/magazines each) published from 2014 to 2020 were selected and used to represent topics and trends of academia and the field. All the words and phrases obtained from a collective review of 32 journals were inserted and saved in Excel file, categorized into the themes, and analyzed by Social Network Analysis (SNA), including Semantic Network Analysis and CONCOR Analysis.

### Results/Findings and Discussion **

The results showed that keywords extracted from scholarly articles were more likely to emphasize research methods and objectives which were considered the core components of the peer-reviewed journals to be published while the field and/or trade journal articles were to cover general sport business environment and current topics and trends (i.e., esports and sports betting). The speed of development of sport industry is very fast and the practitioners in the field need to keep up with the pace of industry development. As Ratten (2023) asserted, the rapid growth of sport industry makes it difficult that academic journals satisfy the practitioners in the field because the academic journals are supposed to provide valid, trustworthy, and

reliable data to the field which takes longer time than their counterpart journals. This study has a couple of limitations. Firstly, the data analysis heavily depended on the Social Network Analysis in using keywords and phrases from the abstracts not the full body of papers. Secondly, it the main roles of academia and the field are genuinely different based on their target audiences so that the scope and types of contents handled in academia and the field would not be the same.

**Conclusion, Contribution, and Implication \*\***

This research provides a couple of meaningful implications. First, it revealed there existed a considerable discrepancy with regarding to the topics of interest between sport management academia and the field of sport industry through content analyses. Second, sport management academia needs to try to contain special sections and/or volumes for industry practitioners not only to attract their eyes and attention, but also to meet the needs and wants of the field practitioners. Last, the authors strongly believe that it will be of great help and mutually beneficial if sport management academia and the field of industry seek ways to re-cooperate.

**ID: 1417**

**Broader, New and Critical Aspects of Sport Management - Revised Version**

*Topics:* Broader, New and Critical Aspects of Sport Management

**Storying Event Legacy: Narrative Analysis as a Tool to Examine Post-event Experiences**

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*Aim and Research Questions*:

Event related research has begun to focus much attention on the social impacts of hosting. Part of this work stems from the negative attention of mega events which offer little in terms of economic and tourism impacts for the host cities (Byers et al., 2020). In this study, we sought to use a novel approach to consider post-event experiences of persons with disabilities in a city that previously hosted a large-scale event (ParaPan American Games 2015 and Commonwealth Games 2014) emphasising strategic initiatives to support new engagement and accessibility in the region (Misener et al., 2018). The focus of these narratives was on access and opportunity related to sport participation as was a legacy focus for each event.

*Theoretical Background and Literature Review*:

The emphasis on understanding how events might be opportunities for social projects has helped shift attention to a direction that positions events as catalytic opportunities bringing resources, and immense opportunity (Misener et al., 2019). But what the host does with that opportunity cannot be judged solely on the timeframe of the event itself, rather it is the enduring impacts that demonstrate the value of the event related activities. The lens of ableism is used to critically reflect upon the normative understandings of legacy. Ableism is underscored by a worldview in which it is taken for granted that people possess a norm-level of skills (Campbell, 2009). Given the scope of programs developed through the event, narratives are a telling way to consider legacy impacts upon individual experiences.

*Methodology*:

Vignettes are a narrative strategy for documenting data obtained through research in compressed sketches (Ely et al., 1997). These types of vignettes can become sites for community members to have a direct voice in the research process by telling their stories and supporting the development of the vignettes. We adopted this narrative approach to present the research data collected through a series of conversational reflective interviews. Each participant was invited to be involved in a series of guided conversations. To increase accessibility of the work, participants were given the option of how they chose to complete the conversation - written, audio recording, or direct with researchers. Twelve participants were involved in four sets of conversations, each one building upon themes brought forward in the previous discussion. All participants identified as 'disabled' and participated in a legacy program or facility of the event hosted. After all reflective conversations were completed, a one-on-one interview was done with each participant discussing the high-level themes and ideas that would form the development of the vignette sketches. In this case, we chose to present a composite of stories which depict a mix of experiences amalgamated into individual narratives (Ely et al., 1997). Therefore, the narratives presented in the findings reflect the themes rather than a descriptive account of a particular situation.

*Findings*:

*I helped a friend get into the new local swim program. For me, it was an opportunity to give back for the many times others had helped me. But I soon realized that this shiny, new space that I call home didn't recognize her or value what she had to offer. It worked for me as a*

*high-performance athlete, but she didn't get the kind of things that made life easier for me. After a few weeks, I just couldn't manage supporting her and doing my own workouts. She simply stopped coming to the gym.*

We present some exemplars of the vignettes that have been developed to showcase the impacts and experiences which vary greatly. Many of the participants talked about the ongoing awareness and opportunities to get involved in community sport, and they felt supported – for a time. But that feeling often did not last, and in the face of adverse conditions such as the pandemic, all but disappeared. The opportunity to be recognized in the ongoing legacy of the Games was real, but require continual work to reiterate needs, values, and desires for inclusion rather than the drastic shift of attitudes anticipated. Ableism, in all its theoretical forms, continues to rear its ugly head in all the stories, regardless of the positive potential held for progressive legacies in sport.

*Discussion and Conclusion*:

In this work, we add to the discussions about the potential of narrative approaches in sport management (e.g. Erickson, et al., 2019; Hickey & Roderick, 2022) to showcase and emphasise the power of individual voices to shape our understanding of event legacy. We offer critical insight through these stories about ongoing narratives of legacy for persons with disability, highlighting the ever-present impact of ableism (Campbell, 2009). This research also emphasises the need for the individuals experiencing impairment to have their distinctive voices heard alongside structural inequities being addressed at a societal level.

## Spatial Justice and Sport Policy Implementation

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**Aims & Research Questions:** In many federated national sport governance models, regional (e.g., state, provincial, territorial) organizations play an important role in the implementation of national sport policy. Although they represent important considerations for policy objectives related to increasing sport participation, little research has considered the role of regions and regional government policy within sport institutions. In this conceptual paper, my objectives are twofold: (1) to examine the implications of regional, or sub-state level geographic areas for sport policy implementation, and (2) to identify how insights from a spatial justice framework can inform sport policy implementation both theoretically and practically.

**Theoretical Background & Literature Review:** Although sport participation opportunities are ostensibly shaped by space and place - that is by our physical and built environments as well as the meaning we associate with them - the scholarship related to geographies of sport remains fragmented across various subdisciplines of sport history, sociology, and management (Chadwick, 2022; Koch, 2006). Therefore, little work in sport policy has attended specifically to geography and its implications for sport institutions. In the Canadian context, policy scholars have advocated for regional development approaches, constituted by place-based policy development that encourages collaboration between geographic regions (Vodden et al., 2019). However, discussion of regional development approaches are scarce in sport research.

The concept of spatial justice emphasizes the spatial or geographic elements of social in/justice and calls scholars and practitioners to consider fairness and equity in the context of distribution of resource and service provision (Soja, 2013). The framework considers space as socially constructed and implicated in establishing and challenging power relations. Lefebvre (1991) suggests that spaces are constituted through three interrelated dimensions: representation of space, spatial practices, and spaces of representation. In sport policy, Jeanes et al (2022) used spatial justice to identify how injustices are constructed through policy and planning which marginalizes opportunities to engage in informal sport despite the potential to engage (particularly equity-owed) participants outside of club sport structures. I build on these discussions to examine how regions are socially constructed in the context of sport policy and subsequently how spatial justice can inform critical discussions of policy implementation in multi-level sport governance systems.

**Research Design & Methodology**: In this paper, I draw insights from three ongoing research projects in the Province of Ontario, Canada, to examine the implications of regions and a spatial justice framework for sport policy implementation. These projects involved (1) examining the role of sport events in rural cultures, (2) examining regional policy related to sport and recreation, and (3) spatially analyzing data to examine geographic and demographic patterns in sport participation at two Provincial Sport Organizations. Data in these projects include interviews with sport organizers, policy documents, and participation data (including age, gender, and postal codes as a proxy for geographic location).

**Results/Findings & Discussion:** I argue that regions are constructed in various ways within sport policy contexts. Within the province, regional spaces are imagined and associated with specific histories and traditions that are engaged and acted out in various sporting contexts. In a large and geographically diverse province, many regions exist with their own imagined boundaries and implications for sport and spatial practices. For example, sport events are

organized to celebrate histories of settlement and migration in specific parts of the province. These spatial practices are implicated in shared narratives and in constructions of communities and belonging. Sport participation patterns also illustrate the importance of regions as spaces of representation that enable and constrain sport practices. Spatial analyses of sport participation and demographic data reveal how participation patterns in different sports are shaped by demographic makeup of regions (e.g., ethnic concentration, socio-economic status, and urban/rural context). Ultimately, regions have implications for the way that policy is understood and implemented by sport organisations, and the way that they pursue (or not) policy objectives established by national sport policy frameworks.

**Conclusion, Contribution & Implications:** Through a lens of spatial justice, these findings illustrate the importance of space and how it is constructed for sport policy implementation. Theoretically, regions are relevant for sport institutions as they may be implicated in logics that underpin policy implementation and contextualized analyses of how legitimacy is understood by those who implement policy. Practically, considering space has implications for the way policy objectives are set and subsequently how outcomes are monitored and evaluated in multi-level sport governance frameworks. More nuanced and precise measures of sport participation which consider space (and regions) can inform the way resources are distributed and sport development initiatives are targeted for diverse and equity-owed citizens.

### Assessing the Exposure of Young People to Gambling Marketing Through Sport on the Island of Ireland.

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Commercial associations between sport and organizations that promote potentially harmful products raises some critical issues for government and sport regulators and current practices in the marketing of sport (Thomas, et al., 2018). Harmful products such as gambling are communicated through sport to children and young people. As yet the impact of this exposure to gambling marketing on children and young peoples' attitudes in Ireland is underexplored. This presentation and the research it is based on seeks to address this. We seek to examine the exposure of children and young people to sports gambling marketing; explore children and young people on the prevalence and strategies used to market gambling services using live sport; and, understand the influence of gambling marketing on their attitudes towards gambling and sport.

The explosion of gambling advertising across sport broadcast platforms since the British government deregulated gambling in 2005, combined with the ease of access facilitated by smartphone technology has resulted in the 'gamblification' of sport (Lopez-Gonzalez & Griffith, 2018). This has also had an impact throughout the island of Ireland given their shared media and sporting ecosystems. The frequency of gambling advertising on broadcast and social media across Ireland has increased exponentially over the last decade and is particularly prevalent around and within live sports programmes.

The theoretical framework guiding this research draws upon grounded approaches (Shaw, 2015). Consumer culture and mediatisation frames young consumers' thoughts and decisions around patterns of behaviour and sense-making (Reith, 2005).

This study adopts a qualitative research design and uses focus groups for data collection. Once ethical approval was gained, a purposive sampling approach was used by engaging with local sports clubs and youth groups in both Northern Ireland and the Republic of Ireland. To reduce the potential for satisficing responses and peer pressure, each focus group mixes three age cohorts (14-15, 16-17, 18-24). The transcripts are being inductively analysed to identify emergent 'superordinate' categories and sub-topics.

Findings are preliminary but initial analysis indicate strong awareness of gambling marketing from young people irrespective of geographic location. However, there are differences within the different age ranges in the study. For participants aged 14-15, gambling is a normalised and acceptable part of sport. For this group, there is a lack of awareness of the harms that could arise from gambling. Participants under 18 were not questioned on their gambling activity and to mitigate any harms, if participants under 18 mentioned personal involvement in gambling activity, all conversation was redirected away from the topic. However, some participants under 18 referenced an awareness that peers were gambling in private syndicates or online with operators. In addition, there was a misunderstanding within this group about the strategies used by gambling operators to target young people, incorrectly associating boasting with success. This raises concerns around the impact of influential figures on social media and their influence on young people's attitude to gambling.

For those aged 16 – 17, gambling is a normalised part of sport. Participants within this age range are aware of sport sponsorship and marketing strategies through social media. At times,

the participants shared concerns related to personal participation in gambling activity. There is an awareness within this group of potential gambling related harms. Finally, for participants over 18, gambling is a normalised and acceptable part of sport. This age range are aware of, and understand marketing strategies. Throughout the fieldwork, these older participants referenced humorous content and free bets, or incentives to gamble through sport, as a normalised, enjoyable part of social sport fandom that is a common and shared experience.

These findings provide an important contribution to our understanding of the exposure, awareness and influence of gambling marketing through sport on young people throughout the island of Ireland. Early findings suggest marketing strategies used by gambling operators are influencing the perceptions, acceptability, and normalisation of gambling amongst children and young people. This raises concerns about the potential uptake and participation of young people in gambling related activity now, and in the future, as they transition from childhood into early adolescence and adulthood.

Upon completion, the findings will contribute to the understanding of youth experiences with gambling marketing through sport and discussions pertaining to sport marketing and health. In addition, the findings could inform the development of legislative measures on both sides of the border which aim to protect young people from substantial exposure to gambling marketing and better regulate the marketing strategies of gambling companies on traditional broadcast and social media.

## The Management Of Professional Football Academies In Turkey: Manager Perspective

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The abstract relates to professional practice and it examines the management of professional football academies in Turkey in the view of system approach theory.

**Aim:** The study aims to investigate the effective managerial ways to improve the productivity of the management practices of football academies inside the club system in Turkey.

**Purpose and Background:** Turkey is one of the countries in Europe that has the youngest population with 13 million young below 24 years old (TUIK, 2020) and thus it has a great potential for developing elite athletes in football. Yet it hasn't realized this potential into any reality. Turkey is among the biggest 20 economies of the world and the government heavily invests money in football and football facilities since two decades. Turkish Football Federation is one of the richest federation of Europe with constant back-up from the government and big sponsors. There are 28 sport faculties at Turkish Universities all around the country with thousands of coaches graduating each year (YÖK, 2020). It means that the country does not have any lack of financial, infrastructure or human resource problems. Yet there is not even a single championship in any international football competition in the last 100 years of the country. Far from doing so, Turkish national football team even did not attend to FIFA World Cup in 2006, 2010, 2014, 2018, 2022 and to EURO 2004, 2012, 2016, 2020. Even though Turkish league is the 6th richest league of Europe (Deloitte, 2020), none of the Turkish clubs has ever won anything in any of UEFA club competitions in the last 22 years. The key question of management research is how to improve the performance of organizations (Covell et al., 2007) and as Cruickshank and friends (2019) state; one of the most impactful factors for the success of elite sport development systems is the management behind those systems. This constitutes the ultimate rationale of the research because there is an evident failure in elite footballer development in Turkey at international scale.

**Design and Impementation:** The paper focuses on understanding the critical roles of the academy management and the club governance as well as the influences of external key stakeholders of the system in order to provide holistic clarification. Because the management of football academy is a multifaceted process and it includes different stakeholders in the system. In order to understand all of the influential stakeholders and the interconnected parts of the system, this paper discusses the subject from the perspective of the actual football academy managers in the field. The participants in the sample were the official managing directors of the academies in 15 different professional football clubs that compete in the top 2 leagues of the country. As a sampling method, we applied purposive sampling with participants whose perspectives or experiences are relevant to the study question (Patton, 2015). In order to facilitate the purposive sampling process, we used criterion sampling method. The participants were only selected from the academies that have raised at least one player who played in Turkish A National Football Team the in the past 20 years. Data were collected by means of structured, in-depth interviews with open-ended questions. Qualitative content analysis is used to analyze the data. The data was first transcribed verbatim in native language and then translated into English for the evaluations of other two researchers to allow intra-coder reliability. The data analysis is conducted as the combination of inductive analysis where the new categories emerged from the collected data and deductive analysis where the existing literature was used to have pre-defined categories.

**Outcomes, Reflections and Future Development:** The outcome of the researched showed that there are some domains that directly affect the practical management of the football academies in Turkey which are namely; input, process, feedback and environment domains. Input domains is simply the quality of the young players, coaches, staff and resources that enter into academy system. The process domain is related to the service and management quality inside the academy. Feedback domains is the fruitful and constructive communication inside the academy and the club between the internal key stakeholders of the system. Lastly, it's also found that external influencers such as the country's sport policy or the country's football federation constitute the environment domain which indirectly but heavily affects the final performance of the football academies in Turkey. The quality of the final outcome of a football academy will be the result of how well this interdependence is cultivated to produce a unified whole. Therefore the system theory approach is needed for a successful football academy management process in the case of Turkish football. The results contribute on the system theory in sports management and the practical findings are hoped to be employed by the executives of the clubs and the federation as well as the governmental authorities.

### Competitive Balance in North American Professional Sport Leagues: A Longitudinal Study and Analysis

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### 1. Aim and Research Questions

North American professional sports continue to evolve globally, attracting spectators and premier athletes from around the world. In professional sports today, enormous sums of money are spent on corporate sponsorships, licensing, media rights, marketing, advertising, team salaries, ticket sales, concessions, merchandising, and so on. Balanced competition has been deemed critical for a league's long-term success. Research suggests that an imbalanced league could lead to negative effects on fan interest, which is directly associated with demand for attendance and broadcasts (Kessene, 2006; Zimbalist, 2003). Competitive balance is the concept often measured as a reflection of the degree of parity among league teams. Competitive balance has been argued to yield significant implications for that league's success and sustainability. One of the most well-tested measures of competitive balance in the literature is the Herfindahl Index of Competitive Balance (HICB). This mathematical model utilizes success ratios to determine balance across a league (Plumley et al., 2018). While the application of the HICB is generally supported, it has been primarily used to assess the sport of football in Europe. This study seeks to test the HICB's applicability in closed-league, North American professional sports.

### 2. Theoretical Background and Literature Review

The body of literature surrounding competitive balance has primarily been studied throughout football in Europe (Sung & Mills, 2018; Inan, 2017). Kessene (2006) and Zimbalist (2003) consider balance within a league to be critical to the success of a league. Their research has recently been challenged by Sung and Mills (2018), who noted that super teams could positively impact attendance and growth, and that enabling imbalance may be beneficial for leagues. Our research aims to address these differing perspectives by evaluating North American professional sports leagues including the National Football League (NFL), National Basketball Association (NBA), Major League Soccer (MLS), National Hockey League (NHL), and Major League Baseball (MLB). Further, this study seeks to analyze the general importance of competitive balance in these leagues as it relates to league revenues.

### 3. Research Design, Methodology, and Data Analysis

Data were collected by inputting the following statistics from the official league and team websites of relevance: wins, ties, and playoff appearances beginning with the 2000 season through 2022. The data was then converted into a point system based on each respective league's win value. In scenarios where a point system was already utilized, there was no change with respect to calculating points. However, for leagues that do not implement a point system, the point system was determined by the win percentage, where the value of a tie was equal to half of a win. Once the data collection was completed, the research utilized Excel statistical tools to calculate the HICB scores for each season for each league. Two of the most utilized tools in Excel were the sum of squares function, which contributes to determining the competitive balance levels for each season and league, and the t-test function, which identified periods of time where competitive balance levels experienced statistically significant changes.

### 4. Results/Findings and Discussion

The results from the research indicate that the MLB was the most competitive league, while the NFL was the least competitive based on the HICB levels. The levels of all leagues remained consistent from the year 2000 to 2022, but some organizational changes such as the NBA's enactment of athletes no longer being able to compete directly out of high school, did result in statistically significant impacts on the balance of the league. Throughout the research, possible limitations exist in understanding how the number of games affects competitive balance levels across professional sports leagues.

### 5. Conclusion, Contribution, and Implication

The longitudinal study considers competitive balance in North American sports leagues and how they compare to each other over time. The research attempts to identify whether there is an ideal level of imbalance for a league to be sustainable and whether there have been structural changes that have significantly altered competitive balance. The study focuses on the five major men's North American sports leagues where the initial findings presented yield more broad implications. Recently, some European leagues have begun to show interest in adopting policies and structures that resemble closed systems like those of North American professional sports leagues, which add significance to this research and future implications. While this study allows future research to explore international differences among various sporting systems, it also poses the question of whether competitive balance should be measured differently in closed-league systems that prioritize an end-of-season playoff. Moreover, results of this study call into question the general importance of competitive balance in a closed-league system that is designed to keep teams competitively relevant each season. It may be the case that long-term dominance is not as critical in these situations. However, further work should explore this question.

**Public Health and Physical Activity Management**

**Sport, Physical Activity, and Health: An Investigation of the Compositional and Contextual Inequalities facing Women and Men in England.**

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1. Aim and Research Question

It is argued that mass sport participation has health and well-being, social capital and educational benefits for individuals and also help to reduce crime and antisocial behaviour. The collective value of these impacts for England is estimated to be £45 billion (Davies et al., 2019). Current sports strategy in England, remains focussed on addressing the inequalities in participation to widen access to these benefits (Sport England, 2021). The policy challenges of these inequalities have increased with cost-of-living/fuel price increases putting sport and leisure facilities, and particularly swimming pools, at risk of closure.

Drawing on a synthesis of datasets, this paper uniquely analyses the compositional (i.e. individual) and contextual (i.e. area) characteristics that are associated with sports, health and fitness participation, and their contribution to health, to address the research question:

"How are spatial socio-economic conditions, sports facility provision and individual characteristics associated with health enhancing sport and physical activity in England?"

Answering this question will contribute towards better understanding the challenges faced for policy as well as where best to emphasise intervention.

2. Theoretical Background and Literature Review

The research draws on a synthesis of theories drawn from economics, sociology and epidemiology. These emphasise that individual, socioeconomic and family factors are associated with participation in sport, health and fitness activity (Downward and Muniz, 2019). This is tied to a socio-ecological framework that incorporates area features of neighbourhood, as it is known that these shape behaviour in a multi-level context (Wicker et al., 2013).

3. Research Design, Methodology and Data Analysis

Data are drawn from the Active Lives Survey covering the pre-Covid period of 2018-2019 which are matched to sports facility data from the Active Places Survey, as well as the index of multiple deprivation at the local authority level to produce a hierarchical data set. The sample comprises n= n=173,070 individuals (n=76,764 men; n=96,306 women) matched to n=309 local authorities. Two dependent variables are analysed. A composite measure of traditional sports participation (i.e. in team sports, racquet sports, martial arts etc.) and a composite measure of health and fitness participation (i.e. keepfit, weight training, cross training etc). In each case a binary measure of undertaking the activities or not in the last 28 days is developed. An ordered variable that measures their contribution to health enhancing activity is also developed. Multi-level logit and ordered logit regressions are estimated respectively. The covariates include a large set of individual characteristics such as age, gender, socio-economic status, disability, ethnicity, family status, location etc. as well as the local authority index of multiple deprivation and the number of relevant facilities in the area. Separate analyses are undertaken for men and women.

4. Results/Findings and Discussion

The results identify that the individual compositional characteristics of ageing, disability, non-White British ethnicities, and lower socio-economic status are associated with lower participation and corresponding access to health benefits. There is some variation in the

association with family composition. The presence of children is more likely to be associated with less participation generally in health and fitness activities, and for women with one child in traditional sports. However, the presence of multiple children is associated with greater participation in traditional sports. Importantly, the contextual effect of multiple deprivation is associated negatively with any participation; the number of swimming pools is shown to be positively associated with traditional sports participation, highlighting their importance, whilst the number of pitches is negatively associated with female participation in traditional sports. This is indicative of their oversupply for women (Downward & Rasciute, 2015). The results also suggest that health and fitness gyms are positively associated with male participation in health and fitness activities, whilst the same is the case for studios for females. Sports halls are not. These results are indicative of the changing nature of sports supply meeting the needs of health and fitness activity, particularly through the growing private sector (Kumar, et al., 2019). Overall, the results suggest that whilst facility provision may help to improve participation in sport, health and fitness activities, the challenges faced by policy makers remain substantial in terms of the inequalities in sport. Significantly, this research also highlights that multiple deprivation independently of individual characteristics is associated with participation.

5. Conclusion, Contribution, and Implication

This paper presents the first large-scale empirical work on the relationships between sports and health and fitness participation and local deprivation and facility provision in a UK (English) context, and that examines multiple deprivation. The results confirm the recognised challenges of addressing inequalities in sport participation and through that access to health. The paper also shows that the context of participation and particularly the influence of multiple deprivation and facility provision need to be directly accounted for in policy. Scaled up intervention across localities will be needed to address this, recognising the differences between men's and women's participation.

**ID: 269**
Public Health and Physical Activity Management

### Enhancing Recreational Sport Provision Through Municipal Council Action: a Mixed-method Study Using Self-determination Theory

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1. This study seeks to understand how municipal council organisations can enhance their provision of recreational sport for their residents. Forming part of a wider action research project with a council organisation in the region of Porto, Portugal, it uses Self-Determination Theory to understand the basic psychological needs of residents participating in recreational sport activities. More specifically, this study's research questions are: how can municipal council organisations best respond to key intrinsic and extrinsic motivations and amotivations for (a) participants and potential participants in recreational sport and (b) recreational sport participants with particular social norms e.g. swimmers, skateboarders.

2. Recreational sport has become a key consideration for governments hoping to increase the level of physical activity, and consequently health, in their populations (Teixeira et al., 2012, Weed, 2018). While issues such as infrastructure (Wicker et al., 2009; Hallmann et al., 2011), access (Rodrigues et al., 2017), and other social and environmental aspects (Downard et al., 2014) have been identified as key determinants for sport participation in previous research, less empirical attention has been given to how organisations tasked with providing recreational sport in a municipal area can use this understanding to enhance their recreational sport provision.

This study uses Self Determination Theory (SDT) to better understand how the provision of recreational sport can be enhanced in the Porto municipal region. SDT considers the role of basic psychological needs in individuals, drawing on a range of mini-theories, and has been used to understand the motivations and amotiviations of physical activity and recreational sport (Ryan & Deci, 2017; Standage & Ryan, 2020; Teixeira et al., 2012).

In using the SDT framework, with a particular focus on Causality Orientations Theory (COT), this research considers how exposure to autonomy-supportive, controlling, or amotivating environments (Ryan & Deci, 2017) can contribute to recreational sport participation. By using this framework from a municipal council's provision perspective, this study extends understanding of SDT by building knowledge on how the recreational sport provision can be enhanced by addressing the basic psychological needs of current and potential participants.

3. This study is part of a wider action research project that seeks to understand how a municipal sport organisation can enhance its provision for recreational sport. Action research is an approach where academic researchers work with practitioners as co-researchers to build knowledge (Herr and Anderson, 2005).

In the first phase of the action research project, a mixed method research design was implemented, that incorporated both quantitative and qualitative data (Diehl et al., 2018) to understand the basic psychological needs of recreational sport participants and non-participants in the Porto municipal region.

The quantitative data was collected through an online survey of 642 residents (79% participants, 21% non-participants of recreational sport) in the Porto municipal region.

Motivations and amotivations of recreational sport participation was measured based on Breuer et al.´s (2011) established battery (e.g. I participate in recreational sport because it relaxes me). Five choices to answer were presented; disagree, tend to disagree, undecided, tend to agree, and agree. The completeness of the final item battery was tested according to Newman & Pineda (2013). A thorough descriptive analysis of the motivations and amotivations was performed and calculated using Cronbach's alpha. A factor analysis was conducted with oblimin rotation to summarise the items. All analyses used IBM SPSS Statistics 28.

The qualitative data was collected through 10 focus groups with recreational sport participants in the Porto municipal region. The qualitative data was analysed thematically using Braun and Clarke´s (2006) thematic analysis process.

4. Initial results from the quantitative study found the four most critical motivations were "because it is healthy" (completely agree: 83.7%), "because it is important" (76.7%), "because it makes me feel good" (65.8%), and "because it is fun" (44.4%). Reliability was good (Cronbach's alpha = 0.882). Factor analysis of all items revealed five factors; health, enjoyment, body image, contact to others, fun; KMO=0.832; Bartlett <0.001.

In addition, initial qualitative results highlighted socialisation and enjoyment from recreational sport activity as a key intrinsic motivation. While body aesthetics and health were key extrinsic motivations. Identified amotiviations were time and economic constraints, while key controlling events that contributed to amotivations were lack of information and flexibility related to recreational sport participation.

5. As this is still the initial stage of the action research process, the data collection is ongoing, and the contribution and implications are still under consideration. The early results suggest a focus on addressing the psychological needs of socialising will be important for autonomous motivation. In addition, information and access to recreational sport act as controlling events that inhibit autonomous motivation of recreational sport participation, as previously discussed by Ryan and Deci (2017). This study, therefore, has the potential to extend knowledge of SDT in addition to adding important practical understanding for organisations tasked with enhancing the provision of recreational sport.

**Physical Activity Intentions depending on Individual Ranks in Smartphone App Leaderboards**

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**Aim and Research Questions**

Building on reinforcement theory (Skinner, 2011) and achievement goal theory (Nicholls, 1984), this study aims to investigate the influence of relative position within leaderboards in apps on physical activity intentions. We propose a curvilinear effect (i.e., U-shape) of leaderboards positions on physical activity intentions.

**Theoretical Background and Literature Review**

As a typical gamification element, leaderboards visually display the ranks of players according to their accomplishments. They have been widely adopted in numerous contexts to praise the top performers, motivate individuals, and stimulate competition (Amo et al., 2020; Hydari et al., 2022). Yet, there are several shortcomings of previous literature, including (1) the lack of consideration of nuanced effects of relative positions of the target person and (2) the assumption of linear effects and linear models.

Reinforcement theory suggests that individuals' behaviors are shaped by their consequences, where the consequences modify the tendency to repeat a behavior (Skinner, 2011). Leaderboards make use of typical praise mechanisms that may produce positive enforcements for the ones with relatively higher positions. Also, since individuals tend to avoid the perception that they are lagging behind, positive enforcements may also occur for lowly ranked individuals. Thus, individuals who have the highest (lowest) position within the leaderboards may perceive positive feelings of reinforcement, and might therefore be most motivated to become physically active. Individuals with mid-level rankings should have lower physical activity intentions compared to those at the top or bottom of the leaderboard. We therefore propose a U-shape relationship for the variables under consideration.

**Research Design, Methodology, and Data Analysis**

We employed an online experimental design to manipulate the leaderboard ranks and to assess their potentially curvilinear effects on physical activity intentions. Participants were asked to read a manipulated leaderboard that has 16 different positions of rankings (1, 2, 3, 4, 5, 10, 19, 25, 41, 47, 63, 69, 79, 85, 86, 87, and 88) and 88 full ranks. For each of the 16 different conditions, participants' position was indicated on the leaderboard as "YOUR POSITION". Names on the manipulated leaderboards were female for a female person and male for a male person to rule out gender effects.

We utilized a quota sampling approach (e.g., equal age and gender groups) and recruited the participants via Amazon MTurk by financial compensation. We aimed for 100 participants for each of the 16 rank conditions. In total, we recruited 1,585 participants ($M_{condition}$ = 99, SD = 2, ranging from 96 to 102 participants). Participants had a mean age of 50 (SD = 13) and a balanced gender distribution (50% female).

The dependent variable is physical activity intention, a single-item question referring to the next seven days. The independent variable are the 16 conditions of rankings. As control variables, participants indicated their prior physical activity levels, adoption of apps and leaderboards, and demographics.

**Results and Discussion**

We conducted a descriptive visual inspection of the z-score (calculated by "(x–mean(x))/sd(x)") of participants' physical activity intentions across the 16 manipulated ranking conditions within leaderboards. We found an initial U-shaped distribution, with the highest physical activity intentions for ranks 1 ($M = 0.54$, greater than the mean), 87 ($M = 0.38$), and 88 ($M = 0.29$), and the lowest for ranks 63 ($M = -0.46$, less than the mean), 69 ($M = -0.42$), and 79 ($M = -0.42$). Additional ANOVA and post-hoc tests with Bonferroni correction confirmed the condition differences and the robustness of the U-shape (not reported).

We applied the generalized additive model to assess the hypothesized U-shaped relationship between relative positions within leaderboards and physical activity intentions. In addition to the traditional approach, the generalized additive model can flexibly and better model nonlinear relationships by using smooth functions, which are strictly additive (Hastie et al., 2009). After controlling for all other variables, we observed a significant U-shaped smooth effect of different conditions on physical activity intentions (effective degrees of freedom = 6.68 [(e.g., EDF of 1 is linear, higher EDF for more wiggly curves)], $F = 11.10$, $P < 0.001$; Adjusted $R^2 = 0.48$). In particular, the smooth effects were highest for ranks 1 ($s = 2.4$, by assuming other variables are at their average value) and 88 ($s = 2.3$), and lowest for rank 69 ($s = 1.5$).

**Conclusion, Contribution and Implications**

The present study is an initial investigation of the effects of relative positions within leaderboards on consumers' physical activity. The findings contribute to deepening an understanding of the relative positions of a unique gamification element of leaderboard on health behaviors, by challenging the conventional linear relations. Practically, the findings provide implications for health professionals and gamification system designers, in regard to when and how leaderboards can be implemented in various contexts to engage consumers.

## The Pickleball Craze: An Investigation into the Motivations of Enthusiasts Using Self-Determination Theory

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**1. Aim and Research Questions**

The current study will use Self-determination theory and the Exercise Motivation Inventory-2 to examine pickleball. The purpose of this study is to explore motives and behavioral intentions related to pickleball participation. Three research questions address this aim:

RQ1. What motives prove most salient to pickleball participation?

RQ2. What motives help predict future intentions related to pickleball participation?

RQ3. What participation clusters help to explain pickleball participation?

**2. Theoretical Background and Literature Review**

Pickleball represents one of the fastest growing sports in North America, and its reach has expanded across the globe at an exponential rate (Sports and Fitness Industry Association, 2022). The sport has proven easy to learn, while having lower barriers to entry and wide appeal across age groups (Greenberg, 2022). Mass media coverage of the sport continues to proliferate with TV broadcasts, social media, and podcasts dedicated to pickleball. Yet limited academic research has explored the sport in-depth, including reasons for its expansive popularity and participation rates.

Self-determination theory (SDT) provides an avenue to examine pickleball in greater detail. SDT helps to explain intrinsic motivations (competence, achievement, experience) and extrinsic motivations (monetary gains, status) for engaging in various behaviors as well as a motivation for not participating (Deci & Ryan, 2000). The theory suggests that individuals seek the fulfillment of motives, and they select and engage in behaviors that help to achieve those motives. SDT studies examining sport, physical activity, and exercise have used the Exercise Motivation Inventory-2 (EMI-2) to better understand reasons for participating in these activities (Ingledew & Markland, 2008). The EMI-2 addresses an array of related participation motives, including challenge, health pressures, social recognition, stress management, and weight management (Ingledew & Markland, 2008). A subset of these studies has also explored the role of age in participation and identified similarities and differences in motives based on age and other variables (Rodrigues et al., 2022).

As noted above, limited research has focused on pickleball participation, and none have used the EMI-2 to explore motives related to this activity. The current study addresses this research gap by leveraging the EMI-2 to collect data from pickleball participants. Additionally, much of the previous pickleball research focused on older participants (e.g., Casper et al., 2021). Given the spread of pickleball participation across generations, understanding the potential effects of age on this participation becomes increasingly important.

**3. Research Design, Methodology and Data Analysis**

The study will use survey design to collect data from current pickleball participants ages 18 and older. Surveys will be distributed to participants through the organizational and social media channels of local pickleball clubs and facilities.

Study participants will be asked to complete the survey using Qualtrics. The survey instrument will include the complete EMI-2 with its 51 items across 14 sub-scales, measuring stress

management, revitalization, enjoyment, challenge, social recognition, affiliation, competition, health pressures, ill-health avoidance, positive health, weight management, appearance, strength and endurance, and nimbleness. Additional survey items will address future intentions to play pickleball, watch pickleball, and purchase related merchandise. The survey will also ask respondents about their participation with length of time playing the sport and number of days and hours played per week. Demographic items will include age, gender, race and ethnicity, relationship status, education level, and household income.

Multiple regression will be used to address RQ1 and RQ2 by analyzing how intrinsic and extrinsic motives predict pickleball participation and future intentions to engage in pickleball activities (i.e., playing, watching, and purchasing), respectively. Cluster analysis will be used to address RQ3 by examining intrinsic and extrinsic motives in conjunction with participation and demographic variables to develop participation profiles. [The researchers will have the results by the time of the conference].

### 4. Results/Findings and Discussion and 5. Conclusion, Contribution, and Implication

The results of the study will offer theoretical implications such as expanding the use of EMI-2 to an emergent niche sport, exploring potential multigenerational similarities and differences, incorporating behavioral intention variables, and using cluster analysis to further investigate participants. Practical implications stemming from this research include gaining a better understanding of why people play pickleball and what potential outcomes result from their participation. Practitioners can use this information to develop tailored and targeted marketing campaigns to reach users both old and young to continue participation in the sport.

### Doing Sport Differently for Health Promotion

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**Aim and Research Questions**

The aim of this research was to provide sport organisations and deliverers with information to assist them to better design, develop, and deliver sport-based programs for insufficiently active (IA) women. More specifically, we sought to identify the *non-negotiables* for program delivery that best support the engagement of women in sport and provide them with a positive experience.

**Theoretical Background and Literature Review**

Health promotion agencies have used sport to engage IA people in physical activity for the purpose of positive health outcomes. In Victoria, Australia, the Victorian Health Promotion Foundation (VicHealth) has driven much of this work. Unpinned by trends showing increases in social sport participation and a decline in traditional sport opportunities (Hajkowicz et. al., 2013) and that women can be less active than men over the lifespan, VicHealth funded sport associations to design, develop, and deliver social sport products to engage women who did not meet the physical activity guidelines. These sport associations have experienced challenges specific to this task, and benefit from knowledge that could improve their capacity to meet the aims of VicHealth (Staley et al., 2019). To this end, VicHealth and the La Trobe University Centre for Sport and Social Impact developed the *Doing Sport Differently Principles* to guide sport organisations on how to engage more diverse audiences (VicHealth, 2018). This research explores how these principles align to programs targeting IA women specifically.

**Research Design, Methodology and Data Analysis**

VicHealth funded three social sport programs targeted at engaging and retaining IA women in physical activity (Go Soccer Mums, Bowling with Babies, and Touch Football Switch). Participants (n=204), deliverers (n=29), and community club hosts (n=23) of these programs were sent an online post-program survey that asked "In your opinion, what are the top 3 key non-negotiables for this program (i.e. what are the 3 most important things about the program content or delivery required to engage participants)?". Responses were cleaned and analysed against the six *Doing Sport Differently Principles*.

**Findings and Discussion**

Fifteen non-negotiables were identified and these were consistent with the six *Doing Sport Differently Principles*.

Principle 1: Engage with the target market throughout the design process to reduce barriers and fulfil motivations

1. Give me accessible opportunities (flexible, location, cost, time, registration)
2. Provide me with safe and suitable facilities
    1. Take a participant-led approach and include me in design

Principle 2: Think about participants as customers and consider their total experience

1. Reach me with accessible and relevant marketing

    2. I'd like a socially safe, welcoming, inclusive environment that promotes enjoyment and engagement
        1. Let's have a chance to socialise with social activities and food / beverages

Principle 3: Participation should cater to different levels of skill, ability and fitness
    1. Provide me with accessible equipment
    2. Make sure I can modify activities to work for me
        1. Prevent injuries

Principle 4: The deliverer is the most vital person to participants' experience and retention
    1. Recruit engaging deliverers
        1. Provide deliverers and hosts with support and resources

Principle 5: Participants need a clear pathway for retention or transition as their skill, fitness or interest changes
    1. Improve my confidence, skill, fitness, and group dynamics
    2. Give me a progressive pathway
        1. We want quality connection and communication

Principle 6: Best-practice project management and delivery will enable scale and sustainability
    1. Support club volunteers, hosts, and deliverers to manage the program

The social setting was the most frequently mentioned non-negotiable (172 mentions out of a total of 256). Examples of common words around the social environment related to deliverers, hosts and the participant group including terms such as welcoming, inclusive, friendly, positive, happy, encouragement, support, connect, patience, and fun. Representative comments include:

"No expectations" and "No judgement" and "Less fat-phobic deliverers"

"Enjoy each other's company" and "Social connection with other participants"

"Be open to us chatting and catching up, the sport is less a priority"

"Continue focusing on connection and building mental strengths"

The deliverer and hosts were the second most mentioned non-negotiable for Bowling with Babies and Switch, and accessibility around time, cost, child friendly facilities and location was the second for Go Soccer Mums (and third overall with 97 mentions). Activities that develop skill was also highly cited (36 mentions); consistent with previous research that shows that when women find the time to get active, they want to achieve and be challenged to make the most of the time they spend at the program.

**Conclusion, Contribution, and Implication**

The six *Doing Sport Differently Principles* remain relevant to guiding sport associations on designing, developing, and delivering programs for IA people, and more specifically women. This information can support the sport sector on how sport can best be used as a health promotion tool by engaging and retaining IA women in physical activity.

**Neighborhood Physical Activity Patterns during the COVID-19 Pandemic: Understanding the Increase in Participation in 2020-21**

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**Aim and Research Questions**

The purpose of this study was to 1. investigate physical activity (PA) patterns (activity and group size) in two US residential neighborhoods during 2020 and 2021; 2. examine physical activity patterns while controlling for known correlates (day of week/temp/weather) during the COVID-19 pandemic.

**Theory and Literature Review**

In March 2020 as the SARS CoV-2 virus spread, governments issued 'stay-at-home' orders to protect public health. In many communities, PA outdoors was designated an essential activity recommended for physical and mental health (Razani et al., 2020). To guide the investigation, we adopted the theoretical lens of positive psychology, notably the links among subjective well-being (SWB), social interaction, leisure-time physical activity (LTPA), and life satisfaction (Diener & Ryan, 2009; Wiese et al., 2018). Ding et al (2020) found that community interest in PA increased significantly following the initial stay-at-home orders. In a survey of Chinese urban residents, Li et al (2022) found that 80% used their neighborhood green space for PA and that resident social cohesion was associated with promoting mental health. Social cohesion and support may also be related to PA in neighborhoods as being outside exercising increases the probability of meeting others and building relationships (Li et al., 2022). Chen et al (2021) found that neighborhood social support helped to buffer the effects of stress and promoted coping and psychological wellbeing.

**Research Design and Data Analysis**

A systematic observation protocol was employed in US residential neighborhoods in Florida (FL) and Minnesota (MN). Trained observers were unobtrusively positioned to view a 150ft/45.7m 'observation zone'. The same zone was used throughout the data collection. Unit of analysis was 'group" i.e., one or more people together. Only one group in the zone was observed at a time and behaviors recorded on a standardized data sheet. Observations occurred 2020: March 31 to Sept 12th and April 11th to May 27th MN; 2021: April 4th to June 1st FL only; on weekdays and weekends during four-time blocks (sunrise-9:59am, 10:00am-1:59pm, 2:00-5:59 pm, and 6:00 pm-sunset) and observed between one and two hours. Activity (e.g., walk, bike, run), group size, temperature, weather (e.g., sunny/cloudy/precipitation), start/end time were recorded. Given this methodology, we were unable to accurately count total numbers of people participating in PA in each neighborhood. We used observed group size as a proxy for the number of people participating in neighborhood PA. Data were analyzed using SPSS 26 Descriptive Analysis, Cross-tabulation, Correlation, and Analysis of Covariance (ANCOVA).

**Results and Discussion**

In 2020, N=521 Physical Activity observations were recorded, n=342 FL and n=168 MN. Activities: Walkers (n=233); dog walkers (n =89); cyclists (n =64), runners (n=27), strollers (n= 15) mixed activity (n =76). In 2021, N=95 FL. Activities: Walkers (n=51); dog walkers (n =18); cyclists (n =10), runners (n=1), strollers (n=12) mixed activity (n=3). Chi-square revealed that activity type was correlated with years ($X^2$ (6, N=616) =33.562, p<0.001). The only activity type that saw a correlation between group size and pandemic year was walking ($X^2$ (3, N=284) =10.957, p=0.012). Specifically, larger group sizes were observed in 2020 than 2021. Next, we used an ANCOVA to explore common correlates of PA to attempt to further explain the increase in PA participants in 2020. Controlling for starting and ending temperatures, and weather, results indicated that walker's group size was strongly correlated with the year (2020 beta ~.6 compared to 2021); and moderately correlated with state, where more FLs than MNs went walking (beta ~.4); and weekday/weekend where more people walked on weekends (beta ~.25).

**Conclusion and Implications**

The data are suggestive that during 2020 and the initial lockdowns, more people were engaged in PA, primarily walking. The group sizes of other activity types were not impacted suggesting that residents not only sought outside PA, but also PA that facilitated social interaction. Since stay-at-home-orders restricted people's social interactions, Li et al (2022) suggested that interacting with neighbors was crucial to maintaining mental health during this time. Similarly, our data supports their self-reported data as more residents in both states were observed engaging in PA where they could talk. Also, given the importance of PA to wellbeing during times of crises, walkable neighborhoods that afford social interaction are essential to promote SWB (Diener & Ryan, 2009). Wiese et al (2018) found that LTPA and SWB combined are significantly associated with positive affect and life satisfaction, but not negative affect. As such, access to safe spaces and neighborhoods where people can exercise and interact is particularly important during a public health emergency and is a key recommendation (Kennedy et al, in press). Theoretically, our findings denote the adaptive nature of SWB and the role of individual initiative which contrasts with homeostatic theories of well-being. This is consistent with studies where COVID-specific well-being is associated with PA and traits such as adaptability and creativity (Horwood et al., 2022).

**Sport Marketing and Sponsorship**

## Human Brand Activism: Developing an Athlete Brand Activism Continuum Based on a Multi-Actor Perspective

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### Aim and Research Questions

In recent years, the increasing visibility and prevalence of human brand activism, especially on digital engagement platforms has challenged the notion that sport remains apolitical. Through their brand activism, human brands are demonstrating the power of sport to promote change and raise awareness about major concerns. Multiple actors, such as professional athletes, coaches, managers, club representatives or legends are using their fame, social standing and media reach on online and offline platforms to draw attention to and advocate for important social and political issues. Although brand activism has emerged as a relevant topic in sport management literature, previous research has primarily focused on single case studies as well as dyadic effects of athlete activism on individual actors, such as fans, media or sponsors (e.g., Brice, 2022; Rey & Capra, 2023). The purpose of this study is to examine human brand activism on digital engagement platforms based on a multi-actor perspective. Drawing on recent literature on brand activism and human branding, this study conceptualizes a novel Athlete Brand Activism Continuum (ABAC) by identifying different categories of athlete brand activism and actors involved.

This background leads to the following research questions:

RQ1: Which categories of athlete brand activism can be identified?

RQ2: Which actors are involved in an athletes' brand activism?

RQ3: How can athlete brand activism be conceptualized as a strategic framework based on a multi-actor perspective?

### Theoretical Background and Literature Review

The rise of digital engagement platforms and the development of various social media channels enables human brands to build, evolve and maintain their brands (e.g., Bredikhina et al., 2022). The use of their social media profiles empowers human brands to communicate and interact directly, freely and at any time with multiple actors worldwide (e.g., Doyle et al., 2020). Based on a multi-actor perspective, this includes various actors, such as fans, sponsors, media, clubs, associations or other athletes. Professional athletes are increasingly using their brands on social media to continuously raise awareness about social issues and concerns, and are becoming more vocal about subjects such as human rights, gender equality, racism, climate change and sustainability, or LGBTQ+ rights (Jain et al., 2021; Vredenburg et al., 2020). Several scholars have examined athlete brand activism using single case studies, such as a single sporting event, like the Olympic Games or a single athlete brand, mainly from the United States. Drawing on recent literature on brand activism, advocacy and protest as well as human branding from a multi-actor perspective focused on digital engagement platforms, this study develops an Athlete Brand Activism Continuum (ABAC) based on a network-oriented framework.

### Research Design, Methodology and Data Analysis

This study is based on a multiple case study analysis by applying a multi-method approach to provide in-depth insights. The multiple case study refers to three major sporting events, the

Summer Olympic Games in Tokyo 2021, the Winter Olympic Games in Beijing 2022, and FIFA Wold Cup in Qatar 2022.We followed the research proposal of Jain et al. (2021) as well as Vredenburg et al. (2020) and examined athlete brand activism from a network-oriented perspective in sports management. For this purpose, we combined a literature review based on 144 relevant articles with a netnographic approach by observing and examining 48.185 comments on 84 activism posts by a total of 608 German athletes on Instagram. All athletes participated in one of the three events.

**Results and Discussion**

The findings indicate the first conceptualization and strategic framework of human brand activism by introducing a novel continuum. Based on the multi-actor perspective, this study identifies eleven different actors groups, which are affected by human brand activism. Furthermore, this study examines four categories of athlete brand initiated activism which can be distinguished according to the level of actor engagement, ranging from low (advocacy) to high (protest). These categories differ significantly in terms of various variables, such as subjects of activism, intent of activism, involved actors, brand meaning co-creation or effects on personal branding.

**Conclusion, Contribution and Implication**

This research provides three main contributions to the field of sport management: First, we apply the multi-actor perspective for the first time in the specific context of athlete brand activism by identifying different categories and relevant actors on digital engagement platforms. Second, we extend the so far underrepresented research by introducing a novel Athlete Brand Activism Continuum (ABAC) based on our multi-method approach. Third, we mark a starting point for a more comprehensive understanding of brand meaning co-creation of athlete brands. Moreover, our findings expand brand managers' expertise in brand building and brand management on digital engagement platforms and add a network-oriented perspective to previous dyadic relationships. The findings can be applied to other types of human brands as well as various forms of athletes.

## Sponsorship Network Strategy: Audience, Access, and Amplification

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### Aim

This study examines the strategic creation of sponsorship networks, exploring social media platform TikTok's use of sport as a driver of content creation, audience attention, and brand authenticity. As a relatively new entrant into the sponsorship industry, TikTok's approach to partnership development and activation provides a unique perspective into sponsorship network creation and engagement.

### Literature Review

The study of sponsorship networks is a small yet important subset of the extant sponsorship literature. Reflective of the integrated nature of sponsorship relations and the discrete decision-making practices involved in sponsorship network creation and collaboration, sponsorship network research has afforded important insight into the strategic, multilateral, multiple-stakeholder perspective of sponsorship embraced today. Cobbs (2011), notably, pioneered this line of research, employing network analysis to explore relationship marketing within sponsorship agreements. His findings emphasized the roles played by cohesion, social capital, power, and growth and sponsorship portfolio development and maintenance. Subsequent research into sponsorship networks (e.g., Burton et al., 2020; Chadwick et al., 2022) has highlighted the geopolitical motivations behind sponsorship illustrated through network creation through the lens of structural and relational embeddedness (Granovetter, 2017).

Indeed, the application of network theory to sport marketing scholarship has emerged as a valuable means of exploring relations and engagement with multiple stakeholders. Schyvinck et al. (2022), for example, employed social network analysis to investigate cause-related marketing strategies; their findings noted that actor type and role within CRM networks informed partner integration. Similarly, Naraine (2019) adopted a social network analysis approach to examine the social media following of professional sports organizations, suggesting that social interactions and relationships bear significant structural characteristics and commonalities, meriting further study.

The examination of sponsorship networks as a means of investigating partner embeddedness, strategic integration, and sponsor objectives, thus presents a potentially valuable extension of present sponsorship research. This is particular importance in the context of social and digital media. Whilst a myriad studies into sponsor activations on social media in recent years have contributed to our understanding of the marketing potential of such platforms, little research to date has explored the platforms themselves as brands. Given the increased role digital content hosts and creators now play in sport marketing, broadcasting, and sponsorship activation, understanding better social media brands as discrete marketing channels unto themselves is invaluable.

### Methods

To examine TikTok's growing strategic sponsorship portfolio, a social network analysis of the brand's partnerships and investments in sporting properties was undertaken. First, a document analysis of press releases, news publications, corporate filings, and trade journals was conducted to construct a database of TikTok's official partnerships alongside pertinent structural details about the agreements, such as the duration of the partnership, the nature of sponsorship, the brand's stated aims, and key assets exchanged. In total, approximately 375

documents were reviewed and analyzed, yielding a preliminary database of 27 official partners. This analysis only featured and included sports properties (e.g., teams, leagues, competitions) and excluded individual athlete or influencer agreements, and placed specific emphasis on official sponsorship agreements, rather than merely official brand accounts.

Upon completion of this document analysis, a social network analysis of the brand's sponsorship portfolio was conducted using data visualization software Gephi, allowing for an in-depth look into the discrete relationships developed and the global strategy behind TikTok's sponsorship activities.

**Findings**

The study's results suggest that TikTok's partnership strategy and selection process is informed by three central objectives: (i) sport as geopolitical tool for global relations and expansion; (ii) sponsorship activation as a vehicle for content creation and curation; and (iii) content integration. The resultant structural embeddedness of the brand's partnerships, alongside the varied breadth and diverse scope of sponsorship relationships developed, suggest that TikTok's sponsorship portfolio fulfill multiple objectives – both strategic and geopolitical.

**Conclusions**

The results uncovered in this analysis of TikTok's sponsorship activities extend sponsorship network scholarship and provide renewed perspective into the strategic and relational considerations taken by brands when engaging in corporate partnerships. Particularly given the brand's complicated legal status in many Western countries, TikTok's strategic use of sport sponsorship as both a geopolitical and content-creation tool is informative for future research. As more social and digital media brands enter into the sponsorship arena (such as Spotify's partnership with FC Barcelona), understanding the unique strategic and structural considerations behind content economy partners is imperative.

## Fan Tokens: Relationship Marketing or Investment Opportunity?

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Aim and Research Questions

In a backdrop of changing fandom in which younger generations of fans are distancing themselves from football, web3 or blockchain technology presented itself as a potential solution to the fandom issues and their financial implications they bear for sports organisations. Fan tokens, operating like virtual shares of sport organisations were quickly adopted within the sport ecosystem, with six UK football clubs promoting them as a fan relationship marketing tool for their younger and technologically savvy fans. Fan tokens were nevertheless also met with severe criticism by the sport industry, with the Football Supporters Association advising against them. In this study, we focus on fan token consumers in order to investigate the following question: *Are fan tokens a new relationship marketing tool or a new investment opportunity for football fans?*

Theoretical Background and Literature Review

Fan relationship marketing or nurturing and maintaining meaningful and profitable relationships between sport teams and their fans is widely considered the 'holy grail' for sport teams, in order to achieve commercial success (Abeza et al., 2013). Sports are considered privileged in terms of fan relationship marketing, due to the deep connections and emotional commitment that fans have with them (Apostolopoulou & Papadimitriou, 2018), thus allowing them a particular advantage in terms of how committed their fans / consumers are to them. Team identification is indeed considered important in terms of fans' behaviour, with highly identified fans being more likely to consume products produced by sport teams, and thus purchase their favourite team's merchandise (Wann et al., 2001). Purchasing these allows for an enhancement of their sense of connection with the team (Gwinner & Swanson, 2003) and indeed further feeds into the identification they can feel (Apostolopoulou et al. 2012). If sport merchandise have indeed important and multiple meanings for their consumers (Apostolopoulou et al. 2012), then here we investigate how are fan tokens viewed by their consumers.

Research Design, Methodology and Data Analysis

Data collected through 10 focus groups with a total of 60 fan token consumers were used for this study. The focus groups were conducted in person in the UK between June and November 2022, and were recorded and transcribed. All data were analysed manually following a thematic analysis protocol without any a priori codes (Braun and Clarke, 2006).

Results/Findings and Discussion

The analysis revealed the existence of a wide divide in the individuals using fan tokens. On the one hand, the fanatics were the most popular consumer category, capturing those who viewed fan tokens as a means of feeling closer with the club they support and through which their voice mattered. Fanatics purchased fan tokens as they would with any merchandise sold by the club, as a form of habit and loyalty. These fans also appreciated the novelty of web3 and as such praised the clubs for engaging with this technology, while being indifferent to the criticism fan tokens have received.

On the other hand, a smaller part of the fan token consumers would fall under the investors category, describing those engaged with fan tokens not purely due to their loyalty with the

clubs, but predominantly as a potential investment. The investors argued that purchasing fan tokens did not improve their relationship with the clubs, with some purchasing fan tokens of clubs they did not support, and all highlighting that they did not engage with the voting capability they were provided with. The web3 trend was also quoted as a reason for their purchase, with the potential profit of reselling the fan tokens being considered the main reason why they became fan token consumers.

Conclusion, Contribution, and Implication

Through this study insights to this novel application of blockchain technology in sport are provided, by shedding light on how fan token consumers perceive them. As such, it is revealed that on the one hand, fanatics consume fan tokens as a way of self-expression and identification with the team they support, as previous research on sport merchandise has argued. For fanatics, fan tokens enhance their connection with the favourite team and create a dialogue with it which was not possible before the introduction of web3 technology.

It is revealed however that on the other hand, another category of fan token consumers exists, capturing those who view fan tokens as an investment opportunity and not as a fan relationship marketing tool. For the investors, attachment with the team is not required, and engagement is not pursued. Instead, it is the potential for profit from this novel technological advancement that is driving their consumption, revealing a type consumption that has yet to be captured by existing research.

This exploratory study, despite its limitations, is the first to reveal these two categories of fan token consumers' perceptions, potentially paving the way for future research in this rapidly developing area.

## Sustainable Sport Sponsorship – A Stakeholders' Perspective

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Aim and Research Questions

Sustainability has become an increasingly important theme in the sport management field and in academia in recent years. There is largely consensus in the sports business that sustainability will also continue to grow in relation to sports sponsorships, both from the sponsors' and the sponsees' point of view (Cornwell, 2023). While many sponsors and sport organisations have implemented measures to act in a more sustainable way, it is largely unknown what this means for sport sponsorships. A holistic consideration of the economical, ecological and social issues regarding sustainable sport sponsorships is missing to date. The present research aims to advance the knowledge of what characteristics are associated with sustainable sport sponsorship and what factors determine its success.

Theoretical Background and Literature Review

Sustainability and corporate social responsibility (CSR) have in common that both concepts build on the three pillars of environmental, economic and social aspects (Madzik et al., 2018). While there is some research on CSR and sponsorships in sport, which predominantly focuses on the social dimension (Walzel & Schubert, 2018), there is a very limited research on sustainability and sport sponsorship and more importantly, no clear understanding of what characterise sustainable sport sponsorships holistically in terms of environmental, economic and social aspects.

Research Design, Methodology and Data Analysis

Due to the exploratory nature of this study, we opted for a qualitative research approach and used semi-structured individual in-depth interviews, which facilitates an intensive discussion with the interviewees as well as grasping new aspects in this context. In total, we conducted 13 in-depth interviews with representatives from five different stakeholder groups: three individuals representing the sponsors from different industries (bank, automobile and supermarket chain), three representatives of sponsees (two sport clubs, one national sport federation), two senior managers from sponsorship service providers, four sport consumers with different sport backgrounds and one elite athlete.

Results/Findings and Discussion

We identified eight characteristics that describe sustainable sport sponsorships. Following the three dimensions of sustainability (environmental, economic, social), four characteristics can be summarised under the economic dimension of sustainability (long-term horizon / perspective, independency of individual sponsors, good governance practice, credibility and authenticity). Another three (promoting sport and its values, responsibility for sport and athletes, mutual partnership with benefits for society) fall under the social dimension of sustainable sport sponsorship and the environmental dimension is represented by one characteristic: ecologically friendly implemented sport sponsorship.

Conclusion, Contribution, and Implication

The present study explored the understanding of sustainability and sport sponsorship in a holistic way by considering a good number and variety of stakeholders involved. The results extent the knowledge what characterises sustainable sport sponsorships and what factors determine their success. While previous research focused on the social and environmental

aspects of sustainability in terms of sport sponsorships (Cornwell, 2020; Close Scheinbaum et al., 2019), this study also identified relevant economic criteria.

For this study, we only invited sponsorship stakeholders from Germany to the interviews, which limits the generalisability of the results. Furthermore, the characteristics and criteria identified might not be relevant for all sponsors and sponsees or to different extent, because the sport sponsorship market is very diverse with a huge variety of sponsors and sponsees with different aims and objectives.

However, the results help sponsorship managers in companies with a sustainable oriented management approach to align their sponsorship activities in sport in a more sustainable way and to contribute to the company's perception of a sustainable organisation. Additionally, they can use the findings to develop ideas how they can implement sponsorships in sport for contributing to the sustainable development goals. Furthermore, the findings are also important for sponsees in the way, what they can do to be attractive for sponsors which focus on sustainability and how they can increase sponsorship outcomes for the sponsors in times where sport consumers becoming more and more sensitive for sustainability themes.

**ID: 284**

Sport Marketing & Sponsorship

## Role Of Ambassadors In Community Sport For Women And Girls

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**Aim and Research Questions**

The aims of this study were to explore the motivation and behaviours of ambassadors in community sport for women and girls.

**Theoretical Background and Literature Review**

Although there have been improvements in how sport for elite women's sport is being marketed, there is important work left to do at community level. It is time to consider an alternate approach to understanding how community sport for women and girls is being promoted and by whom. We know that marketing functions often informally feature within established roles in community sport (i.e., administrators, managers, coaches), but how individuals in these and other roles particularly serve as marketing agents to develop community sport for women and girls has yet to be explored. Ambassadorship is an appropriate lens to consider this.

Ambassadors provide a credible testimony of distinctive character and can influence others (Andersson & Ekman, 2009). The literature to this point has focused mostly on paid ambassadors (e.g., Turner, 2017) who often quite narrowly represent products and brands. This doesn't quite capture the ambassadorial role in community sport. In sport contexts, ambassadors carry out a broader selection of important marketing functions including produce/service design, implementation, promotion, information sharing and more. Also, not all ambassadors in community sport are paid.

In a previous phase of this wider research project (manuscript in development), ambassadorship in community sport was defined and five ambassadorial types were conceptualised. Typologies are an avenue for researchers to define and explain specific elements or variables that will be part of their research (Collier, Laporte and Seawright, 2008). The definition and development of the typology involved a review of the literature and in-depth interviews with eleven experts across community sport, development roles within sport organisations as well as community sport marketing researchers.

From that work, the following working definition has been adopted: *An ambassador in community sport is a relatable and credible person in a position of influence. They are intangible assets performing a variety of marketing functions on behalf of the wider sport community.*

The five ambassador types are: Prominent Stalwarts (long-term, multi-dimensional engagement), Athlete Advocates (credibility based on performance), Grassroots Champions (high-impact local volunteers), Within Vocation (paid sport development roles), and Male Allies (enduring focus on developing women and girls' community sport).

The next step to advance this area of research is to better understand motivations and behaviours of community sport ambassadors, an approach which aligns with the Job Characteristics Model **(**Hackman and Oldham, 1975**).** Understanding this ubiquitous but understated role will allow sport organisations to create conditions in which ambassadors thrive and the wider sport benefits.

**Research Design, Methodology and Data Analysis**

Seventeen individuals from across the five ambassadorial types were interviewed in a semi-structured format. The context of this study (and the wider research project in which the

definitional and conceptual work took place) is women's basketball in New Zealand. An array of stories and rich content were presented when interviewees were asked to outline motivation for their ambassadorial work in basketball as well as specific behaviours to develop community basketball. It was clear that although not every interviewee necessarily thought of themself as an ambassador, the important work they do reflects their role as a marketing agent for the sport. The interview transcripts were explored using reflexive thematic analysis, generating codes and conceptualized patterns of shared meaning (Braun et al., 2014).

**Results/Findings and Discussion**

Numerous important themes were evident from the analyses of interview transcripts. One each related to motivation and behaviour is described below and others will be put forth in the presentation.

Almost each interviewee articulated that their engagement in community girls' basketball was fuelled by a desire to share their passion and create a pathway for others to develop the same. One noted that *"...it's just the love of the game... a lot of girls.. love the game, but don't quite know where to go or who to go to"*.

An overarching sentiment from the interviewees as it related to their behaviour was the notion of approachability and how that shapes their ambassadorial activity: *"...a five minute conversation... can impact a young kid and inspire them"* Another noted that *"letting them know that they have someone they can reach out to is more important than anything"*.

**Conclusion, Contribution, and Implication**

This study is an important follow-on to the definitional and conceptual work on community sport ambassadors that preceded it. These ambassadors report common motivation and behaviour for which systems and processes can be structured around. It is in the interest of sport organisations to create a community in which ambassadors of women and girls' sport flourish.

**ID: 446**
Sport Marketing & Sponsorship

### The Impact of Transferring on European Women's Football Players' Social Media Follower Growth

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Women's football is experiencing rapid growth, and athletes benefit from lucrative potential of social media for earning income off the field. Establishing a strong athlete brand plays a pivotal role in maximizing athlete monetization opportunities (Kunkel et al., 2021). Despite the frequent club transfers observed among European women's football players between seasons, and the corresponding growth of their social media following, the impact of these transfers on personal brand development remains largely unexplored.

Two main factors likely contribute to the change of social media followers. First, athletes transferring to another club is considered newsworthy, widely covered by mainstream media and social media outlets, increasing the salience of the athlete in consumers' mind and bringing exposure to the athletes' social media profiles. Second, social identity theory indicates individuals form positive associations toward members of their in-group (Tajfel & Turner, 1979). When athletes become part of a team, they are included in the in-group, resulting in positive attitudes and behavior from fans (Lock & Funk, 2016) of the new team. This understanding is crucial for athletes' brand growth as fans actively support and engage with new members of their in-group (i.e., athletes who join their favorite team; Su et al., 2020). At the same time, athletes leave an existing in-group consisting of fans of their previous team. Given relative scarcity of research on women's sports in comparison to male counterparts, we examined how changing clubs in women's football influences athletes' social media following.

### Methods

We collected public Instagram data of 1061 women's football players competing in five first-tier European leagues (England, France, Germany, Italy, and Spain) twice over a one-year period (June 2021–June 2022). We obtained the number of Instagram followers of athletes by web scraping and recorded their respective team and league affiliations. We further collected the number of Instagram followers of the former and new team and whether the athlete competed in national team games. We log-transformed the follower changes and used linear regression to examine the data.

### Results

A linear regression demonstrated a positive relationship between transfer-related factors and a change of social media followers ($F(4,1052)=25.35$, $p<.001$, $R^2=.09$). Results show that transferring to a new team ($\beta=.12$, $t=4.19$, $p<.001$) was a significant predictor of social media follower growth, even when controlling for the social media followers of athletes' 2022 club ($\beta=.22$, $t=7.20$, $p<.001$), playing in national games ($\beta=.15$, $t=4.84$, $p<.001$). However, social media followers of athletes' 2021 club ($\beta=-.04$, $t=-1.43$, $p=.153$) was not significant. These results suggest that transferring teams was associated with 13.2% increase in the followers, indicating that transferring to a new team has a notable impact on the change in social media following.

### Discussion

Results indicate athletes who transferred experienced a greater increase in social media followers than athletes who did not transfer. This increase could be attributed to various factors, such as heightened exposure due to playing for a new team, acquiring a new fan base, or receiving more media coverage. This demonstrates that the positive impact of joining a new

in-group outweighs the negative impact of leaving an existing in-group, contributing to our understanding of social identity theory in the context of transferring. A possible explanation may be that team fans who followed the athlete during their tenure with the team developed a connection with the athlete that extends beyond in-group membership connected to the team. In addition, athletes transferring to teams with a high number of followers experience increased social media growth. This may be attributed to the increased exposure 'big clubs' receive from mainstream media or getting exposed to the larger fan base these clubs have through the club's posts and stories about the athlete.

Interestingly, the control variable of playing in national games indicates the large impact on the growth of athletes' social media followers. This is likely due to the amplified media attention national games attract, resulting in increased exposure for athletes and, subsequently, higher social media following. These findings show multiple other factors beyond transferring contribute to development of athletes' social media following.

**Conclusion**

We demonstrated athletes who transferred have a larger increase in social media followers than those who did not transfer. We also found playing in national team games and transferring to a team with many followers positively impacts athletes' social media followers. This is because exposure, acquiring a new fan base, and receiving more media coverage contribute to an increase in social media following.

Athletes and their management teams can make strategic decisions regarding career moves and branding strategies. Prioritizing participation in national games and joining teams with large social media followings can be effective strategies for enhancing an athlete's brand growth and monetization potential.

## Sponsorship Network Signaling: Values and Place Congruence as Drivers of Sponsee Image

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### Introduction

This study explores the strategic role that values congruence plays in property brand image creation and communication. The work considers the World Surf League's (WSL) sponsorship programme development, seeking to understand better how commercial rights holders employ sponsorship networks as a source of brand marketing for sports properties.

### Literature Review

A sponsor's impact on an event or rights holder's image is an important area of sponsorship scholarship. It has been suggested that consumer perceptions of a sponsor may inform their impression of or attraction to an event as a product of signaling theory (Walker et al., 2011), wherein brand knowledge and associations related to the sponsor impart prestige, value, or legitimacy to the sponsee. The resultant impact on event image and perceived value or size may be magnified by network effects within a sponsorship programme; concurrent sponsorships of a property by contributory brands may have a significant effect on event image, strongly correlated with the joint consumer-based brand equity of the sponsors (Yousaf et al., 2018).

The development of sponsorship networks may thus be an important strategic consideration in developing sponsee brand identity and image, and in communicating the event or property's value. Strategic portfolio creation on the part of sponsors can aid in the creation of a unified brand image and personality, as well as improved brand meaning (Chien et al., 2011). The extent to which these findings may apply to sponsees in the development of sponsorship programmes, however, has not yet been explored. Moreover, the extent to which signaling theory may apply to diverse brand image components beyond event size or legitimacy merits greater study. Property-owned cause marketing, for example, has been shown to positively impact sponsor involvement (Irwin et al., 2003). For those properties for whom brand values and corporate social responsibility may play important roles in the sponsorship decision-making process, the role that sponsors may play in communicating such values is an important consideration.

### Methods

To examine rights holders' use of sponsorship networks in brand image creation and communications, the WSL was chosen as an exemplar case. Niche sports organizations afford corporate partners improved access to target audiences as well as distinct and highly differentiated brand identities and market orientations with which to align (Greenhalgh & Greenwell, 2013). Moreover, signaling theory is of particular importance for niche sports properties, for whom sponsor procurement may play a significant role in communicating the event or property's size (Greenhalgh & Greenwell, 2013). The WSL are actively involved in cause marketing through their One Ocean campaign and have prioritized values congruence and environmental advocacy in securing new sponsors, providing a new lens through which to investigate signaling theory.

To explore the WSL's sponsorship programming, a document analysis of all sponsorship announcements, corporate communications, press releases, and trade publications for the

period 2020-2023 was undertaken, resulting in approximately 375 documents analyzed by the research team. In total, the study's sample included 51 current partnerships agreed or announced over a four-year period. The research team then collated all partners into a database of WSL sponsors, including the sponsor, type, year of partnership creation, stated sponsor values, and partnership objectives, facilitating a social network analysis of the WSL's sponsorship programming (cf. Cobbs, 2011). An ego network was created, with the WSL, its continental associations, One Ocean, and the WSL's sponsors serving as nodes, and the relationships between entities as edges. The relationships between sponsors and the WSL were then qualitatively examined drawing on sponsor values, communicated strategy, geolocation, and partnership objectives to explore the WSL's network of sponsors and the role that values may play as signals of the WSL's brand identity.

**Findings**

The WSL's network of partners suggests that the property has placed strong emphasis at the global level on aligning with brands based around cause orientation. In so doing, the WSL have prioritized values alignment and environmentalism in their sponsorship dealings, using cause espousal and advocacy as a signaling cue for consumers. The WSL have additionally sought out strategic regional partnerships reflective of the competition's host countries and environments as a means of driving authenticity and engaging with local stakeholders, often at the expense of category exclusivity. Finally, the property's network of sponsors highlights their use of partners to communicate prestige and scale, as the property has secured major investment from globally recognized brands at both the regional and international level.

**Conclusion**

Whilst signaling theory has previously been shown to inform consumers' impression of an event's size or worth, the strategic use of sponsorship by the WSL suggests that sponsees may succeed in leveraging strategic partnership development as a means of articulating values-based signals or to drive brand image creation. For properties engaged in cause marketing and corporate social responsibility efforts, therefore, sponsor identity and values congruence may play influential roles in building sport brand image.

### Sponsorship Effectiveness of Individual Sport Athletes on Employees' Organizational Identification: An Examination of Sponsorship Impacts from an Internal Marketing Perspective

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## 1. Aim and Research Questions

Many companies have supported individual athletes as part of their sponsorship. Although there have been some studies on the sponsorship of individual athletes from the perspective of endorsement and athlete branding (Lee et al.,2016; Arai et al.,2014), most of those studies have examined the impact on potential consumers. Even in studies examining the effects of sports sponsorship on employees (e.g., Demirel et al., 2018; Edwards, 2016), the sponsored subjects are typically teams or events, and the impact of individual athletes' sponsorship has yet to be adequately explored. What are the employees' perceptions of companies that sponsor individual athletes, and how does it impact them? This study aims to investigate the effects of sponsorship on organizational identification among employees of companies that sponsor individual athletes from the perspective of internal marketing.

## 2. Theoretical Background and Literature Review

In sponsorships, companies expect the unique image of a sport, team, or athlete to transfer to their brand. One of the most studied factors that affect sponsorship mechanisms is image congruence between the sponsor and the sponsored entity. Sponsor fit, which refers to the congruence of the image of both parties, is considered an essential theoretical concept for increasing sponsorship effectiveness. Previous studies have identified brand knowledge, involvement, experience, loyalty, and attachment to the sport and athlete as antecedents of sponsor fit (Speed & Thompson, 2000). Therefore, sponsor fit, as perceived by the sponsoring company's employees toward the company and the athlete, is an essential factor to consider when evaluating the effectiveness of sponsorship.

Organizational identification is a specific form of social identification that refers to how individuals perceive themselves as members of a particular organization. Research has shown that organizational identification affects various work-related attitudes and behaviors (Riketta, 2005). To determine the impact of corporate sponsorship of individual athletes on employees' organizational identification, we tested seven hypotheses related to identification with the athlete, sponsor fit, attitude toward sponsorship, brand commitment, and organizational identification.

## 3. Research Design, Methodology, and Data Analysis

An online survey was administered to employees of Company A in July 2021. Specifically, employees were invited to participate via email notifications sent through the company's intranet system. To clarify the impact of company sponsorships for individual athletes on employee organizational identification, this study focused on the relationship between Company A and a Japanese male canoeist, an athlete supported by Company A. Company A operates a portal site for human resource information services under Brand X. In this study, we asked participants about their brand knowledge and commitment to Company A's core business, Brand X.

## 4. Results/Findings and Discussion

We collected a total of 365 survey responses and conducted the analysis using 350 responses after excluding 15 respondents who did not recognize that Company A was supporting the athlete. The sample used in the analysis of this study consisted of 221 males, 126 females, and three respondents who chose not to answer, with an average age of 30.17 years (SD = 5.90). The average length of service with Company A was 5.59 years (SD = 4.56).

As the hypothesized model was tested using structural equation modeling, the hypothesis model fit the data well ($\chi 2$/df = 3.246, RMSEA = .080, CFI = .93, TLI = .91), and all hypotheses were supported. This result confirms the impact of corporate sponsorship of an individual athlete on the organizational identity of employees working for the company. When employees of the sponsoring company perceive a match between the company and the athlete, it significantly impacts their attitude toward the sponsor ($\beta$ = .60, p < .001) . Therefore, companies must choose individuals consistent with their corporate image when considering support for individual athletes. Attitudes toward sponsorship also significantly positively affect brand commitment ($\beta$ = .20, p < .01) and organizational identification ($\beta$ = .16, p < .05), suggesting that it is adequate to incorporate a wide range of employee opinions.

**5. Conclusion, Contribution, and Implication**

This study contributes to academic knowledge by providing new insights into the effects of sponsorship from an internal marketing perspective. Since organizational identification is associated with a wide range of attitudes and job performance, corporate leaders should utilize sports sponsorship to create a sense of cohesion and unity among employees.

## Exploring the Premier League Brand Equity in the Chinese Market

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**Research Objectives**: The Premier League (PL) has achieved acknowledged success with respect to an established global brand nowadays. To improve the profitability in the Chinese market, the PL should build effective brand strategies promoting Chinese consumers' cognitive and affective responses toward this sport brand in a more positive way. However, the existing measurement scales of brand equity designed for either generic or sport industries may not be fully applicable to the Chinese market of the PL. For instance, the stadium and concessions related items in Ross et al. (2008) are not relevant to the Chinese market as few Chinese consumers can attend the PL games in stadiums. On the other hand, Chinese consumers' cultural characteristics, such as perceived esteem from groups (Filieri et al., 2019), have not been acknowledged in the existing scales. Therefore, this research aims to develop the PL brand equity measurement model which is specifically suitable to the Chinese market.

**Literature Review**: Grounded on Keller's (1993) concept, this study defined brand equity as Chinese consumers' cognitive and affective responses towards the PL, encompassing brand awareness, brand association, perceived quality, and social image. Firstly, brand awareness is considered fundamental in forming sport brand equity (Ross et al., 2008) and highly determines the PL clubs' brand equity in China (Bodet & Chanavat, 2010). Secondly, brand association plays a significant role in brand equity building in the sport industries (Ross et al., 2008) and is an influential brand equity dimension in the Chinese service industries (Jung & Shen, 2011). Thirdly, Chinese consumers' perceived quality of the PL clubs, such as on-field performance and achieved success, also determines their perception and evaluation of the clubs significantly (Bodet & Chanavat, 2010). Lastly, social image, identified by Lassar et al. (1995) and refers to perceived esteem from groups, was empirically evidenced as an important role in Chinese consumers' evaluation of a brand (Felieri et al., 2019). Thus, brand awareness, brand association, perceived quality, and social image are conceptualised as applicable to the PL brand equity measurement model.

**Method**: 366 adult consumers of the PL in China without any restrictions on education backgrounds or genders were recruited. Outliers were identified using the Mahalanobis distance at $p = .001$, resulting in the elimination of 26 responses. For the instrument development, 52 items were firstly generated from existing measurement scales, such as "I am proud of being a follower of the PL" (Filieri et al., 2019; Lassar et al., 1995) or self-developed (e.g., "I am familiar with the PL teams' Chinese nick names"). Secondly, 15 redundant and unrepresentative items were removed by expert validation and another nine items were eliminated by Q-sort analysis. As a result, a questionnaire including 28 items (seven brand awareness items, six brand association items, eight perceived quality items, and seven social image items) was prepared for a further analysis. The internal consistency of the measures using Cronbach's alpha (>.70) and item-total correlation (> .50) was tested. Furthermore, a factor analysis was employed to confirm the initially conceptualised factor structure. In EFA, Bartlett's test and Kaiser-Mayer-Olkin (KMO) were employed to test if the data are appropriate for EFA. Furthermore, a principal component analysis was employed to extract factors with over one eigenvalue, and a direct oblique rotation was utilised to examine the factor structure.

**Results**: The items of brand awareness and social image were reliable with the .81 and .85 Cronbach's alphas, respectively. However, the Cronbach's values of brand association (.62)

and perceived quality (.67) indicated that the items were not reliable enough. Thus, item-total correlations were inspected. Additional three brand association items and four perceived quality items were removed due to low item-total correlation value. A total of 21 items were retained for EFA. In EFA, the KMO statistic was .90 and the p-value of Bartlett's test was <.001, which was appropriate for EFA. Furthermore, as proposed, a total of four components were extracted with over one eigenvalue. In the pattern matrix, all brand awareness items, three brand association items, four perceived quality items, and six social image items loaded on proposed components. One cross-loading social image item was eliminated.

**Conclusions:** The EFA revealed seven brand awareness items, three brand association items, four perceived quality items, and six social image items were acceptable. Furthermore, the contents of the retained brand association and perceived quality items were narrower than their definitions, which requires further clarifications of the definitions and new item generations. This study provides an insight into Chinese consumers' cognition and affection towards the PL. Based on the EFA results, further revisions on the factor structures and the measures will be carried out and tested by another EFA, followed by a confirmatory factor analysis. The full scale development procedures will be presented at the conference.

## Professionalization of Sponsorship Management in Voluntary Sports Clubs

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### Aim and Research Question

For around $^2/_3$ of voluntary sports clubs (VSCs) in Germany, the financial situation can be classified as problematic (Breuer & Feiler, 2022). However, a large part of the financial resources of VSCs is attributed to revenues that cannot be directly influenced (e.g., public subsidies) or are associated with further liabilities (e.g., membership fees). Accordingly, a stronger emphasis on sponsorship income and the associated management can be observed as a functional strategy for increasing club revenues (Hindmarsh, 2020). Current developments indicate that VSCs have been able to meaningfully increase their sponsorship income in the recent years (Breuer & Feiler, 2022). Therefore, it can be assumed that professionalization processes of sponsorship management in VSCs have already been taken place. While the sponsorship management in professional sports organizations is well investigated (e.g., Dietl & Schweizer, 2014), the development of sponsorship management in mainly voluntary sports organizations has not been considered yet. Therefore, how transformative developments of sponsorship management for VSCs unfold is a "black box" in the current literature. The aim of this study is to analyze professionalization processes of sponsorship management in VSCs, which leads to the following research questions: (i) *To what extent are sponsorship management structures transformed during professionalization processes in VSCs?* (ii) *What underlying (promoting and hindering) factors determine these processes*?

### Theoretical Background and Literature Review

The only existing sponsorship management process model in VSCs (Hindmarsh, 2020) merely describes the timing of sponsorship engagements "from inception to end of agreement" (Hindmarsh, 2020, p. 1), and do not take transformative developments (i.e., how sponsorship management in VSCs becomes more business-like) into account. To analyze these transformative professionalization processes, a conceptual multi-level framework by Nagel et al. (2015) is used. The framework differentiates next to three forms of professionalization (strategies & activities, people & positions, structures & processes) between causes and consequences of professionalization, which makes it possible to shed light on the holistic transformative developments of sponsorship management in VSCs. Such transformative developments can be driven by external stakeholders (e.g., sponsors), emerge from the VSCs itself (e.g., financial needs) or be initiated by club members (e.g., key actors). Consequently, different transformative developments of sponsorship management can have an impact not only on the VSCs itself (e.g., financial resources), but also on external stakeholders and VSC's members.

### Research Design, Methodology and Data Analysis:

The analysis is based on a multiple case study design (Yin, 2014), which investigates multidivisional VSCs in Germany (n=3). When selecting the clubs, it was ensured that the clubs had certain (contrastive) developments in sponsorship management (e.g., acquisition of sponsorship staff) and differed in their organizational characteristics (e.g., number of members). To analyze transformative processes in the sponsorship management of the sports clubs "from inside-out" in a differentiated manner, data in each club was collected through (i)

document analysis (e.g., strategy papers, sponsorship reports), (ii) 3-4 problem-centered interviews with decision makers, and (iii) 1-2 focus groups with club members. The data was analyzed performing the qualitative content analysis, first with theory-based deductive coding and supplementary inductive coding, considering specific characteristics and developments of the mainly volunteer-driven VSCs. For a subsequent determination and visualization of causal relationships during the transformative processes, the method of visual mapping (e.g., Parmentier-Cajaiba & Cajaiba-Santana, 2020) was used.

**Results/Findings and Discussion**

Results indicate that the transformation of sponsorship management in VSCs is initiated by the recruitment of competent staff responsible for sponsorship management. Due to the organizational form of VSCs, even the recruitment of responsible volunteers could be identified as professionalization. In the multidivisional clubs studied, ex-ante individual departments managed their sponsorships autonomously, which often led to lack of transparency and price differences for similar sponsorship services. As part of professionalization processes, these activities were bundled and managed centrally, which was accompanied by further developments (e.g., expansion of marketing opportunities). Due to the fact that the VSCs had limited media coverage, emergent developments of alternative activation opportunities for sponsors (e.g., team sponsorships) occurred.

In these processes, divergent interests between volunteers and full-time staff made it difficult to professionalize, which was identified as a key hindering factor. In contrast, key actors, who drove sponsorship out of their own affinity, were important drivers for professionalization of sponsorship management in the otherwise rather sluggish transforming VSCs. Overall, professionalization of sponsorship management contributed to longer partnerships, increased sponsorship income, and thus diversification of club revenues.

**Conclusion, Contribution and Implication**

The findings reveal that the professionalization of sponsorship management in VSCs is characterized by the simultaneous approach of volunteer and paid managers and limited marketing opportunities due to low media coverage. In addition, transformation processes of sponsorship management were often associated with complex planned and emergent sub-processes. Therefore, the findings contribute to the functional control and management of transformative processes of sponsorship management in VSCs.

## An Examination of Athlete, Endorser, and Sponsor Logo Usage Among Niche Sport Athletes on Instagram

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Aim and Research Questions

The aim of the current study was to investigate how athletes present themselves to their stakeholders when multiple brands (e.g., personal, sponsor, endorser) could be presented. Specifically, in a niche sport where working with sponsors and endorsers is a significant financial endeavor for the athlete, how do athletes present their brand amongst the potential other cooperating brands.

RQ1: Which logos (e.g., personal, endorser, sponsor) do athletes utilize in Instagram posts?

RQ2: Is there a difference in logo utilization based on self-presentation?

RQ3: Is there a difference in logo utilization based on in-season and off-season?

RQ4: Is there a difference in logo utilization between male and female athletes?

Theoretical Background and Literature Review

Self-presentation theory (Goffman, 1959) and signaling theory (Spence, 1973) are utilized as the theoretical underpinnings of the current investigation. Self-presentation theory has been used many times in content analyses of athlete brands (e.g., Geurin-Eagleman & Burch, 2016), as the theory provides clear groupings for the type of content that is posted by athletes. Signaling theory is used more heavily in athlete logo studies (Pedersen & Williams, 2022), considering the logo is a communicative tool. These theories provided the framework for how the researchers examined the projected cooperation between athlete brands and sponsor/endorser brands. Previous athlete branding studies have examined Instagram posts to understand the impact of different content types (Li et al., 2021), while other studies have interviewed athletes to understand their inclination and perceptions of branding (Hodge & Walker, 2015). This examination, however, utilized the novel approach of logo presence within athlete Instagram posts to understand which brands athletes are deliberately incorporating and tying their brand to.

Research Design, Methodology and Data Analysis

A content analytic approach was utilized to explore the research questions. The top 25 male and female disc golf athletes based on official Professional Disc Golf Association (PDGA) rankings at the end of the 2022 season were used as the sample for this study. Professional disc golf athletes were chosen given the number of female and male athletes that currently have personal logos, in addition to their commitment to branding (Woods et al., 2022). The athletes' 10 Instagram posts (or fewer for athletes that did not post 10 pictures since the 2022 season) before and after the start of the 2023 season were collected, thus providing the sample of social media posts by males ($n = 357$) and females ($n = 329$). Excluding video content, but including pictures that were presented in Instagram carousels, a total of ($n = 1,396$) observations were recorded and collated. The pictures were examined for the presence of an athlete logo, an endorser logo, a sponsor logo, or any combination or absences of those brand marks. Pictures were also categorized based upon the perceived self-presentation of the athlete. Results were then analyzed using paired sample t-tests in SPSS 27.

Results/Findings and Discussion

The study revealed numerous findings related to how niche sport athletes, both those who have personal logos and those who don't, choose to present brands on their Instagram accounts. While no significant difference was found between females and males in their athlete logo usage once the season started ($t$ (15) = 1.332, $p$ = .21; $t$ (19) = 3.09, $p$ = .53; for females and males, respectively), male athletes sustained a higher level of personal logo usage (9% before the season compared to 18% during the season) than female athletes (6% to 4%). Additionally, male athletes posted significantly fewer images compared to the pre-season of just their endorser's logo ($t$ (19) = 3.39, $p$ < .005) once the season began, due to the increased usage of images depicting both the endorser and the athlete logo ($n$ = 46, 17%). The same trend was not prevalent amongst female athletes, as these athletes posted just the endorser logo in 43 more images than their male counterparts in the same timeframe. These results, while just a snapshot of the overall findings of this investigation, suggest that certain athletes should capitalize on the ability to promote their brands alongside sponsor and endorser brands to a greater extent than they currently do.

Conclusion, Contribution, and Implications

Athletes, as brands themselves, are in the unique position to grow their brand alongside other entities (e.g., endorsers, sponsors) that value their promotion, reach, and characteristics/qualities. Athletes have the unique ability to capitalize on growing their brand through cobranding with endorsers and sponsors, although few athletes in this study have fully recognized this ability. As no research currently indicates any detraction of value from sponsors by athletes that self-promote, the current investigation presents novel findings on how athletes are choosing to communicate internal and external brands with their followers.

## "I See Deaf People in the AD!" The Impact of Including Deaf and Hard-of-Hearing Spokeperson in Sport Advertising.

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[Aim and Research Questions]

The spread of different social and cultural standards among groups categorized by factors like race, gender, sexuality, physicality, and ability highlights the importance of "inclusive" advertising (Licsandru and Cui, 2018). In response to growing interests and needs of advertising inclusivity, sport marketers have been working to create more inclusive and diverse sports advertisements to appeal to individuals from diverse and evolving demographic and psychographic groups. Nike, for example, engages with social issues and provides visibility to a range of identities. In their recent TV commercials, Nike features stories about diverse athletes and showcases inclusive products, such as the Nike Pro Hijab for Muslim female athletes and athletic wear in plus sizes. They also send a serious message about equality with well-known African American players in the world like LeBron James, Serena Williams, Kevin Durant that suggests "equality should have no boundaries." While organizations like Nike showcase a range of identities, including diverse athletes and inclusive products, the sports industry's inclusive advertising has primarily focused on gender, race, and ethnicity, without actively including people with disabilities. Given that sports can aid individuals with disabilities in developing their social skills, independence, and empowerment, the absence or overlooking of people with disabilities in sport advertising is concerning. As such, it is essential to research effective strategies for communicating inclusivity in sport advertising to these minority consumers. This study aims to identify such strategies, with a focus on engaging both people with limited auditory capabilities (i.e., deaf and hard-of-hearing) and those without such disabilities (i.e., hearing people).

[Theoretical Background and Literature Review]

Diversity in advertising has been explored in various aspects such as gender roles, cultural identity, political ideology, and religious and spiritual appeals to create more personalized advertising (Eisend, 2019). However, recent studies indicate that people with disabilities are often excluded from advertising representations (Timke, 2019). Previous research has shown that consumer-spokesperson congruence leads to favorable brand evaluations (Appiah, 2002). Although previous research has mainly focused on instances where the consumer and spokesperson belong to the same "racial and ethnic" group, this can be applicable to individuals who identify as deaf and hard-of-hearing (D/HH). Furthermore, language choice can influence the perceived emotionality of marketing communications, with information conveyed in the consumers' native language being perceived as more emotional than in their second language (Puntoni et al., 2009). Therefore, considering that American Sign Language (ASL) is the native language of D/HH individuals in the U.S., using ASL to deliver advertising messages could result in more positive advertising outcomes. Based on these previous findings, we propose the following hypotheses:

**H1:** Including deaf athletes in the ad will generate more positive attitudes toward the ad and the advertiser (i.e., sportwear brand), both among the D/HH and hearing consumer groups.

**H2:** The inclusion of ASL interpreter in the ad will generate more positive attitudes toward the ad and the advertiser (i.e., sportwear brand) among the D/HH consumer groups, but there will be no significant difference among hearing consumer groups.

[Research Design, Methodology, and Data Analysis]

A 2 (Inclusion of deaf athletes in the ad: yes vs. no) x 2 (Inclusion of the ASL interpreter: yes vs. no) x 2 (Disability: D/HH vs. hearing) between-subjects experimental design was employed. A 1-minute TV commercial of a fictious sportwear brand will be presented to the research participants. After watching the TV commercial thoroughly, the participants answered questions regarding attitude toward the ad and attitude toward the brand. Prior to the main experiment, pre-tests for manipulation check were conducted. Data for the main experiment was collected from faculty and student members of a U.S. university for deaf and hard-of-hearing education, as well as general hearing public using Amazon Mechanical Turk, with 50 participants in each condition. Data analysis is in progress but will be completed before the conference, and the results will be presented at the conference.

[Expected Results/Conclusion]

The proposed model suggests that the inclusion of deaf athletes will have a positive impact on consumers' attitudes towards the ad and the sport brand. This effect is expected to be observed in both D/HH groups, as well as the hearing groups. Furthermore, the inclusion of ASL interpreters delivering the message in the ad is anticipated to result in more positive attitudes towards the ad and brand among the deaf and hard-of-hearing groups. If all proposed hypotheses are supported, sport marketers and advertising executives could broaden their scope of inclusivity by incorporating more diverse groups to represent a wider range of athletes. Although this study includes data collected from the general population through Amazon MTurk, there is a limitation that the D/HH data is collected from a US university.We will provide a detailed explanation of the theoretical relationships, along with several specific research models in the presentation.

### Exploring the Role of Team Marketing Managers in Enhancing Professional Football League Attendance in Qatar

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Professional spectator sport contributes significantly to international economic activity. Football is the most popular sport in the world, with many people participating and enormous earnings resulting from Football and related activities (Chadwick, 2006). Professional football attendance and TV viewership have climbed dramatically since the 1990s. Professional sports create surroundings that foster passion, fandom, and allegiance. Fans/spectators contribute to the vital game-atmosphere partnership by attending live games and filling stadiums, which has important repercussions for those watching the game on television as well (Alonso & O'Shea, 2013). However, professional football clubs face challenges in attracting fans, impacted by factors like competition from broadcasts, transportation costs, team performance, and game-related expenses (Alexander et al., 2000). Fans are motivated to attend games based on multiple factors, which may vary depending on their demographics, emotional attachment, and personal preferences (Funk et al., 2009).

According to industry reports, football has recently emerged as the most popular sport in the Middle East in terms of both attendance and participation (Theodorakis et al., 2019). While football is the most popular spectator sport in Qatar, the data show 65% of Qataris do not attend domestic league matches. In Qatar, factors such as TV, traffic, weather, and paid spectators affect game attendance. Fans increasingly follow European leagues due to their higher quality, and the Qatari government's efforts to import foreign talent have had unintended consequences, as fans feel disconnected from non-local players (Lysa, 2021). Despite these challenges, QSL's Executive Director, Abbassi, has committed to enhancing the quality of football and fan engagement in Qatar, including implementing measures to educate and support clubs through these transitions. Moreover, the Central Scouting Team (CST) is formulating a comprehensive player development strategy to boost Qatari players' global presence (The Peninsula Qatar, 2022).

A distinct feature of Qatari football is tribal and traditional identities persist alongside Qatari and global identities, emphasizing their importance in football fandom. Qatari football clubs have deep-rooted affiliations with tribal and kinship ties, which continue to influence younger generations' support despite modernization and urbanization. These cultural connections exist throughout many Middle Eastern countries with professional sport clubs. While studies have examined sport fandom in various locations, these regions have yet to be thoroughly explored (Lysa, 2021).

Given unique challenges, sports organizations must effectively market themselves and adapt to fan preferences (Chadwick, 2006). The significance of sports marketing lies in its deep connection with individuals (Ratten, 2016). Marketing managers oversee the marketing mix, devise targeted strategies, advocate for customers, and bridge consumers and products. Their role is essential for successful strategy execution. Identifying key characteristics that attract spectators and participants is crucial for sports marketers (Ratten, 2016).

Marketing managers in the Qatar football league are uniquely important because they need to navigate the complexities of local fan culture while addressing global competitive pressures. Football teams marketers and business organizations should not consider the Middle East a

homogenous market since there are significant variations in attitudes and behaviors among football fans in this region that should be considered before promotional and sponsorship strategies are to be applied (Theodorakis et al., 2019). To date, there have been no studies explored sport teams' marketing managers' roles or challenges impacting their strategies to boost game attendance in this region. Most of the previous studies focused on attendance obstacles, motivation, and team identification. Thus, this study aims to explore marketing managers' roles and strategies in enhancing local league attendance in Qatar.

The present study will employ a qualitative research design to examine marketing managers' perceptions of their role in driving local league attendance in the QNB Stars League. A purposive sampling technique will be utilized to recruit participants meeting the inclusion criteria (i.e., marketing managers and team administrators). Interviews will be conducted until saturation of data is reached. Interview questions will focus on their experiences, strategies, challenges, and successes in attracting fans to games and promoting team loyalty. Transcriptions will undergo thematic content analysis to identify challenges and effective strategies, considering the Qatari context and fan culture to inform tailored marketing approaches.

This study will contribute to the marketing literature by exploring the role of marketing managers on local league attendance. The findings will provide practical implications for sports teams, organization leaders, and marketers, aimed at improving the effectiveness of marketing strategies for similar countries. This research will offer valuable insights for decision-making and resource allocation in pursuit of increased attendance and fan engagement in the Qatari context. This study it's limited by its reliance on the subjective perspectives of marketing managers and its exclusive focus on Qatari football, potentially impacting the breadth of factors considered and the generalizability of findings. The unique cultural nuances of Qatari football fandom, although insightful, might not easily apply to other regions.

**Sport Consumer Behaviour**

## Social Wellbeing during Crisis: The Role of Consumer Identification with Sport Organizations

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### 1. Aims

The role of sport organizations in promoting consumer wellbeing represents a key research priority in sport management (Inoue et al., 2020). Specifically, policymakers and researchers highlight the potential capacity of sport organizations to support individuals in maintaining and enhancing their wellbeing during crises (Su et al., 2021; United Nations, 2021). Building on this notion, we investigate the role of consumer identification (Bhattacharya & Sen, 2003) with a sport organization in promoting wellbeing during and after a crisis. Our aims are to (a) demonstrate the extent to which consumers' identification is associated with their social wellbeing, and (b) uncover the psychological processes explaining this relationship. To this end, we analyse data from US and UK consumers of sport organizations during and in the aftermath of the COVID-19 pandemic.

### 2. Theoretical Background and Literature Review

The social identity approach (SIA) to health and wellbeing (C. Haslam et al., 2018; Jetten et al., 2017) is used as the main theoretical framework. The SIA posits that shared social identity provides access to social and psychological resources that have significant consequences for wellbeing. Sport organizations are an important platform that allows people to develop their social identification (Lock & Heere, 2017). Hence, drawing from the SIA, our empirical model tests how consumers' identification with a sport organization is linked with social wellbeing. Mediation pathways are established between identification and social wellbeing by focusing on five types of group-based psychological resources (i.e., social support, purpose and meaning, relatedness, in-group norms, trust) that result from consumers' identification with a sport organization (Inoue et al., 2022). Moreover, social identity scholars argue that the mobilization of group-based resources is facilitated through a form of leadership known as 'identity leadership,' which rests on the capacity of group/organizational leaders (e.g., chief executive) to represent and create shared social identity within the group/organization (S. A. Haslam et al., 2020; Steffens et al., 2014). Thus, our model specifies identity leadership as a moderator that strengthens the relationship between consumers' identification, perceptions of psychological resources, and social wellbeing.

### 3. Methods and Results

This research consists of three studies conducted with US (Studies 1 and 2) and UK (Study 3) consumers of sport organizations. In Study 1, we recruited survey participants, all of whom were US residents, in July 2020 through Amazon Mechanical Turk. The final sample was 714 respondents (56% female, mean age=42.2 years) who indicated that they were supporters of a sport organization and passed an attention filter question. Consistent with our hypothesis, the results of multiple regression analysis indicated that respondents' identification with a sport organization was positively associated with social wellbeing ($B$=.30, $p < .001$), controlling for the effects of their sociodemographic characteristics (e.g., age) and individual-level and state-level COVID-19 (e.g., the number of COVID-19 cases in the home state) impacts.

In Study 2, we recruited participants from the US in March 2022 via Prolific Academic. The final sample was 489 US residents (40% female, mean age=39.6 years) who indicated that they were supporters of a sport organization and passed an attention filter question. The results of structural equation modelling (SEM) showed that identification with a sport organization had a significant total positive effect on respondents' social wellbeing ($\beta$=.22, $p$ <.001). In addition, four out of the five types of psychological resources examined (i.e., social support, purpose, in-group norms, trust) fully mediated the link between identification and social wellbeing.

In Study 3, we recruited participants from the UK in April 2022 via Prolific Academic. The final sample included 490 respondents (49% female, mean age=39.4 years) who identified themselves as fans of a Premier League club and passed an attention filter question. Using SEM, Study 3 revealed that respondents' identification with their favourite Premier League club had a significant positive total effect on social wellbeing ($\beta$=.12, $p$ <.001) and this effect was mediated by the psychological resources that were found as significant mediators in Study 2. In addition, identity leadership served as a significant moderator ($B$=.12, $p$=.02) amplifying the effects of identification and psychological resources on social wellbeing.

## 4. Conclusion, Contribution, and Implication

This research theoretically advances the literature in two ways. First, we draw on recent theoretical advancements in the SIA, in relation to wellbeing (C. Haslam et al., 2018) and leadership (S. A. Haslam et al., 2020), to demonstrate the mediating and moderating mechanisms that establish and amplify the association between consumer identification and wellbeing. Second, this research highlights the utility of two social identity-related concepts—group-based psychological resources (Cruwys et al., 2014) and identity leadership (S. A. Haslam et al., 2020)—for understanding how sport organizations and their leaders may affect consumers' perceptions, group norms, and wellbeing during crises. Practically, our findings inform sport organizations of how they can play a greater role in future crisis relief efforts by expanding their capacity to promote consumers' social wellbeing.

**Sport Media Audience Measurement in the Digital Era: Illuminating Emergent Industry Practices and Norms**

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Aim and Research Questions

The management of a sport property's media content has long been understood to be a vital organizational function, often accounting for between 40% and 60% of central revenue within mature sport properties (Fujak et al., 2022). Critically, whilst media revenue has largely underwritten the growth of the collective sport industry, the norms underpinning sport media practices are in the midst of a paradigmatic shift in response to digitalisation and innovation (Fujak & Karg, 2022). Accordingly, this study aims to illuminate both the existing and emerging practices of sport media stakeholders, particularly with reference to media digitalisation and audience measurement. This aim corresponds to our central research question: have audience measurement norms evolved in response to the digitalisation of sport media?

Theoretical Background and Literature Review

Although the digitalisation of sport media has been long foreshadowed (Todreas, 1999), there has been a comparatively scant body of work exploring management practices within sport media (Fujak & Frawley, 2022). Such scarcity belies the centrality of media as a revenue source for mature sport properties and has become a problematic knowledge gap with the advent and progression of digital sport media technology (Fujak et al., 2022). Technological innovation has changed how the sport media product is created, distributed, and consumed, leading to a 'new' sport media ecosystem featuring new ways to package and distribute products, a new and more complex array of organisations, and new revenue streams (Fujak et al., 2022). Whilst the sport media ecosystem has evolved, the dominant measurement practices used to value, report and evaluate sport media success in this new setting remain emergent (Fujak & Karg, 2022). This lag in part reflects the embedded norms, beliefs, processes and logics of managers and their organisations in valuing and negotiating media rights (DiMaggio & Powell, 1983).

Research Design, Methodology and Data Analysis

Due to an identified scarcity of research surrounding sport media practices and norms (Fujak et al., 2022), we plan to conduct semi-structured interviews with sport media industry professionals (N~15) delimited to the Australian sport setting. There are three groups of interest. First, are rights owners (sport properties), ranging in size and complexity from Australia's largest sport media properties (e.g., Cricket Australia) to smaller sport organisations (e.g., Hockey Australia). Second, are rights holders (media organizations), which will include both traditional free-to-air broadcasters and emerging digital/over-the-top broadcasters. Third are media agencies, who act as intermediaries between advertisers and broadcasters within the sport-media relationship model, and who are hence impacted by sport media measurement norms. Following verbatim transcription of all interviews, we will apply the method of thematic analysis to the data (Braun & Clarke, 2006).

Results/Findings and Discussion

In-depth interviews with identified stakeholders have commenced, with full findings to be disseminated as part of the conference presentation. Whilst the study is underpinned by an inductive qualitative approach, it builds upon prior conceptual work grounded within sport

media measurement (Fujak et al., 2022). This prior work offers a roadmap of scholarly provocations, to which this study begins to explore empirically. Accordingly, it is anticipated that the results of this study will begin to address such questions as:

- With sport produced in new forms and distributed in new ways, how will meaningful measurement of 'total' sport audiences be re-established?
- How will the ability to analyse viewing data at the granular behavioural level influence stakeholders within the sport media market?
- To what degree will commercial value derived from new ways of producing and using sport content and platforms influence future sport media rights valuations?
- Will there remain a singular central media 'currency' in the digital paradigm, and what might be the corresponding implications for sport valuation?
- How will sport media ecosystems adapt to the asymmetries of information arising from platforms owning deep behavioural user data? (Fujak et al., 2022)

Conclusion, Contribution, and Implication

The study is situated within a dynamic empirical context whereby technological innovation is influencing long-established and commercially significant sport media industry norms. Accordingly, this study intends to make a significant contribution across the scholastic-practitioner divide. In relation to industry, the study is well placed to identify the emerging practices and norms within sport media, so providing practitioners with an articulation of the state of affairs. In relation to scholarship, the study begins to address a paucity of empirical sport media scholarship grounded in the measurement and valuation of sport media content (Fujak & Frawley, 2022). Given the continued projected growth of media as both a revenue source and strategic resource for sport properties, the study endeavours to further catalyse much needed scholarship within this domain.

## French Consumers' Perception of Football Club-Brands' Heritage: A Semiotic Analysis

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1. Aim and Research Questions

This exploratory study aims to analyse how French consumers of football club-brands perceive the heritage of the brand by exploring the meanings that they attribute to the heritage of the brand. Through a semiotic analysis of consumers' discourse, four perceptions of the heritage of club-brands are identified. The research question is: What does brand heritage mean to consumers?

2. Theoretical Background and Literature Review

Building a brand identity and personality has an important place in the management and strategy of sports organisations (Bodet et al., 2020) and many club-brands have chosen an internationalisation strategy (Maderer et Holtbrügge, 2019) to strengthen their positioning and increase the power of the brand. Recent research has shown a tension between marketing strategies aimed at the international development of the club-brand and its heritage (Maderer et Holtbrügge, 2019). Urde et al. (2017, p.4-5) define brand heritage as a "dimension of a brand's identity found in its track record, longevity, core values, use of symbols and particularly in an organisational belief that its history is important". Bodet et al., (2020) confer that consumers, regardless of where they come from, attach a certain importance to a club's heritage which is perceived as an element of differentiation for the brand that creates a greater sense of loyalty for the consumer. However, club-brands are faced with different categories of consumers with different needs and behaviours (Samra et Wos, 2014). In the case of France, a dichotomy emerges for consumers between clubs with strong economic capital that are internationally recognised, and those with cultural capital with mainly local consumers (Lestrelin, 2022). Despite certain structural and economic differences between club-brands, all aim to develop and stand out. Therefore, it is interesting to study consumer perceptions on the various roles and effects of heritage in their relationships with club-brands.

3. Research Design, Methodology and Data Analysis

To answer the research question, 30 semi-directive interviews (40 minutes on average) were conducted with French consumers of football club-brands. Consumers were recruited by snowball sampling until semantic saturation of observations was reached. The sample was composed of people aged between 21 and 75 years. Respondents revealed their perceptions on: the reasons for choosing a club-brand, the benefits of consuming a club-brand and the positioning of the club-brand. The analytical framework of semiotics (Greimas' semiotic square) proposes a typology of relations that identify distinctive categories with intrinsic features (Floch, 1988) and was utilised as a powerful tool for identifying complex relations.

4. Findings and Discussion

The interviews reveal the importance of heritage of club-brands, regardless of consumer origins (geographical or cultural) and heritage is presented as a cause of loyalty and attachment to the brand.

Following the semiotic square analysis, four diverse perceptions of heritage were identified along two main axes (longevity and stability):

- Longevity-based brand heritage is linked to desires to stay in touch with origins, territory, the past, and play the role of guardian of traditions. According to the semiotic square analysis two types of perceptions are highlighted:

- Historical heritage: the history of the club, its sporting successes, the myths that make the club famous or its links with its city and territory that allow the consumer to become attached to and identify with the club, sometimes perceived as a form of nostalgia.
- Cultural heritage: built up over time, sometimes disappearing - such as songs, atmosphere, or rituals that allows a congruence of values to be built between that of the brand-club and the consumer.

- Stability-based brand heritage relies on elements of the present to act as a showcase for consumers and as a means of asserting its brand personality:

- Identity heritage: the logo, the club's colors, slogan or its stadium, identity elements that allow consumers to relate to the brand.
- Philosophical heritage: players, coaches or the way of playing are not specific to a club. However, clubs can create a philosophy through a way of playing or by basing their strategy on players from the academy with whom consumers can identify.

5. Conclusion, Contribution, and Implication

Our analysis identifies four perceptions of brand heritage based on two axes: stability representing the past heritage of the brand and longevity linked to its present and future. The research contributes by defining consumers' heritage related needs of club-brand and sheds light on the relevance of heritage for the brand in its relationship with the consumer, regardless of its development objective. For marketing managers, the research findings show how consumers interact with the concept of heritage and marketers can adapt their communication to their targets. Future research can explore how the four diverse perceptions of heritage along the two axes affect consumer identity and impact on loyalty and overall behaviour.

## The Moderating Effect of Social Capital on the Relationship between Destination Image and Intentions among Runners

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**Aim and Research Questions**

The present study aims at exploring how the destination image and the perceived social capital among the participants of a recurring long-distance running event influences their intentions to return to the event, as well as the interaction between the dependent variables.

**Theoretical Background and Literature Review**

The popularity of running events, to include recurring ones, has been steadily growing (Baker, Jordan & Funk, 2018), and trail running respectively has noted a 231% increase the last 10 years (Andersen, 2022), suggesting that competition for acquiring and maintaining market shares is intensifying too.

Academic literature has long highlighted the importance of external factors, namely the event and destination attributes altogether in repeating behavioral intentions relevant to event participation (Kaplanidou, Jordan, Funk, & Ridinger, 2012). More recent evidence, have shifted the attention to consumer characteristics too, suggesting that participants' traditional demographic characteristics do not predict repeat participation. Scholars, therefore, point to the direction of behavioral characteristics, like the running subculture, i.e. for marathon runners collecting races is viewed as a way to build social capital (Baker et al., 2018). Putnam's (1995) approach on social capital, addressed as the "networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit" (p.67) is operationalized in the sports events context, as a construct that encapsulates three key components – trust, reciprocity, and network (Zhou, Kaplanidou & Wegner, 2021). Although, the bonding process is a prevalent form of social capital among runners (Zhou & Kaplanidou, 2018), on the one hand its effects on consumer behavior remain underexplored. On the other hand, potential interaction effects similar to the moderating effects of social identity on consumer outcomes (Madrigal, 2001) have been totally neglected.

Based on the above, we formulated the following hypotheses:

H1: Destination image will positively influence intentions to participate in the event in the next two years;

H2: Social capital positively influences intentions to participate in the event in the next two years;

H3: Social capital will moderate the relationship between destination image and the intentions to participate in the event in the next two years.

**Research Design, Methodology and Data Analysis**

Two online surveys were conducted for two consecutive years, with the sample being set to runners of summer mountain-running event in Southern Europe. 865 fully usable questionnaires were collected two weeks after the events, suggesting a satisfactory response rate (23.46%). Variables were measured with the social capital scale for runners (Zhou et al., 2021); the destination image scale and the behavioral intentions items adapted from Kaplanidou et al, (2012). All constructs were prepared to have single-item indicators, while data curation resulted to a sample of 725 questionnaires. IBM® SPSS® 27 was used for data analysis.

## Results/Findings and Discussion

The average age of the sample was approximately almost 42 years old (min 18-max 67), most were male (77.2%) and 99.9%% were employed earning on average 1,714 euros per month. 56.7% were returning runners, who had taken part to the specific event at least once in the past.

To test the hypotheses, a hierarchical multiple regression analysis was conducted. After centering destination image (IV), and social capital (IV) to avoid potentially problematic high multicollinearity and after computing the destination image-by-social capital interaction term, the two predictors and the interaction were entered into a simultaneous regression model. Results indicated that better the destination image (B =.403, SE =.041, $\beta$ = .327, p < .001) and greater the social capital (B = .311, SE = .048, $\beta$ = .259, p < .001), the higher the behavioral intentions, thus supporting H1 and H2. The results revealed a negative moderating impact of social capital on the relationship between the destination image and the behavioural intentions for that event (B= -0.162, $\beta$=-.171, p= .000), therefore providing support for H3. Together, the variables accounted for approximately 74.4% of the variance in behavioral intentions $R^2$ = .744, F(3,720) = 295.52, p < .001.

## Conclusion, Contribution and Implications

The results of our study, confirm previous literature on the significance of destination image (Kaplanidou et al., 2012). Simultaneously, they enrich the body of knowledge by highlighting the importance of social capital as an antecedent of behavioral intentions.

A less expected, yet particularly interesting result is the negative moderating effect of social capital on destination image. Apparently, social capital overshadows destination image and weakens its relationship with behavioral intentions.

Event organizers could benefit from the results in the following ways. Apart from focusing on the event characteristics and the surrounding atmosphere, they should also emphasize enhancing social capital. Indicatively, they may apply marketing principles relevant to community building, i.e. creating appropriate social media accounts, and managing those effectively by focusing on relevant and engaging content. This could safeguard the consequences of unpredictable negative factors pertaining to events and/or the destination, i.e. bad weather.

## Great Potential, But Badly Governed? Football Fan Attitudes Towards The Russian Premier League

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1. Aim and Research Questions

In recent research on European professional football, the role of fans as active and highly relevant stakeholders within the governance of national leagues has been emphasised. However, literature reviews criticised that, first, there is a substantial lack of quantitative survey evidence on fans' attitudes (García & Welfort, 2015), and, second, available studies focus on single cases of Western European countries and clubs (Winell et al., 2023). Therefore, this study draws the attention to the interesting case of active fans of the Russian Premier League (RPL). It is based on a large online survey ($N$=4,098), measuring attitudes of fans towards features of the league governance. Following intriguing earlier findings on supporters of other post-socialist countries, such as China (Ma et al., 2022), the data analysis notably pursues the question which attitudes determine the acceptance or rejection of the commercialisation of the RPL.

2. Theoretical background and literature review

García and Welfort (2015) argue in their thorough review on fan engagement in European football that the attitudes of supporters towards the governance of football leagues is not well understood and needs more empirical studies. Among others, Biscaia et al. (2018) further developed that idea by conceptualising and measuring fan identity using stakeholder theory. García and Llopis-Goig (2021) were the first to analyse a large survey of fan attitudes towards league governance among supporters of various European countries. However, the insights of such cross-country surveys remain quite global and still preoccupied with the views of Western European fans. At the same time, qualitative case studies beyond this this narrow scope of research, for instance, Choluj et al. (2020) on supporters of Legia Warsaw, remain limited in their implications. Ma et al. (2022) is the first survey study of attitudes of fans of leagues from emerging football countries, such as China. Hence, this study contributes to this literature by adding new evidence from the other powerful post-socialist country which is Russia. Understanding Russian football culture will be important, once the current ban of the RPL clubs expires and a reintegration of Russian clubs in European football is intended.

3. Research design, methodology and data analysis

The design of the mentioned survey follows the approach of Ma et al. (2022) for Chinese football fans. The questionnaire, adapted for the Russian case, operationalises established constructs in the pertinent fan research, such as the psychological attachment of sports supporters to their favourite team (Biscaia et al., 2018) and diverse issues of debate concerning football commercialisation and governance (García & Welford, 2015). Further adjustments were made for specifics of Russian professional football, e.g., the introduction of a fan ID or the exclusion of Russian teams from international competitions (due to the war in the Ukraine). The structure of the questionnaire and the resulting (independent) variables are grouped into categories of determinants of the overall or general attitude towards football commercialisation (i.e. COMMERCE as dependent variable in regressions): (1) self-reported attendance behaviour; (2) membership or attachment; (3) fan identity; (4) attitudes towards commercial issues in football; (5) attitudes towards football governance; (6) attitudes towards club governance; (7) behavioural intentions regarding future fan behaviour; and (8) sociodemographics. The attitude measurement applies the intuitive five-point Likert scale

throughout. Overall, 47 ordinal variables, twelve binary variables, and two metric variables for the constructs of age enter the exploratory data analysis by multiple regressions. The survey was distributed from 20 September through 24 October 2022 by social media channels and fan-based internet sport communities.

4. Results/findings and discussion

On average, respondents attend 5.05 *(SD*=5.32) home and 3.09 *(SD*=4.52) away matches per season. Only 9% of respondents are season ticket holders and away matches are rarely attended, which is typical for Russian fan culture, given the long distances between club locations in the largest country of the world. The high mean of the IDENTITY construct (*M*=4.19, *SD*=0.87) suggests that respondents are passionate about their favourite club, while official fan club memberships are not common (9%) and only 5% describe themselves as Ultras. The low self-organisation and attachment may be explained by a lack of trust into the governing bodies. Statements, such as, 'clubs should more approach fans' (*M*=4.57, *SD*=0.69) and officials 'disregard fan rights' (M=4.30, SD=0.97), yield high ratings. Yet, 82% of the respondents do not think that commercialisation harms the fans (M=2.45, SD=1.18).

5. Conclusion, contribution and implications

The descriptive findings are in line with results on the Chinese case (Ma et al., 2022). Interestingly, fans from such post-socialists rather perceive commercialisation of their home league as progress. However, the high level of mistrust of Russian fans is intriguing and should be focussed in further regression analyses. Early results could not clarify this attitudinal structure which clearly differs from Western European fan culture. More regression results and insights will be presented at the conference.

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### The Impact of Brand Association on Brand Community Identification through Perceived Brand Community Character: A Case of Shanghai Shenhua FC Fans

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**Research Aim**

Grounded on the social identification theory (Tajfel, 1978), the involvement theory (Beatty, 1988), and the associative network theory (Till, 2011), this study aimed to examine the mediation effects of perceived brand community character (PBCC) in the relationship between brand associations (BA) and brand community identification (BCI) among Chinese football fans.

**Theoretical Background**

PBCC refers to "individual brand community members' perceptions of the interactions within the brand community, according to whether they exhibit key brand community characteristics: consciousness of kind, shared rituals and traditions, and a sense of moral responsibility" (Relling et al., 2016, p.108). According to the associative network theory (Till, 2011), with the increase of fans' BA which refers to "anything in a consumer's memory linked to a specific brand" (Aaker, 1991), fans' memory nodes for the team and community are continuously strengthened. As the memory nodes are continuously activated, fans will deepen their PBCC. Thus, BA is hypothesised to positively influence PBCC. According to the social identification theory (Tajfel, 1978), fans can acquire their community identity by doing more BA's activities, which involve activities related to football teams, players, coaches, stadiums and matches. Thus, BA positively influences BCI, which refers to "the degree to which individuals categorize themselves as members of a brand community" (Algesheimer et al., 2005). According to the involvement theory (Beatty, 1988), as fans become more involved, they would build PBCC in a more positive way, which, in turn, enhances their identity with the community. Thus, it is assumed that both BA and PBCC positively influence BCI. Further, it is well documented that PBCC's three dimensions play a partial mediation role among some psychographic and behavioural intentions (Relling et al., 2016). A fan community offers a space for fans with high PBCC to express their ideas or complaints about bad experiences with the football club. Therefore, PBCC plays a partial mediating role in the relationship between BA and BCI.

**Method**

The research population was Shanghai Shenhua FC fans. Using a convenience sampling technique, 542 valid samples (508 males and 33 females between 19 and 78 years old with various educational backgrounds and occupations) were recruited and randomly split into two sets for the analyses. BA was measured with nine items (Daniel et al., 2016) scale, PBCC was measured with eight items (three items for consciousness of kind, two items for shared rituals and traditions, and three items for a sense of moral responsibility; Relling, 2016), and BCI was measured with three items (Zhou et al., 2012). After testing the psychometric properties of the measures using the first data set, the hypotheses were tested with a path analysis with bootstrapping using the other data set.

**Results**

In the first step ($n$ = 271), CFA showed an acceptable model fit: $\chi^2(158)$ = 485.72, CFI = .93, RMSEA = .08, IFI = .93, TLI = .92, and SRMR = .05. Composite reliability values ranged

from .89 to .91, meeting the .70 cut-off. While the AVE values ranging from .54 to .82 seemed satisfactory, the further examinations on the individual factor loadings ranging from .58 to .93 identified several problematic items showing lacking of convergent validity, thus they were removed. The correlation coefficients across the variables were smaller than their respective squared root of AVEs, supporting discriminant validity. In the second step ($n = 271$), SEM revealed a marginally acceptable model fit (possibly due to the model complexity): $\chi^2(153) = 709.89$, CFI = .95, RMSEA = .10, IFI = .92, TLI = .90, SRMR = .06. The path analysis supported five out of six hypotheses. BA was positively related to all PBCC dimensions (b = .78 for consciousness of kind, b = .82 for shared rituals and traditions, and b = .81 for a sense of moral responsibility). However, only two PBCC dimensions (b = .63 for shared rituals and traditions, and b = .35 for a sense of moral responsibility) were positively related to BCI. The consciousness of kind was not significantly related to BCI. Moreover, bootstrapping was conducted 5,000 times to verify the indirect effect of PBCC, and the results showed that the significant positive relationship between BA and BCI was mediated by two dimensions of PBCC, shared rituals and traditions and a sense of moral responsibility (b = .82, 95% CI [ .67 ~ .92]).

**Conclusions**

This study expands the brand community perspective to the context of football fan communities and applies the existing theories to test the direct and indirect effects across BA, PBCC and BCI. Compared with other brand communities, the football fan community is more distinctive and has great brand values. To build a successful football fan community, football club practitioners thus should consider the roles of PBCC in the promotion of football community and the formation of community identification.

## Deny Or Apologize? It Depends on The Message. Communication Strategies for Transgressing Athletes and Teams

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### Aim and Research Questions

Sport teams are often called to address various types of crises that happen with their teams and players. But it is unclear in the literature how using denial or apology communication strategies, as well as, forming the responses in an analytical or narrative format influence fans' attitude toward the team's reputation, credibility and integrity, which are critical variables in brand equity (Jang et al., 2015; Ko et al., 2020; Laer & Ruyter, 2010). The purpose of the study was to explore how the type of a crisis response (denial vs. apology) and the format of the response (narrative vs. analytical) influences sport fans' overall attitudes toward a sport team's reputation, credibility, and integrity.

### Theoretical Background and Literature Review

Scandals among athletes have been an important theme in sport management for a long time (Hwang, 2017). Considering that athletes are part of teams, one athlete's transgression can risk the reputation, credibility, and integrity of the whole team (Hwang, 2017). Teams have to respond to any transgressions. To protect a team image from the athlete scandal, it is important for the misbehaved team to develop crisis response strategies (Hwang, 2017). Well-established crisis response strategies can mitigate damages caused by athlete scandals. Research (Laer & Ruyter, 2010) has found that the narrative messages in crisis response tend to elicit more favorable responses than the analytical ones among message recipients. In addition, based on research examining whether communications after a crisis should deny or apologize for the crisis, it appears that apology elicits more favorable responses about the brand's integrity, reputation and credibility (Sato et al., 2015; Isaacson, 2012). Based on the literature review the following hypotheses were formed: H1. Apology messages will produce more favorable responses in a team's integrity, reputation and credibility than denial messages. H2. Narrative messages will produce more favorable responses in a team's integrity, reputation and credibility than analytical messages.

### Research Design, Methodology and Data Analysis

The study employed a 2x2 factorial experimental design, testing hypotheses using an experimental approach. A varsity men's basketball team from a large Southeastern University in the US was chosen as the target for the crisis message. Data for the study were collected through surveys distributed to undergraduate and graduate students in various sport and non-sport management classes at the University. To ensure an adequate sample size, data were also collected from sports-involved students, particularly those encountered at the University's tennis courts. SPSS 27 was utilized for data analysis. A total of 125 students participated, randomly assigned to four different experimental packet surveys representing apology/denial and narrative/analytical groups. Participants read a fictional scenario with different response types and formats, evaluating the basketball team's reputation, credibility, and integrity, and completing manipulation check questions. The manipulation checks were successful, with respondents accurately identifying the nature of the message (apology or denial) and the format (analytical or narrative). MANOVA was conducted to examine the main effects of type and format of response, with all test assumptions being satisfied.

### Results and discussion

The results of this study revealed that there were significant main effects of type of response and format of response. Regarding the type of response, the inspection of the mean scores showed that only for the dependent variable integrity of team, the mean scores of apology ($M$ = 3.44, $SD$ = 0.86) were higher than the mean scores of denial ($M$ = 3.00, $SD$ = 0.84). Thus, apology was more effective than denial for team integrity. These results partially supported H1. Regarding the format of response, the inspection of the mean scores indicated that for all the three dependent variables, the mean scores of narrative messages ($M$ = 5.18, $SD$ =1.23; $M$ = 4.89, $SD$ = 1.28; $M$ = 3.48, $SD$ = 0.91) were significantly higher than the mean scores of analytical response format messages ($M$ = 4.60, $SD$ = 1.27; $M$ = 4.27, $SD$ = 1.28; $M$ = 2.96, $SD$ = 0.76). Thus, narrative response format worked better than analytical format for all dependent variables, which supported H2. Also, there was no significant interaction effect between type and format of response.

### Conclusion, contributions and implications

The results of this study suggested that narrative format and apology response type is a preferred coping strategy that scandalized sports teams should pursue. Narrative response format and apology response type can allow the teams to maintain their overall image effectively. These results support and strengthen previous literature that discussed the importance of being apologetic (Sato et al., 2015; Isaacson, 2012) and the narrative structure of the message (Laer & Ruyter, 2010). Implications are relevant for team managers who must respond in crises and our results suggest the preferred way to protect a team's integrity, reputation and credibility is to focus on narrative, storytelling messages but be apologetic about the crisis.

## Testing the Mediation effect of Subjective Well-being on the Relationship between Motivation and Loyalty among Spanish Winter Sport Tourists

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Aim and Research Questions

This study aims to examine the relationships among motivation, subjective well-being (SWB), and loyalty among winter sport tourists in Spain. The objective was to test the role of SWB as a mediator of the relationship between motivation and loyalty.

Theoretical Background and Literature Review

Winter sport tourism has experienced significant growth in the past 50 years along with the dramatic change in climate, technology, and demographic profiles of tourists (Hudson & Hudson, 2015). However, ski resorts in Spain have witnessed a decline in the number of visits and a decrease in annual income over the past five years. In order to promote winter sport tourism in Spain, a better understanding of the needs of winter sport tourists is necessary.

Sport and travel are believed to contribute to the enhancement of SWB. Despite the growing interest in winter sport tourism, limited empirical research exists to study the well-being of winter sport tourists, as well as its relationships with other factors, such as motivation and loyalty (Mirehie & Gibson, 2020). Motivation plays a crucial role in predicting tourists' behaviors and loyalty, making it an essential factor to consider when mapping out strategies to increase visits to the resorts (Yoon & Uysal, 2005). Previous research has provided evidence that SWB could be a positive outcome of motivation and SWB could also contribute to hikers' behavioral intentions (Kim et al., 2015). However, more knowledge of different types of travel in the active sport tourism context is needed to understand the role of motivation and loyalty as an antecedent and a consequence of SWB respectively.

Research Design, Methodology and Data Analysis

Motivation was measured with 32 items (seven dimensions) adapted from the Recreational Experience Preference (REP) scale by Alexandris et al. (2009). SWB was measured with the four-item scale by Kim et al. (2015). Loyalty was measured with the three-item scale by Chang and Gibson (2015) using seven-point semantic differential scales. The data were collected via an online survey using the snowball sampling technique. A total of 392 responses were received. Only the survey filled by the respondents indicating that they have skied in the past two years was used, resulting in 318 effective responses (177 males, 55.7%; 137 females, 43.0%). Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were applied by using SPSS and AMOS.

Results

Item reliability, construct reliability, convergent validity, and discriminant validity were tested, which showed acceptable results. In addition, the results of the measurement model showed an adequate model fit ($\chi^2$/df=1095.117/552=2.098; IFI=0.924; TLI=0.913; CFI=0.924; RMSEA=0.059; SRMR=0.075). The results of the structural model also showed an adequate model fit ($\chi^2$/df=1053.303/551=2.022; IFI=0.930; TLI=0.919; CFI=0.929; RMSEA=0.057; SRMR=0.075). According to the analysis, four dimensions of motivation were found to be significant predictors of SWB (escape, $\beta$=0.283, $p<.001$; social recognition, $\beta$=-0.155, $p<.05$; enjoying nature, $\beta$=0.254, $p<.001$; and skill development, $\beta$=0.344, $p<.01$) while excitement,

socialization, and achievement had no impact on SWB (p>.05). Two dimensions of motivation were found to be significantly associated with loyalty (excitement, β=0.161, p<.01; skill development, β=0.187, p<.05), while escape, social recognition, enjoying nature, socialization and achievement had no impact on loyalty (p>.05). SWB was also positively associated with loyalty (β= 0.587, p<.001). The mediating role of SWB between motivation and loyalty was further tested using the bootstrapping test. The results showed that SWB mediated the relationship between escape and loyalty (β=0.166; p<.001; 95%CI=[0.055, 0.204]), social recognition and loyalty (β=-0.091; p<.05; 95%CI=[-0.111, -0.008]), enjoying nature and loyalty (β=0.149; p<.01; 95%CI=[0.036, 0.196]), and skill development and loyalty (β=0.202; p<.01; 95%CI=[0.065, 0.351]).

Discussion and Conclusion

This study enriches our knowledge of the important role that SWB plays in winter sport tourism. The results provided evidence of the relationships among winter sport tourists' motivation, SWB, and loyalty. In more detail, the dimensions of escape, social recognition, enjoying nature, and skill development significantly predicted SWB. SWB on the other hand predicted the loyalty of winter sport tourists. The mediating effect of SWB suggested that even if individuals are motivated to take part in winter sport trips if their SWB is not felt, they will not express an intention to participate in the activity or engage in word-of-mouth communication. What should be noted is that social recognition was found to be negatively associated with SWB. These results are in line with prior studies on recreational skiers and hikers, in which escape, enjoying nature, and skill development are influential motivational factors while social recognition is the least important factor (Alexandris et al., 2009; Kim et al., 2015). In conclusion, SWB is an essential factor in the tourism experience, which further influences loyalty. These results proposed that marketers and administrators should create an environment in which SWB should be fostered.

## What Makes Consumers Keep Wearing Smartwatches? Perspectives From Smartwatch Attributes and Self-Health Efficacy

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### Aim and Research Questions

The purpose of this research was to investigate how gamification factors (e.g., competition, social interactions, and rewards) and health-related technologies (e.g., physical activity and health data) of smartwatches influence consumers' continuous usage intention (CUI). The secondary aim was to determine how self-health efficacy mediated the relationship between smartwatch attributes and CUI. The study examined the following research questions: 1) How do smartwatches' gamification and health-related technologies affect CUI? 2) Between gamification and health-related technologies, which factor considerably impacts CUI? 3) Does self-health efficacy mediate the relationships between gamification factors, health-related technologies, and CUI?

### Theoretical Background and Literature Review

In the post-pandemic era, consumer needs to monitor and maintain their health conditions have increased. Smartwatch brands have focused on developing data recording technologies and fun elements as the demand rises. Tsai et al. (2022) discussed that smartwatches' gamification aspects, such as competition, social interactions, and rewards, effectively attract consumers and create positive interaction. Also, smartwatches build positive perceptions and CUI among consumers by conveying quantified information about daily activity and health conditions (Siepmann & Kowalczuk, 2021).

Although smartwatches have attracted much scholarly attention, there needs to be more quantified research on the diverse effects of gamification factors and health-related technologies on smartwatch usage behavior (Puri et al., 2022). The study found that self-health efficacy is an essential psychological connection between consumers' perception of smartwatch characteristics and CUI (Puri et al., 2022). Furthermore, Rieder et al. (2020) discussed that the information about consumers' health and activity levels on smartwatches leads consumers to engage in more exercise and social interactions, which enhances self-health efficacy. In other words, a high self-health efficacy derived from using smartwatch attributes substantially correlates with CUI (Puri et al., 2022; Rieder et al., 2020). However, the communication and public health study pointed out that health self-efficacy mediates the relationship between social interactions or rewards and users' intention to continue using an online health community (Liu & Wang, 2021). Therefore, further verification of the specific role of self-health efficacy in the electronic environment is needed to address previous studies' diverse and ambiguous findings. Consequently, we speculate that self-health efficacy can mediate the relationship between smartwatch attributes and CUI. Understanding various roles of self-health efficacy in smartwatch consumption will be the necessary groundwork for innovating the smartwatch user experience to the next level.

### Methodology

Through Prolific, 328 respondents' data was collected in the USA via convenience sampling. Only Apple Watch users participated in the study to improve the internal validity of the questionnaire. Apple Watch was a subject of the study because it has an outstanding market share over other brands and has proper gamification and health-related technologies (Statista, 2023). The survey consisted of 24 items in total, including 10 items of gamification factors

(competition 3 items, social interactions 3 items, and rewards 4 items), 8 items of health-related technologies (physical activity data 5 items and health data 3 items), 3 items of self-health efficacy and 3 items of CUI. The data analysis included frequency analysis, reliability analysis, Confirmatory Factor Analysis, and a Structural Equation Model using SPSS 28.0 and AMOS 26.0.

**Results**

The measurement of each variable was shown to be reliable by Cronbach's alpha value ($> 0.7$). The CFA results showed that the measurement models (chi-squared/df = 2.46, p<.001, CFI = .93, RMSEA = .06) fit the data well. Moreover, convergent (C.R $> .70$; AVE $> .50$) and discriminant validity ($\gamma < .70$) showed an acceptable level. The SEM measurement models also showed an acceptable fit (chi-squared /df = 2.31, p<.001, CFI=.93, RMSEA=.06) to the data. Based on the SEM results, the self-health efficacy showed positive partial mediated effects on the relationships between the sub-factors such as health data ($\beta\_direct$=.37, $\beta\_indirect$=.08), social interaction (($\beta\_direct$=.04, $\beta\_indirect$=.09), reward activity ($\beta\_direct$=.15, $\beta\_indirect$=.04), competition ($\beta\_direct$= -.04, $\beta\_indirect$= .04)) and CUI. However, the self-health efficacy showed a significant negative partial mediated effect on the relationship between the physical activity data ($\beta\_direct$=.23, $\beta\_indirect$= - .09) and CUI.

**Conclusion and Implications**

This study investigated the effects of smartwatch attributes and consumers' self-health efficacy on CUI. The results showed that self-health efficacy is a crucial component of smartwatch consumption and proved its mediating role. Additionally, its mediating influence altered the negative effects of competitive attributes on CUI to be profoundly positive. This study also demonstrated that the smartwatches' activity tracking technology was confirmed to be less decisive for continuous use when consumers have high self-health efficacy. For the limitations, since self-health efficacy can be variable with time, a longitudinal study needs to be conducted based on the results. Finally, the findings contribute to a further understanding of diverse factors behind the continuous usage of smartwatches and provide the mobile healthcare market with insights for effective product development and marketing.

## Service Quality In Sport Participation Services: A Systematic Review Focusing On The Specification Of Service Quality Measurement Models

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### Aim and Research Questions

This systematic literature review examines studies in the field of sport consumer behavior to gain a comprehensive understanding of how service quality is measured in various sport participation services by focusing on the dimensions on service quality, i.e., the proposed measuring models – reflective and formative. The study poses two research questions:

RQ1: How can studies measuring service quality in sport participation services be systematized according to the dimensions of service quality included, and could an inconsistency in the conceptualization of the outcome dimensions suspected in the literature be revealed?RQ2: How can studies measuring service quality in sport participation services be systematized according to the measurement model specified for service quality, and is there evidence of measurement inaccuracies?

### Theoretical Background and Literature Review

The measurement of service quality emerges by the nature of services which are differentiated from goods by their "intangibility, inseparability of production and consumption, heterogeneity, and perishability" (Zeithaml et al., 1985, p. 33). Thus, the physical resources of the sports service, staff/interaction, outcome and program seem to be important variables determining the sport consumers' quality perception (Alexandris et al., 2004; Kim & Kim, 1995).

Service quality as a latent variable or construct can only be measured indirectly by using observable indicators. In this regard, the measurement of latent variables could be specified in two ways: reflective measurement models are typical of classical test theory and factor analysis models which assume that the construct causes the measurement of the indicators and index construction with formative measurement models which assume that the direction of causality flows from the indicators to the construct (Hair et al., 2022).

### Research Design/Methodology and Data Analysis

Conducting the systematic literature review, we followed the Collection, Analysis, and Discussion (CAD) framework of Bichler et al. (2022). We finally reviewed 55 studies investigating service quality in various sport participation services. The categorization of the studies was done by a multistep procedure. As a first step, we conducted an analysis to categorize the studies according to the main dimensions of service quality derived from theory: physical environment, personnel/interaction, program, and outcome, and listed the aspects and statements considered as an outcome dimension (RQ1). The next step was to categorize the studies that examined structural models according to how the measurement models for the dimensions of service quality were specified as first-order or hierarchical models, reflective or formative in each layer. Next, the guidelines for selecting measurement models by Jarvis et al.

(2003) and Hair et al. (2022) were used to discuss whether the specifications provided in the studies met the criteria (RQ2).

**Results/Findings and Discussion**

The results of the analysis reveal that studies measuring service quality in participation sport services could be categorized in studies using a hierarchical model, i.e., 'process dimension studies', 'plus outcome (no program) studies', 'all-in studies', and in first order studies measuring overall service quality. We provide these results including aspects such as 'types of sports', 'country', and the 'purpose of the study' for further guidance.

Furthermore, we categorize the reviewed studies regarding the applied measurement model of the service quality construct, or the customer satisfaction construct based on service quality dimensions - for scale development studies and studies estimating and testing structural models. We found that the specification of the service quality measures depends on the method applied for investigating structural models and the purpose of the study: Applying CB-SEM service quality is specified as reflective measurement models, in studies applying PLS-SEM we found reflective and formative specified measurement models on all layers of the models. We also found studies for which we discuss the accuracy of the measurement model.

**Conclusion, Contribution and Implication**

Our literature review provides scholars guidance in selecting preliminary studies for their research projects from the appropriate category also including 'type of sports', 'country', and 'purpose of the study' by the coding. Furthermore, the categorization of the studies highlights gaps in the literature, e.g., a certain inconsistency in the conceptualization of the outcome dimension. Most of the reviewed studies seem to devote little attention on the specification of the measurement model of service quality although hypothesis tests involving structural relationships among constructs will be only as valid or reliable as the measurement models are explaining how these constructs are measured. We discuss the criteria for increasing accuracy reported in the literature. Our work encourages scholars to apply appropriate measurement models to enrich their result interpretations which are suitable for managerial implications.

## Title: Value Co-Creation in Youth Sport and Physical Activity: Implications of the COVID-19 Pandemic

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### Aim and Research Questions

For experiences such as youth sport and physical activity (SPA), value is derived though the interaction between the producer and consumer; in other words, value is co-created (Vargo & Lusch, 2011). The youth SPA experience can be considered unique because there are three main value co-creation stakeholders: 1) the sport provider; 2) the youth participant; and 3) the parent/guarding of the youth participant who have yet to be considered as an important value co-creation stakeholder of youth SPA. Thus, there remains much to understand about the complexities of value co-creation of youth SPA experiences.

During the pandemic, the ways in which youth could engage in SPA was altered (e.g., Brady, 2020). As past experiences can shape how value is interpreted (Best et al., 2017; Vargo & Lusch, 2011), these new experiences during the pandemic could further influence how value is conceptualized for these stakeholders, and as such, how value is co-created moving forward. Therefore, the purpose of this presentation is to explore the value co-creation of youth SPA experiences during the pandemic, and how, if at all, these experiences might impact value co-creation post-pandemic.

### Theoretical Background and Literature Review

Under a Service-Dominant Logic, service providers must cultivate relationships with their consumers (Vargo & Lusch, 2011). It is through relationship building that value is derived, and as such, consumers play an active role in defining and creating value (Vargo & Lusch, 2011). In the youth SPA context, youth themselves are an important value co-creator. Youth most often seek: (1) fun experiences and (2) an opportunity to be with their friends from their SPA (e.g., Best et al., 2017). During the pandemic, however, these two main factors were altered, particularly the social nature of youth SPA (e.g., Brady, 2020). Understanding how, if at all, these changes impacted youths' perceptions of value could inform their role as a value co-creation stakeholder moving forward.

Parents have often been thought of as simply a purchaser of youth SPA experiences (e.g., Green & Chalip, 1998). Recent work has suggested that parents can play a much more active role in the youth SPA experience (e.g., Horne et al., 2023). Understanding parents' role as a value co-creation stakeholder can provide insight into how value was co-created in youth SPA during the pandemic. These experiences may have altered perceptions of value, thereby possibly affecting value co-creation post-pandemic.

While perceived value of youth SPA experiences is determined by each family, value is embedded in the exchange with providers (Vargo & Lusch, 2011). Youth SPA providers can create conditions under which value might be interpreted by youth SPA consumers through mobilizing their resources (Vargo & Lusch, 2011). The resources available to youth SPA providers and the ways in which they could mobilize their resources were altered during the pandemic. Thus, the interaction between the provider and consumers (i.e., youth and parents) was fundamentally different during the pandemic, thereby altering how value was co-created. As such, these experiences with resource mobilization for value co-creation during the pandemic could have implications for how value is co-created post-pandemic.

**Research Design, Methodology and Data Analysis**

A case study methodology (Creswell, 2014) was employed to explore the experiences of families and SPA providers in Ontario, Canada.

Data were collected via focus group interviews with youth and their parents (n=14 families/focus group interviews, including 19 youth and 17 parents) and semi-structured interviews with youth SPA providers (n=12). In the focus group interviews (from January-March 2021), families were asked about their experiences with and perceptions of value of youth SPA before and during the pandemic, and if/how they would like to engage with youth SPA post-pandemic. In the semi-structured interviews (from April-May 2021), the youth SPA providers were asked how they engaged in value co-creation before and during the pandemic, and if/how they will respond to family's reconceptualization of value post-pandemic.

Drawing from Braun and Clarke (2006), a reflexive thematic analysis was conducted. Details of the analysis will be provided in the presentation.

**Results/Findings and Discussion**

At the time of abstract submission, all data were collected, and analysis was underway. The full analysis will be completed and ready to present by the time of the conference. A discussion of the nuance of value co-creation in youth SPA experiences between youth SPA providers, youth, and their parents will be offered.

**Conclusion, Contribution, and Implication**

Understanding how each of the key value co-creation stakeholders of youth SPA (i.e., youth, parents, sport providers) experienced the pandemic and effects of these experiences on their perceptions of value informs how value co-creation might look post-pandemic. In doing so, this presentation contributes to theoretical understandings of the unique value co-creation relationship of youth SPA. Although this presentation is in the context of the pandemic, it provides insights into the broader understanding of youth SPA experience post-pandemic.

## Fitness App Usage Intentions: Investigating Consumer Innovativeness and the Technology Acceptance Model

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Aim and Hypotheses

The purpose of this study is to investigate innovative fitness app usage intention by extending the explanatory power of Technology Acceptance Model (TAM) by adding a new variable, consumer innovativeness. This variable, which has been found to be a significant predictor of explaining adoption behavior in technology, was examined to further understand behavior intention in the fitness segment of the sport industry.

H1 – Perceived usefulness will have a positive effect on fitness app usage intention.

H2 – Perceived ease of use will have a positive effect on fitness app usage intention.

H3 – Consumer innovativeness will have a positive effect on fitness app usage intention.

Theoretical Background and Literature Review

As individuals are increasingly provided with a variety of online fitness platforms, it is necessary to understand consumers' intentions to use fitness apps with innovative features. The Technology Acceptance Model (TAM) – which considers perceived usefulness (PU), perceived ease of use (PEU), and behavior intention – is a theory that has been used to understand and predict technology acceptance intentions (Venkatesh & Davis, 2000). In order to increase the explanatory power of the theory, additional variables have been added (Chiu & Cho, 2021). Despite the rapid growth of the current fitness app segment of the sport industry and the provision of personalized training plans and functions that have gained popularity, research on the intention to use online fitness apps with innovative features from the perspective of consumers and the theoretical approach to the usage intention remains in its early stage. Consumer innovativeness (CI) – a characteristic where people based on their predisposition and cognitive style are more open to pursuing or adopting innovative content, products, experiences, etc. – has been considered as a significant predictor of adopting innovative technologies (Jeon et al., 2020). In the sport industry, adding CI to TAM has been found to have a direct effect on the intention to use (Kim et al., 2017). Therefore, the hypotheses developed and tested for the current study are based on the idea that CI will significantly influence the intention to use apps with innovative features (e.g., real-time feedback, on-camera options, competing with others through online records) and the variables of TAM will also significantly influence the intention to use fitness apps.

Research Design, Methodology and Data Analysis

Data were collected via Prolific, resulting in 356 responses used to test the hypotheses. Structural equational modeling (SEM) was applied to test the model fit and path coefficients by using AMOS 21 program. After confirming the proposed model has a great fit, path analysis was performed to check the coefficient of each variable to behavior intention. Lastly, to present demographic statistic results, frequency analysis was performed by using SPSS 25.

Results and Discussion

The SEM results revealed an acceptable model fit ($x^2$ = 537.415, $df$ = 164, CFI = .940, TLI = .94, RMSEA = .08). By examining path analyses, it was found that PU and CI were found to have a positive effect on fitness app usage intentions. Therefore, H1 and H3 were supported. PEU was found to be insignificant, so H2 was not supported. Based on the findings in this

study, people will use the innovative fitness app if they perceive its usefulness. Also, it was found that CI had a major role in explaining and predicting behavior intention related to using the fitness app.

Conclusion, Contribution, and Implication

The surge in at-home exercise routines has generated a need for fitness apps and technological advancements in this market. In addition to conventional methods of attracting users, such as offering the convenience of using the app anytime and anywhere, fitness apps are now evolving by integrating with different technologies and equipment. The findings of this study demonstrate how consumer innovativeness influences user intention. These results contribute to TAM by adding CI theoretically and contribute to explaining and predicting behavioral intentions in the growing area of fitness technology.

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## Fandom, Team Loyalty, and the Extended Self: A Study of Football Fans in Brazil and France

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Sports play a pivotal role in contemporary societies. Giulianotti (2007, p. 260) described football as an "increasingly important popular cultural field for identity construction." This research investigated similarities and differences between Brazilian and French football fans, seeking a better understanding of the factors associated to football fandom. The study adopted as theoretical perspective the Extended Self theory and was also rooted on the literature on sports fandom. The choice of these two countries was due to their football culture. The football history is similar, it is developed at the same time but with different fans behaviors. The French are more critical, while the Brazilians are more passionate.

The literature review examined the Extended Self perspective, fans' attitudes and behavior, and football consumption. A theoretical framework was extracted from the literature and 12 hypotheses were advanced, concerning (i) antecedents of emotional attachment to the team and team identification; (ii) affective and cognitive factors that lead to engagement with a team; (iii) incorporation of a team to the self; (iv) behavioral consequences (team loyalty), in addition to a moderating variable (nationality). The Extended Self scale refers to identity, connecting the concepts of consumer identity and incorporation of the possession to the self. According to Lock and Heere (2017) it is necessary to distinguish more precisely between the constructs of fan identity and team identification Thus, the present study responds to a claim by these authors.

The study uses an online survey and a sample of football fans in Brazil and France. Respondents were over 18 years old and support a football team. The applied questionnaire used scales extracted from the literature to measure the key constructs. Family Influence and Friends' Influence were measured by scales used by Funk et al. (2003), Online Media Influence measured by Phua (2010). Attitudes toward the Team were measured using the Emotional Attachment Scale of Jimenez & Voss (2014). Bauer et al.'s (2008) scale was used in Team Identification and Team Loyalty. Lastly, the Team's Incorporation into the Self, uses an adaptation of the original Sivadas and Venkatesh (1995) scale.

A total of 807 questionnaires were answered, 542 by Brazilian fans and 265 by French fans. Some had to be excluded because they were incomplete, or the respondents' profile did not fit the target population. Therefore, resulting of 307 Brazilian and 169 French questionnaires. The follow hypotheses were tested using Structural Equation Modelling (SEM) and in order to check if there were a direct and positive effect between the constructs the followed relationships were tested: (i) Family influence to friends' influences; (ii) Family influence to emotional attachment to the team; (iii) Family influence to team identification; (iv) Friends' influence to emotional attachment to the team; (v) Friends' influence to team identification; (vi) Online media use to emotional attachment to the team; (vii) Online Media Use to team identification; (viii) Emotional attachment to the team's incorporation into the self; (ix) Team identification to the team's incorporation into the self; (x) Emotional attachment to team loyalty; (xi) Team identification to team loyalty; (xii) The team's incorporation into the self to team loyalty.

The study provides evidence that the football team can be seen by the fan as a possession and thus as part of his/her extended self (Belk, 1988, 1989). Emotional attachment and team identification are antecedents that have an impact on the team becoming part of the fan's extended self. It appears that the incorporation of the team into the self does not impact team loyalty, measured by the consumption of games, merchandise and news. There are relevant differences between the French and the Brazilians examined in this study.

The main contribution of the study is to use the Extended Self perspective (Belk, 1988, 1989, 2014) as a background to the analysis of football fandom. Therefore, it contributes to the literature on the extended self, by adding an understanding of the fan's football team as an intangible possession that can be part of the extended self and of the attitudinal factors impacting this process. The study contributes to the understanding of how the incorporation of the team to the self is influenced by team identification, thus contributing to distinguish more precisely between the concept of identifying with a team and incorporating it into one's self. The results suggest that related issues such as emotional attachment to the team and team identification may also play different roles depending on the fan's culture and context. As for managerial implications, clubs can use this work to better understand French and Brazilian football fans. With the internationalization of football organizations, the results of cross-cultural studies can become much more important to the management of these organizations. In this way, they will be able to develop a more effective strategy to reach their consumers.

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**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

### The Impacts of Team Ownership as a Sportswashing Strategy: How Football Fans Legitimise Morally Questionable Ownership of Their Club

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*Aim                    and              Research                Questions*
While there is a long history of sport being leveraged for soft power, recent developments have seen the emergence of the term 'sportswashing,' coined as a way of describing how powerful state (or state sponsored) actors leverage sport to distract from, or distort perception of, their unethical actions. However, the majority of research (see Fruh et al, 2022; Skey, 2022) into sportswashing has focused on the hosting of one-off sporting mega-events by autocratic regimes, and not on their long-term ownership of prominent western sports teams. Still less has been studied on the role of the team's fans in such scenarios. Our paper addresses this lacuna through analysis of a prominent fan forum of Manchester City, an English football club owned by the Abu Dhabi United Group - a private equity group operated by Abu Dhabi royaltyIn doing so, we expand the study of sportswashing into investigations concerning the strategy of team ownership. We employ critical discourse analysis to examine how Manchester City fans make sense of their club's role as a sportswashing identity.

*Theoretical           Background          and           Literature          Review*
Fruh et al (2022) define sportswashing as the process by which "attention is routed away from the moral violation [...] through sport" (2022: 3). This distortion of attention is a complex process, in which the affection for the sporting institution counteracts, though does not completely mask, the moral violations of the sportswashers. While sportswashing attracts scrutiny and criticism of such violations, its aim is that this negative attention will be ultimately outweighed by the positive associations accrued. However, there is a lack of empirical research on the impacts of sportswashing, particularly pertaining to sports fans; this is a particularly notable omission given recent journalistic accounts both of fans aggressively defending their ownership regimes against accusations of sportswashing (Cohen, 2021) and of fans mounting significant protests against sportswashing ownership regimes (BBC 2022).

*Research           Design,          Methodology          and          Data          Analysis*
We analyse three discussion threads from the forums of a popular Manchester City fan site (in active use for well over a decade and with over 77,000 users). Manchester City were purchased by the Abu Dhabi United Group in 2008 and, thanks to the Group's significant financial support, have experienced unprecedented on-field success in the years since, but have also been argued to constitute a sportswashing project (Chadwick et al, 2022). The emergence and circulation of the concept of sportswashing in recent years thus places City fans in the interesting position of having to reconcile such accusations with the success they enjoy under the Abu Dhabi Group.

Comments in these threads date from May 2019 to January 2023, comprising 12,507 comments in total. They were chosen as they represent victories for the club in three different but overlapping fields: a competitive victory, a financial victory, and a legal/political victory. Victories were focused on as they afford us the opportunity to assess how users reconciled their joy over the club's financial and footballing might with its much-criticised source.

Van Leeuwen's framework for legitimisation (2007) was employed to account for both the ways in which forum users legitimise the status of Manchester City and the motivations and actions of the club's hierarchy, and also how they rhetorically delegitimise the club's critics and perceived 'enemies.' Van Leeuwen conceives of four main categories of legitimisation: authorisation, moral evaluation, rationalisation, and mythopoesis; each of which contains its own sub-categories.

*Results/Findings                                    and                                    Discussion*
Findings demonstrate that Blue Moon users employ an interlinked variety of the discursive tactics identified to not only legitimate City's success in the face of criticism but also legitimate the club's owners as sound businessmen, unfairly maligned by false accusations of sportswashing. Furthermore, the forum users employ similar tactics in discourses which function to de-legitimise the perceived enemies of the club, such as the football authorities, the media, and rival clubs. Forum users discursively construct an overarching view of football's administrative structures and media-economy as utterly ethically compromised and thus any distortion to it as a result of the financial might of City and the Abu Dhabi Group is a laudable subversive force.

*Conclusion,                    Contribution,                    and                    Implication*
Analysis of our findings points toward a fanbase that has fully embraced the club's ownership, developing a defensive hostility in the face of accusations of sportswashing. The discourses circulated on the forum function not only to inure City fans against any moral scruples they may have over the club's ownership, but also to instil them with a hostility against discussion of sportswashing. Thus, a hitherto largely undiscussed aspect of sportswashing projects involving the purchase of sporting institutions is the recruitment of a body of aggressive, emotionally invested supporters. Given the not insignificant personal and professional impacts of online abuse on journalists, the implications of a sportswashing regime commanding the fierce loyalty of active online fans are concerning.

## Direct Demand for Gaelic Games

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### 1. Aims and Research Questions

The aim of this research is to estimate the determinants of direct demand for Gaelic Games. We do this by modelling both live attendances and television views for Hurling and Gaelic Football. While the literature concerning demand to attend and view team sports is well-developed, we are the first to consider both sources of demand for Gaelic Games. Our empirical work is based on the analysis of two new datasets.

Outside of our general research question – what are the determinants of demand for Gaelic Games? - we focus on two important issues. First, what is the impact of outcome uncertainty on consumer behaviour? Second, what impact does broadcasting have on live attendances? While the first question is well-researched across sport and offers a theoretical basis to our study, less is known about the latter issue.

### 2. Theoretical Background and Literature Review

In general, the literature considering demand for live sport has pursued methods set out by consumer modelling theory – for the most part, we follow these approaches in this work. This generally splits into two branches; stadia attendance demand and broadcasting demand. Given the data available to us, we aim to reconcile both strands of literature in one paper.

Fans appetite to consume sports is expected to be theoretically related to a suite of factors including outcome uncertainty, product quality, aspects of scheduling, market size and potential substitute products. The literature on live sports consumption has progressed by considering many aspects of these determinants and has largely focused on empirically testing the uncertainty of outcome hypothesis. This is a theoretical cornerstone of the sports demand literature and implies that fans preference to consume live sport is positively correlated with increasing balance. Various metrics have been adopted to measure a priori balance such as sporting(talent) based measures and market(betting) odds. The findings regarding fan preference for balance are mixed across sports.

### 3. Research Design, Methodology and Data Analysis

We hand-collected official attendance figures for provincial and Championship matches from the period 2010 to 2018. These figures are widely reported in the media and by the GAA. In total, we access attendance data on 272 hurling matches and 471 football matches. We acquired official viewer figures directly from the GAA. These are valuable data and are provided to the GAA via the Irish national broadcaster (RTE). The dataset ranges from 2013 to 2021 and covers both hurling and football broadcasts by RTE. The view figures are also inclusive of any viewers watching on the RTE news station. All broadcasting data does however exclude any viewership from BBC Northern Ireland. Also, these figures can be considered as linear viewing only and exclude any streaming viewership (RTE player online).

To measure quality and balance, we use ELO ratings that are specifically adapted for Gaelic Games. These ratings are developed using a similar method to that of the ELO ratings used in football. We also assess a range of factors theoretically important to demand such as market size, travel distances (for attendance demand), product bundling and scheduling.

So far, our empirical strategy has been to estimate a series of linear models where the dependent variable is the log of attendance/views. Our models include the use of county (team)

and year fixed effects. For our live attendance models, we also estimate Tobit models to consider the issue of latent demand.

## 4. Results/Findings and Discussion

Our initial results suggest that outcome uncertainty does not impact consumer demand to attend or view Gaelic games. For live broadcasts, we again find no relationship between outcome uncertainty and demand. We are currently working on our dataset to consider the impact of broadcasting on attendance so newer results are pending. These results provide further evidence of fans lack of interst in match-level compeditive balance.

Our preliminary models suggest that for live attendances matches taking place on a Sunday attract more fans and that 'Double Headers' (match packages) also increase demand. Expectedly, higher quality matches and those held later on in the tournament attract more spectators. Match quality significantly impacts demand. We also find that televised replays increase viewership.

## 5. Conclusion, Contribution, and Implication

We study a unique sports market as it is one with standard features of professional sports (e.g. broadcasting rights ) but has no formal labour market. Functioning labour markets could bring about more balance, but our results suggest that fans do not have a preference for match-level balance.

Given the results we can make specific recommendations to the GAA and our findings have practical relevance to their commercial operations. The scheduling effects we identify could help the organisation maximise revenues. In general, the results add to our understanding of demand for live team sports. As we argue, exploring this topic has practical implications for other sports organisations too.

## Understanding Viewership Experiences of Ice Hockey Consumers: A Neuroscience Approach

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### Aim/Research Questions

We aim to develop a better understanding of sport consumer experiences using neuroscience methodology. Specifically, we are interested in addressing the question: Can brain system activation predict engagement (i.e., flow) and ego-involvement with a sport viewership experience (i.e., watching a televised ice hockey game)?

### Theoretical Background/Literature Review

Theories and models of sport consumer behavior often rely on self-reported measures of ego-involvement (i.e., degree to which watching sport is a central component in a person's life and identify) and flow (i.e., experiences characterized by intense absorption and focused attention) when attempting to understand spectator experiences (Funk & James, 2001; Madrigal, 2006). However, emerging methodologies and new technologies are providing researchers with new ways of knowing spectator experiences. The use of these new approaches may be a result of the limitations of 'traditional' methods typically employed in sport consumer research. For instance, insights into spectator experiences gleaned from self-report surveys where fans may be subject to forms of retrospective biases and lack in situ perspectives. Also, spectators may not always be truthful when they self-report their thoughts and emotions, or they may be unable to articulate them while immersed in the viewership experience (Martin et al., 2019). Spectators' thoughts and feelings may operate at a subconscious level; therefore, their self-reported thoughts, feelings, and behaviors may not accurately reflect their decision-making process (Oppenheim, 1992).

More holistic and objective understandings of spectator experiences may result from employing neuroscience approaches. Social neuroscience is described as an interdisciplinary field which aims to investigate the neurobiological mechanisms (e.g., neural, hormonal) that intersect with social structures, processes, and behavior. The foundation of social neuroscience posits that "measuring brain activity provides access to psychological processes and neural circuitry that may serve as the underlying mechanisms that explain individual differences in behavior and experiences" (Tompson et al., 2019).

We propose three hypotheses: 1) Activation in the medial prefrontal cortex (mPFC) will predict more engagement/involvement in a televised sport viewership experience. Considering the role of the mPFC in social cognition and evaluative processing, this heightened activity could reflect their emotional involvement in the game, feeling a sense of connection with the team(s), or experiencing personal relevance with the game's outcome. 2) Lower activation of the left lateral prefrontal cortex (left lPFC) will predict less engagement/involvement. Left lPFC is an important node in the brain network responsible for working memory and top-down attentional control, these processes are essential for following the progress of gameplay. 3) Brain activation across both nodes will add significantly to the prediction of engagement/involvement beyond demographic and other social cognitive predictors.

### Research Design, Methodology, and Analysis

Data is being collected over a two-phase process. In the first phase, students in undergraduate classes at a University in Canada are being invited to complete a survey questionnaire designed to assess their levels of involvement with watching the sport of ice-hockey, using Kyle et al.'s (2007) modified involvement scale. Data from this pool of participants are being analyzed to identify viewers with low and high involvement. A total of 150 these participants are being invited to participate in the laboratory phase of the study. In this phase, participants with high involvement (n=75) and with low involvement (n=75) watch the same twenty five-minute video clip of a professional ice hockey game (i.e., a United Kingdom Elite Ice Hockey League game). Participants are being asked to view the clip while prefrontal activity is being monitored using a portable functional near infrared spectroscopy (fNIRS) imaging system. After watching the clip, participants will complete a brief questionnaire, which will assess psychological engagement using the flow dimension items from Madrigal's (2006) FANDIM scale.

Imaging slices used for analyses include slices of 10 second durations, occurring: 1) in the first minute of game play (starting with puck drop), 2) at the midpoint of the period (minute 13), and 3) in t he closing minute (minute 25). Additionally, 12 event-related imaging slices will be analyzed, including five scoring chances for each team and one "momentum shift" face off in each team's offensive end. Using regression analysis, we will examine relationships between activation in each quadrant (left/right, medial/lateral) and engagement, using level of involvement (low/high) as a moderator.

**Results/Discussion**

Preliminary results will be shared at the conference.

**Conclusion/Contribution/Implications**

Researchers often fail to consider how self-report measures of sport viewership engagement and involvement might interface with biologically-based cognitive systems such as that which can be captured with brain imaging systems. Conditional upon hypotheses testing, our study may have potential implications for sport consumer researchers and sport-related neuromarketing. The results generated from our study will reflect objective, continuous (i.e., ongoing throughout the viewership experience), and in situ measures of spectator engagement not typically captured in previous sport consumer investigations. Such neuroimaging data may inform design and production elements of more engaging televised sport stimuli for diverse sets of audiences.

## Which Motives Explain Niche Versus Mainstream Sports Consumption?

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### Aim and Research Question

Spectator sports consumption has become a multi-billion-dollar business. At the same time, the variety of different sports competing for spectators' interest has increased tremendously. Therefore, a key question for sports (event) managers is how to attract spectators to their sports. Existing research has identified various motives that draw consumers to follow specific sports. However, not much is known which motives are particularly relevant for niche sports. Such a knowledge would help niche sports managers to position and market their product more effectively. Therefore, we address the following research question: Which motives explain sports spectators' perceived attractiveness of niche versus mainstream sports?

To answer this research question, the present study 1) identifies motives that explain spectator sports consumption, 2) develops hypotheses which motives are more relevant for niche or mainstream sports, and 3) tests the effects of these motives in an empirical study with one niche and one mainstream sport (with data collection on four more sports currently taking place).

### Theoretical Background and Literature Review

Niche sports are usually distinguished from mainstream sports by the size of the fan base and the amount of media coverage (Greenhalgh et al., 2011). Many studies have addressed the motives that attract sport consumers to their sports. The present study reviewed the literature on sport consumption motives and identified six motives that were commonly used in sport spectator research (e.g., Funk et al., 2001; Gladden & Funk, 2002; Wann, 1995), including the motives identified by Greenhalgh et al. (2011) in a study on niche sports consumers: entertainment, star power, social interaction, knowledge acquisition, group affiliation, and escape. Based on theoretical foundations (e.g., social identity theory) and the characteristics of niche versus mainstream sports (fan base, media coverage), we rely on previous research (e.g., Greenhalgh & Greenwell, 2013; Miloch & Lamprecht, 2006; Vann et al., 2015) to predict how motives will have different effects on mainstream versus niche sports' attractiveness. Specifically, we propose:

H1-H4: The entertainment / star power /social interaction / knowledge acquisition motive has a significantly weaker / weaker / stronger / stronger effect on a sport's perceived attractiveness for niche versus mainstream sports fans.

Regarding the group affiliation motive and the escape motive, the literature does not suggest significant differences between niche and mainstream sports fans.

### Research Design, Methodology, Data Analysis, and Results

To test the proposed hypotheses, we selected two sports in the same domain (equestrian), one mainstream (show jumping) and one niche sport ((carriage) driving). We measured the six motives and sport attractiveness with established (adapted) scales (e.g., Funk et al., 2003; Gladden & Funk, 2002; Greenhalgh et al., 2011; James & Ross, 2004; Pu & James, 2017; Trail & James, 2001; Trail et al., 2003; Wann, 1995) and collected data from 592 fans (show jumping = 275, driving = 317). The reliability of all scales was appropriate (all Cronbach alphas > 0.77), so we averaged the items of each scale.

To examine the effects of the different motives, we estimated one moderated regression model for each motive. Perceived sports attractiveness served as the dependent variable. Each motive ($\beta_1$), a dummy variable reflecting the sport ($\gamma_1$, show jumping vs. driving), as well as the interaction term of these two variables ($\beta_2$) served as the independent variables, controlling for interest in equestrian sports, age, gender, and income.

A significant direct effect of the dummy variable in all models showed that driving fans perceived a higher attractiveness of their sport than show jumping fans (all ps<.01). Significant interaction terms indicated differential effects of specific motives on sports attractiveness. Specifically, results showed a significantly more positive influence of the entertainment ($\beta_2$=-.10, p<.01), star power $\beta_2$=-.11, p<.01), and knowledge acquisition ($\beta_2$=-.09, p<.01) motives on sports attractiveness for mainstream than for niche sports fans. The positive effects of the social interaction, group affiliation, and escape motives did not differ significantly between mainstream and niche sports fans (all $\beta_2$<.02, all ps>.55). These results support H1 and H2, but not H3 and H4.

**Contribution, Implication, Limitations, and Further Research**

The results of this study can help sports (event) managers of niche sports to position and market their sports effectively. However, the study only includes two idiosyncratic sports which limits generalizability. Therefore, we currently collect additional data on four other sports to examine the stability of the findings in other sports. The results can also help us explore whether indeed the niche-mainstream distinction is responsible for the differences in sport spectators' motives, or if other contextual factors (e.g., geographical, traditional, or seasonal effects of specific sports) are key. These analyses will also be presented at the EASM conference in Belfast if the submission is accepted.

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**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

### Examining the Relationship among Constraints, Facilitators, and Ski Participation in the Host City of the 2022 Winter Olympics

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**Aim and Research Questions:** With Beijing hosting the 2022 Olympic and Paralympic Winter Games, China's skiing market experienced a substantial surge in demand. Despite growing academic research on winter sport in developed countries (e.g., North America, Europe, and Australia), the emerging or developing ski market context has not been extensively explored (with the notable exceptions of Wang et al., 2020). The purpose of this study is to investigate the constraints and facilitators influencing skiing participation in China. This research applied purposeful sampling to include three segments based on the frequency of skiing participation (i.e., non-, low-frequency-, and high-frequency skiers) to further understand skiing consumer behavior in China. By doing so, the study offers an enhanced understanding of the Chinese skiing market and unveils insights assisting industry professionals to effectively address their customers' diverse needs and expectations.

**Theoretical Background and Literature Review:** Previous research established frameworks to identify constraints (i.e., impediments that discourage participation) (Alexandris et al., 2011). In contrast, some literature has highlighted facilitators (i.e., factors that stimulate participation) (Kim & Trail, 2010). However, while some notable exceptions exist, current models that comprehensively integrate both constraints and facilitators and explicate their interrelationships remain limited.

**Research Design, Methodology and Data Analysis:** A online survey was developed based on prior research and consisted of four sections: (1) skiing participation (three items); (2) constraints (12 items); (3) facilitators (seven items); (4) demographics (six items). Items in the constraint and facilitator scale for skiing participation were measured using a 7-point Likert scale, anchored with strongly disagree (one) and strongly agree (seven). A total of 409 participants completed the survey. The participants included 137 non-skiers (33.5%) (i.e., who never skied before), 134 low-frequency skiers (32.8%) (i.e., skied before up to two days in the previous winter season), and 138 high-frequency skiers (33.7%) (i.e., skied three or more days in the previous winter season). Descriptive assessments, exploratory factor analysis (EFA), internal consistency analysis, structural equation modeling (SEM), and a chi-square test were calculated by SPSS 24.

**Results/Findings and Discussion:** Through the EFA three constructs emerged: general constraints ($\alpha$=.88, seven items, such as skiing leads to injuries), facilitators ($\alpha$=.91, seven items, such as skiing helps me to release tension), and learning constraints ($\alpha$=.85, three items, such as skiing is too difficult to learn). SEM was then developed with the three constructs as predictors and the level of skiing participation as the outcome variable. The result of SEM indicated a good fit ($\chi2/df$ = 3.766, CFI = .898; [TLI] = .87; RMSEA = .081). AVE values from .52 to .64 showing acceptable convergent validity. The correlation coefficients among the constructs were smaller than their respective squared root of AVEs, supporting the discriminant validity of the latent constructs. It was found that the facilitators were a positive predictor of skiing participation ($\beta$ = 4.578, SE = .037, p < .001), the construct of learning constraints was a negative predictor ($\beta$ = -6.09, SE = .038, p < .001). However, the construct of general constraints was insignificant ($\beta$ = 1.937, SE =.031, p =.053). Furthermore, skiing

frequency significantly correlated with household status, income, and education level across the three segments (p < .001).

**Conclusion, Contribution, and Implication:** These results support previous research noting the relevance in skiing participation of the dimensions: facilitators (e.g., stress relief) and learning constraints (e.g., difficulties in acquiring requisite skills) (Yao et al., 2021). The findings point to the need for ski resorts in China to offer instructional sessions for beginners so they may become familiar with skiing fundamentals and enhance their confidence, particularly among non-skiers and low-frequency skiers. Interestingly, this study discovered that general constraints did not influence participation frequency. This result could be due, in part, to the extensive promotion by the nation's official media leading up to the 2022 Olympics, as documented by Chen et al. (2022). Furthermore, non-skiers never skied before, and the low frequency skiers only skied 1-2 times per season. Due to the Covid-19 pandemic during the data collection in China, all participants may reduce the frequency in participating in skiing. This might present challenges in recalling general constraints. Future research should continue to investigate the impact of different types of constraints on skiing participation. Moreover, the findings corroborate previous research, indicating that educational level and income significantly impact skiing frequency. High-frequency skiers demonstrate an increased importance on involving their children in the sport denoting a distinctive feature of China's emerging skiing market. This suggests that services catering to family skiing may present increased market potential. This study represents a vital contribution to the currently limited literature available on the Chinese ski market. The three segments (e.g., non-skiers, low-frequency skiers, and high-frequency skiers) engenders an enhanced capacity for the prediction of consumer behavior within the skiing market. This presentation will further detail the key differences among these groups.

## Commercial Dynamics and the Transformation of Climbing Activities: A analysis of Indoor Climbers in France.

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1. Aim and Research Questions

The aim of this contribution is to analyse the characteristics of indoor climbers in France and their relations (i.e. satisfaction, attachment, loyalty) to the private climbing centres they are members of. Since 1990, the number of climbing participants has grown significantly along with the increasing number of commercial climbing centres. However, this new generation of climbers has never been studied and we can wonder whether it simply represents a quantitative extension of the climbers' population or whether it represents a deeper qualitative change of the market demand with the apparition of new types of climbers, consequently the emergence of more commercialised relaitonships between indoor climbers and their centres.

2. Theoretical Background and Literature Review

Combining the artificialization of climbing surfaces with commercialization, artificial climbing centres, whether private or commercial, have progressively developed in France to generate is called the "indoorisation" (Van Bottenburg & Salome, 2010) of climbing. With this indoorisation, new market operators have developed new offers and organizational methods with lower constraints (Pociello, 1995) in urban centres. For example, in France, 70% of commercial climbing centres were created after 2005 (Aubel & Lefevre, 2022). In this context, the number of indoor climbers has increased too.

Therefore, the world of climbing is going through a deep mutation, due to "indoorisation" and "commercialization". In order to describe these "new" indoor climbers within these commercial transformations, we employ an exploratory research approach to identify sport consumer clusters. For this contribution, we have adopted the framework of Consumer Culture Theory (CCT) following the article by Askegaard and Linnet (2011). This approach examines macro and meso-social levels for a better socio-historical understanding of the evolution of climbing consumption patterns, and cultures and subcultures of markets related to indoor climbing. Thirst, we use a « Social space of sport » (Pociello, 1980, 1996) To identify the socio-cultural distribution of indoor climbing modalities (practices, modalities, values) and second we use Importance-Performance Analysis, Tetraclass Model (Llosa, 1997), place attachement in recreationnal settings (Kyle & al., 2005) to understand the impact of the offerings on the formation of climbers.

3. Research Design, Methodology and Data Analysis

We adopted a quantitative survey implemented in cooperation with the French indoor climbing company, leader in France and located in 13 different cities. The questionnaire comprised 43 questions divided into six blocks: identity project, types of participation, satisfaction, place attachment and brand identification, values and ethical positions and socio-demographics (age, gender/sex, employment status, education levels, geographic location…). The survey was conducted between 1st November to 15th December 2022 in the 29 centres of the company and using its consumer database. A total of 17,455 usable questionnaires were collected. Unfortunately, the company did not have a clear idea of its overall consumer population, therefore, we are not in a position to say whether our sample is representative or not.

4.Results/Findings and DiscussionWe are currently analyzing the results.

We first started to conduct descriptive statistics, a factorial analysis, PCA. Our first results seem to confirm the democratization of the activity with a further feminization but also confirm the other classic characteristics of French climbers: an over-representation of the upper classes and 25 to 40 years old climbers. Furthermore, the results seem to closely align with those of Boutroy & Champely (2012) and Aubel & Lefevre (2022). Our PCA shows has double opposition; 1/ leisure practice versus competitive practice, 2/ vertical fitness versus mountain incorporating different styles. We identify three clusters: vertical fitness enthusiasts, nature followers, and performers. However, we will further sub-segment these clusters for greater precision.The full results will be presented at the conference.

5. Conclusion, Contribution, and Implication

This work contributes filling the knowledge gap regarding French climbers in a context of a deep mutation of the marketplace. Such a large-scale survey will increase our understanding of indoor climbers' profile in France and will allow us to better understand the reciprocal influence of marketplace's changes on consumers' profile, behaviors and (sub)cultures.

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*Topics:* Sport Consumer Behaviour

## Effects of Game-Day Characteristics on Alcohol Consumption at Sport Events

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### Aim and Research Question

Alcohol consumption is pervasive at both college and professional sport events, and for many spectators, alcohol is an indispensable part of the experience. Unfortunately, alcohol consumption by sport spectators is also a major individual and societal problem. Studies found that sport event spectators' alcohol consumption resulted in violent behaviors (Ostrowsky, 2016), stadium ejections (Menaker et al., 2018), public arrests (Merlo et al., 2010), and game-day traffic fatalities (Wood et al., 2011).

However, we do not understand well what drives alcohol consumption at sport events. To our knowledge, no study has investigated this issue yet, although it is important to know such drivers to develop effective strategies and alcohol management practices that reduce drinking behavior of sport spectators. Therefore, this study examines the following research question:

RQ: How do game-day characteristics affect alcohol consumption at sport events?

### Theoretical Background and Literature Review

Effects of alcohol consumption at sport events are manifold, and rarely positive. For example, Merlo et al. (2010) found that in a university town with a successful NCAA Division I football program, there were on average 70.3 (SD = 35.4) alcohol-related public arrests on each football game day, significantly more than 12.3 (SD = 8.8) arrests on non-game "control Saturdays," and 11.8 (SD = 6.3) arrests on holidays.

Only two studies tried to identify drivers of alcohol-related consequences of sport events. Wood et al. (2011) found that closer games were significantly correlated with (alcohol-related) traffic fatalities. They attributed this finding to a combination of drinking and competition-associated testosterone that spills over into aggressive driving, but – consistent with a testosterone-based account – only in locations with winning fans. Menaker et al. (2018) showed that time of kickoff and opponent quality measures predicted increases of alcohol-related ejections from college football stadiums.

To our knowledge, no study has directly investigated drivers of alcohol consumption at sport venues. Using appraisal theory, we predict that game-day factors, opponent and league characteristics, and game characteristics will affect alcohol consumption via elicited emotions (Menaker et al., 2018; Previte et al., 2015; Wood et al., 2011). Accordingly, we develop the conceptual model and specific hypotheses.

### Research Design, Methodology, and Data Analysis

To test the conceptual model with an empirical study, game-day information, opponent and league characteristics, game characteristics (independent variables), and alcohol consumption (dependent variable) need to be measured. The unit of analysis is the game (day). Important game-day information includes, for example, the weather/temperature, time of kickoff, offers and prices of alcoholic and non-alcoholic beverages, and location of the stadium. Opponent and league characteristics describe the opponent, for example in terms of rivalry, status, or ranking, and the progress of the season in the league. Game characteristics relate to, for example, straight versus close win/loss (score difference), disappointing versus relieving win/loss (win despite bad performance/loss despite good performance, cf. Kim et al., 2017), expected win/loss (betting odds), and important win/loss (promotion/relegation). The

dependent variable alcohol consumption is measured dividing the total quantity of alcohol consumed in the stadium on a game day by the attendance in the stadium.

Secondary data on the quantity of alcoholic beverages sold during soccer games in lower Austrian leagues is used to analyze the individual and combined effects of all drivers of alcohol consumption on an aggregate level. In this context the only relevant alcohol consumption happens in the stadium (in contrast to US college football where tailgating has strong links with alcohol consumption). Currently, data of 150 game days is collected and coded. The data will be analyzed with a (moderated) regression-based approach, and results will be presented – if the submission is accepted – at the EASM conference in Belfast.

**Contribution, Implication, Limitations, and Further Research**

Several studies (e.g., Skoglund et al., 2017) found that there is strong public support for policies that reduce alcohol intoxication levels at sport events. To develop effective policies, knowing what drives alcohol consumption at sport events is important. The present study can identify main and interaction effects of various game-day characteristics on alcohol consumption at sport events on an aggregate level. This is useful from a public policy perspective for designing more time- and cost-effective interventions and policies to counteract alcohol-related problems caused by sport spectators. Policies like limited offer of alcoholic beverages or additional security and law enforcement personnel (House et al., 2014; Skoglund et al., 2017) could be instated based on the findings, for example based on temperature, kickoff time, or opponent ranking. However, a follow-up study should collect additional data on alcohol consumption before and after the game to inform public policies more comprehensively. In addition, further research on the individual sport spectator level is needed to identify the mechanisms underlying game-day effects (mediators, e.g., emotions) and factors that intensify or attenuate these effects (moderators, e.g., fan identification).

**ID: 1387**
**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

### Compulsive Consumption, Withdrawal, and Coping Strategies in Sports Fans Before, During, and After Extended Sporting Events

**Bee, Colleen**[1]; Aiken, K.Damon[2]; Malkewitz, Keven[3]; Campbell, Richard[4]
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Over the course of extended sporting events (e.g., World Cup, Olympics), a portion of extreme fans are likely predisposed to find the right mixture of time and exposure that fuels compulsive sport consumption. This work examines the compulsive tendencies of fans over the course of extended sporting events. The topic of compulsive consumption during weeks-long sporting events has not been investigated. Additionally, the work explores understudied issues of fans' post-event withdrawal and coping. Results indicate that fervent fans appear to first plan their compulsive consumption, then obsessively over-consume. These fans admit to a lack of control, suffer from withdrawal, and cope with a variety of harmful consequences. The work has far-reaching implications in the field of sport, marketing, and public policy.

**Theoretical Background**

Compulsive consumption is characterized by extreme desires, dysfunctional emotional states, a lack of self-control, and the inability to recognize and/or disregard harmful consequences (Hirschman, 1992). Compulsive buying has been defined as a consistent, habitual pattern of behavior associated with a corresponding lack of impulse control (Ridgway et al., 2008). Compulsive sport consumption (CSC) can also be characterized by obsessive-compulsive tendencies and control issues that potentially lead to harmful consequences. Stemming from a multitude of internal psychological factors (Wann et al., 2000), various external social forces (Campbell, et al., 2004), and myriad media-based cues (Martin et al., 2013), fans (as consumers of sport) can become captivated and compulsively consume the sport(s) they love.

Findings indicate that the seemingly innocuous pastime of sport consumption leads a portion of extremely avid fans into the destructive sphere of compulsive sport consumption (Aiken et al., 2018). CSC is characterized by addiction-like tendencies and impulse control issues that potentially lead to deleterious consequences (Aiken, et al., 2018). CSC also encompasses distinct issues of loyalty, identification, and social bonding, as well as prideful and passionate consumption. This leads to a dichotomy in which internalized negative emotional states coexist with externalized positive ones (Aiken, et al., 2018).

Withdrawal is the collection of symptoms that emerge after deprivation from some desired object. Psychology-based withdrawal symptoms range from feeling anxious, sad, depressed, angry, and irritable, to having strong cravings and impaired cognitive functioning, such as a lack of mental focus (Buckley, 2016). Coping is defined in terms of the cognitive and behavioral efforts to tolerate, or reduce external and internal demands, conflicts, and stressors (Duhachek & Iacobucci, 2005).

**Research Design**

*2022 FIFA World Cup (2 parts):* In early December (during Group Stage), 573 participants on Prolific Academic (U.S. and U.K. respondents) successfully completed an initial questionnaire designed to measure emotions, attitudes, behaviors, identification, and CSC. In late December (3 days after the final match), 565 participants (from part 1) completed a follow-up questionnaire to assess withdrawal symptoms and post-consumption coping.

*2023 March Madness (3 parts)*: In mid-March (before start of the tournament), 482 participants on Prolific Academic (U.S. respondents) successfully completed the first questionnaire that assessed attitudes, current and predicted emotions, behaviors, identification, and CSC. One week following the start of the tournament, 460 participants (from part 1) completed the second questionnaire with similar items from the initial questionnaire. The final questionnaire was completed by 410 participants three days following the final game. The final questionnaire assessed emotions, behaviors, withdrawal symptoms, and post-consumption coping.

**Results/Discussion (data/results available for presentation)**

Compulsive fans tended to engage in more sports consumption activities (e.g., watching, talking, social media, etc.) for both events. They also watched significantly more matches/games throughout the course of both tournaments.

We were also able to compare the emotional experiences of compulsive (vs. less compulsive fans) over time in both studies. That is, emotional expectations, actual emotional experiences, and post-reflection and actual emotions. Interesting differences emerged. Compulsive fans enjoyed watching significantly more than less compulsive fans. There was no evidence of anhedonia (i.e., a diminished interest or pleasure in response to adding more rewarding stimuli; Giannantonio and Martinotti, 2012). Compulsive fans expectations about enjoying the event were much higher and, interestingly, higher than their actual enjoyment post-event.

In terms of self-reported withdrawal symptoms, compulsive fans found life less enjoyable, more difficult, they didn't feel like themselves, they felt that something big was missing from their lives, they had significantly greater needs for mental stimulation, and they were less interested in work.

Compulsive sports fans of both tournaments appeared to cope post-event in a number of ways. Perhaps not surprisingly, compulsive fans were significantly more likely to relive tournament matches/games and felt the need to watch more football/basketball. This would be a method of internal regulation and emotions-focused coping.

Clearly compulsive sport fans not only watch considerably more matches/games but they also consume significantly more marketing and media messages surrounding the event. Sport has become a major part of who they are. When it ends, they are significantly more likely to report that they "do not feel like themselves."

**ID: 1428**
**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

**Exploring Consumer Response toward Different Types of Mascots in Mega-sports Events: Social Media Big Data and Machine Learning Approach**

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(Purpose)

Sports organizations have used various types of mascots to engage and entertain spectators, create a sense of belonging, and build unique personalities. These mascots embody the spirit of the mega-sports event and spread the values highlighted at each edition of the event. Additionally, they represent both the sporting Games (Butler & Bissell, 2015) and the host city by playing a role in welcoming athletes and visitors to the events and promoting the history and culture of the host city (Freeman et al., 2007).The purpose of the current research is twofold: (1) to explore consumers' emotional responses and perceptions toward mascots in mega-sports events and (2) to provide practical implications to the managers for developing effective and attractive mascots for future mega-sports events.

(Theoretical Background)

The authors utilized anthropomorphism theory and symbolic representation as theoretical frameworks. Anthropomorphism refers to "the tendency to attribute humanlike characteristics, intentions, and behavior to nonhuman objects" (Kim & McGill, 2011, p. 95). Well-designed humanized mascots catch potential fans' attention and generate the feeling of psychological closeness for initiating brand-consumer relationship (Aggarwal & McGill, 2007; Ko et al., 2022). In the context of mega sports events, marketers integrate human-like characteristics and regionally specific symbols into their mascots. They elicit feelings of welcome, excitement, and awareness of the unique characteristics of the organization and event host city and country. Such symbolic representation refers to "the extent to which representatives embody the values, ideas, and identities of those they represent" (Asada & Reifurth, p.4).

(Method)

The authors carefully selected different types of mascots representing four mega sports events: The Olympics (summer and winter) and the FIFA World Cup (men's and women's). The authors also considered geographic representation (i.e., different regions), anthropomorphic types (i.e., animals and objects), and the level of symbolic representativeness of host cities and countries. The authors selected four Olympic mascots (i.e., London (2012), PyeongChang (2018), Beijing (2022), and Paris (2024), and four FIFA World Cup mascots (i.e., South Africa (2010), Brazil (2014), Qatar (2022), and Australia and New Zealand (2023).

The authors utilized Twitter data and machine learning analytics (i.e., Structural Topic Models and TensorFlow sentiment analysis) approach to explore consumers' responses toward selected mascots. To conduct sentiment analysis, the authors use a multi-layered Sequential Neural Convolutional Neural Network (CNN) with a bi-directional Long Short-Term Memory (LSTM) layer (Abadi et al., 2016; Hochreiter & Schmidhuber, 1997).

(Results)

The following results are extracted from the pilot study, and the main study results will be shared at the conference. By using four selected mascots (i.e., London 2012, PyeongChang 2018, Tokyo 2022, and Beijing 2022), the authors collected a total of 3867 cases, which used English only from 2 weeks before to after the event. Sentiment analysis of the PyeongChang sample showed more negative connotations than positive, yet the second most generated topic

included words such as 'cute' and 'love.' Similarly, the Beijing sample included both a higher number of negative tweets and a longer mean tweet word count than the few positive tweets collected. The words 'love' and 'cute' were also part of generated topics and were positively correlated; however, the words were not included in the same generated topic. The Tokyo sample included more negative sentiment, albeit shorter, tweets than positive ones, and initial topical analysis shows the mascot's name, Tokyo, and Olympics among the top topics generated. Finally, the initial sample of the London games showed similar topical analysis to that of Tokyo, with the mascot name and Olympics at the top; however, the second most generated topic included the term 'like.' The sentiment of the London tweets was found to be more negative in the overall count and longer in the mean word count than positive ones. This means that depending on the types of the mascots, fans might react differently (difference in the length of tweets) when they express positive or negative emotions toward the mascot. The result of sentiment analysis on pilot data will help finalizing the selection of Mascots for the main analysis (e.g., anthropomorphic types; human vs. animal vs. object). Lastly the pilot study result would also suggest the appropriate timeframe to collect main data (e.g., 6 months before and after the event) considering the result of pilot study (e.g., fans negative responses on all four mascots).

(Implications)

The main study will further validate and extend the findings from the big data analysis. The outcomes of the current study will make both theoretical and managerial contributions. First, An ML approach will uncover hidden patterns and themes of the important but understudied mascot research, which expands our understanding of consumers' psychological responses toward different types of mascots. They also offer valuable insights for practitioners in mega sport events to devise effective and attractive mascots. The authors will deliver detailed results and implications in the presentation.

## Consumers' Psychological and Behavioral Responses toward Anthropomorphic Mascots: An Integrative Framework

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(Purpose)

Sports teams and events have used various types of mascots to engage and entertain participants and spectators, create a sense of belonging, and build a unique personality to represent the organization and event. However, considering the growing importance of mascots as symbolic and promotional agents in sport socialization, there is a lack of theoretical understanding of fans' psychological and behavioral responses toward a variety of different types of mascots. Accordingly, the purpose of the current study was to develop an integrative model that explains the impact of anthropomorphic mascots of sport teams and events in sport socialization. For a systematic understanding of a mascot's role, it is necessary to carefully examine specific aspects of a mascot that influence potential fans' psychological and behavioral outcomes during sport socialization.

(Theoretical Background)

To develop a comprehensive conceptual framework, the authors adapted and extended the anthropomorphism (Epley et al., 2007) and socialization theories. To explain the psychological outcomes (i.e., perceived sociability, authenticity, and self-brand connection) of the indexical cues of mascots, the authors also incorporated Relational Models Theory (Fiske, 1992) and integrative perceived brand authenticity (PBA) framework (Morhart et al., 2015). First, anthropomorphism refers to "the tendency to attribute humanlike characteristics, intentions, and behavior to nonhuman objects" (Kim & McGill, 2011, p. 95). Such humanized objects can help satisfy the fundamental need for social connection by creating humans out of nonhuman agents, or perceiving nonhumans to be more humanlike (Epley, 2008). Ko et al. (2022) examined and confirmed the effects of anthropomorphic promotion using a team mascot on potential fans' psychological closeness and media consumption intention. The effect was particularly strong among a high loneliness group. In the context of mega sports events, marketers integrate human-like characteristics and regionally specific symbols into their mascots. They elicit feelings of welcome, excitement, and awareness of the unique characteristics of the organization and event host city and country.

Second, the anthropomorphic mascots play an important role in team branding and fan socialization. Well-designed humanized mascots catch potential fans' attention and generate the feeling of psychological closeness for initiating brand-consumer relationship (Aggarwal & McGill, 2007; Kim & McGill, 2011; Ko et al., 2022). Possessing such humanized objects itself can help people satisfy their fundamental need for social connection (Epley et al., 2007). To understand how and why people start following a sports team, it is crucial to examine how these socializing agents influence potential fans' cognitions and behaviors at the initial stage of sport socialization (Asada & Ko, 2019, 2020).

(Conceptual Framework)

The authors included perceived sociability, brand authenticity (PBA), and self-brand connection as key psychological outcomes of sport socialization. According to the relational models theory (RMT; Fiske, 1992), the group members' interaction is based on trust, kindness, and closeness. This communal sharing is not limited to relationships between humans, rather it can be created with fictional characters, such as a cute mascot. The concept of perceived

sociability is the extent to which an individual or group is perceived as being socially active, engaged, and willing to interact with others. This concept is closely related to perceived warmth, as both involve judgments about the approachability and friendliness of others (Vazire & Gosling, 2004). As such, the concepts of perceived authenticity and sociability are key psychological outcomes of humanized mascots.

Morhart et al. (2015) suggest three cues of authenticity: Indexical, iconic, and existential. Indexical cues are brand's features that can be objectively measured (Grayson & Martinec, 2004) while iconic cues are abstract features of brand, which are impression-based (Beverland et al., 2008). Lastly, existential cues help consumers to discover their true selves (Arnould & Price, 2000). In the research model, the authors incorporated types of anthropomorphism and four types of indexical cues (i.e., perceived warmness, competence, cuteness, and coolness) as antecedents of psychological outcomes and symbolic cue (symbolic representativeness) as a moderator variable.

Based on the basic tenets of the theories, the authors developed an integrative framework which includes following propositions.

Proposition 1: Humanized mascots (and perceived anthropomorphism) increase consumers' perceived warmness, competence, cuteness, and coolness (indexical cues).

Proposition 2: Those indexical cues of mascots elicit perceived sociability, authenticity, and self-brand connection.

Proposition 3: Psychological outcomes lead to behavioral outcomes (i.e., fan group membership, media consumption/engagement, attendance, and merchandise purchase).

Proposition 4: Consumers' socio-demographic (e.g., gender, age, and culture) and psychographic variables (i.e., symbolic representativeness, sociality motivation and agent knowledge) will play important moderator roles.

(Implications)

The proposed integrative framework provides an extended view of humanized mascots' impact in the sport socialization and offers ample research opportunities for developing theoretical understanding of the consumers' psychological process of mascots. We will provide detailed explanation of the theoretical relationships along with several theoretical and managerial implications in the presentation.

**Sport Consumer Participation In A Public Medium-sized Local Sports Provider Affected By Covid-19 And The Current Economic Recession In The UK**

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1. Aims and Research Questions

The subject of this case study is Hertfordshire Sports Village (HSV), a UK-based public medium sized company founded in 2003, located on the cmapus of the Univeristy of Hertfordshire. The paper wants to analyse following questions:

The HSV has set up a Net Promoter Score (NPS) since 2015. However, the NPS does not allow a deeper insight about sport consumers' motives. Thus, the research idea is aimed at sport consumers' perceptions of visiting a commercial sports facility, especially at the current inflation rate at +10% in the UK, and based on their own perceived view of realities (Sparkes, 2002). After Covid-19, the effect on sport consumer participation in the UK dropped by 50%.

Inflation was the next economic drawback hitting UK. It was then tried to analyse the focus of the users why exactly they are still financially capable to use the facilities. Thus, the results of the NPS have been checked back and analysed via interviews as the NPS is a non-personal way of feedback and thus, making it less reliable. Thus, is it the good customer service executed by HSV and their excellence in sport facilities or the peoples' enjoyment of doing sport, but not the sports provider itself? Secondly, how do the current inflation rates of +10% inflict the consumers' willingness to still pay the monthly fees?

2 Theoretical Background and Literature Review

Physical activity has always been very important for fostering health and fitness in the society. The value perceived by the consumers may differ. Based on Aurier et al. (2004) the consumer experience is dependent on the circumstances of the people participating. In the UK, sport provider indoor facilities were closed for public usage for over a year during 2020 - 2021. This research topic also covers areas such as stakeholder management and entrepreneurship. Rodriguez (2021) claimed that in the US by the end of 2020 17% of sport clubs were permanently closed. By the end of 2020, the industry revenue fell by 58% in contrast to 2019 sales and 44% of the fitness industry workforce lost jobs. The numbers of daily users at HSV dropped by 50% compared to pre-pandemic numbers (March 2020) when the gym reopened in April 2021. Between June 2021 – December 2021 HSV managed to regain 95% of their pre-pandemic customer usage rate per week. The economic recession has heavily inflicted the NPS feedback n the UK as the participant numbers were cut by half.

For sport services, creativity and innovation lead to potential autonomous practices as professional structures have too constraining frame to offer diversified experiences (Garcia-Fernandez 2020; Riffaud, 2018).

Conceptualizing service quality, we followed the framework of Howat and Assaker (2013), and examined general facilities and core services within the university's playgrounds and as secondary services, a club cafeteria which also includes evaluations of staff quality.

3. Research Design, Methodology and Data Analysis

The data needed for NPS has been collected quantitavively between August 2016 – May 2023 (N = 100) and analysed through regression analysis. A Bonferroni correction was applied to remove any errors in significance ($p < 0.05$) (Emerson, 2020). The results showed that there was a detection of people referring to HSV based on previous experience, thus, proving that

that the additional qualitaitve analysis via 8 randomly assigned interviewees and frequent HSV users was needed. Those interviews (n=8; age 20-45) have been done between February – May 2023. The received data was examined through narrative discourse analysis (Viehöver, 2001). Data coding was based on economic reasons for the users of the facilities as well as still occuring fear of Covid-19. A second set of coding was based on economic availabilities of the consumers and how they are capable of being able to visit their preferred sport facility. This aspect is important as it determiness to understand how individuals construct social reality in relation to their own interests (Sparkes, 2002).

4. Results/Findings and Discussion

The findings of this case study have shown that the participants are willing to pay higher fees for good services. It can be assumed that service quality is the main driver for sport consumers to maintain their current provider. The results based on the NPS have shown a perceived significance of $p < .001$ positively influenced. This was proven by the interviews. Thus, it is important for sport providers to take frequent verbal measurements of their consumer as the sole feedback via NPS is not capable of showing the feedback.

5. Conclusion, Contribution and Implication

It can be concluded that due to the crisis in the fitness sector and changed consumer behaviour caused by Covid-19, the current world-wide recession, especially, by the inflation rates, sport providers such as HSV need to react quickly based on the perceioved realities of the consumers.

**ID: 1454**
**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

## Understand Your Audience: Mitigating Anger from Rival Sponsorship

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### Aim and Research Questions

Brands use sponsorship as a way to leverage the positive associations fans hold toward favored sports teams. However, the competitive nature of sport produces rivalries (Tyler & Cobbs, 2015) and can lead fans to discriminate against rival teams and sponsors. In the current research we consider how the framing of sponsorship articulation might moderate this negative transference when brands sponsor rivals.

### Theoretical Background

Recently, Bee, et al. (2019) investigated the cognitive and emotional mechanisms through which fans respond to rival sponsorships. Their findings indicated that highly identified fans experience threat and anger in response to the sponsorship of a rival, which negatively influences attitudes towards the sponsorship and purchase intentions. However, that research left unresolved the question of whether sponsors of rivals might be able to frame sponsorships in a way that best attenuates potential threat and anger.

Hechler and Kessler (2018) discussed how different types of moral violations might trigger anger in different ways. In their research they investigated how moral outrage can trigger anger when a person intentionally seeks to harm others. Their findings indicated that anger is more strongly caused by the intention to harm another person rather than actual harm done (consequential negative outcomes).

Brands can offer many reasons for sponsoring a team and the revenue generated by such sponsorships can have differential effects on team performance. Our research compares articulations that reference efforts to improve the performance of the sponsored team with articulations regarding how the sponsorship helped the team achieve a desired outcome. We expect that while fans care about intentions to help a rival team, more anger will be produced if the rival succeeds at the cost of the favored team (i.e., actual harm done). This is because rather than feeling empathy for the team as the victim of a rival sponsorship, negative outcomes produced by sponsoring a rival are a greater threat to fans' goals. Thus, contrary to Hechler and Kessler (2018), a sponsorship that leads to positive outcomes for a rival should produce greater anger among fans than intentions to help a rival through sponsorship.

### Research Design and Methodology

Data were successfully collected from 556 participants (Mage = 35.4 years, 47.1% male) previously identified by Prolific Academic as UK residents and as fans of one of the six Premier League football clubs. Participants were excluded for technical problems, missing data, and failing attention checks.

We used a 2 (Team: Favored/Rival) × 2 (Intentions: Purposeful/Neutral) × 2 (Sponsorship Outcome: Consequential/No Consequence) between-subjects design; participants were randomly assigned to conditions. Participants indicated their favored team and its strongest rival (from a list). Respondents then reviewed a description about a fictitious granola bar brand that sponsored a Premier League football club in the preceding year.

*Team* was manipulated by depicting either the participant's favored team or as its rival (as indicated by the participant). We manipulated *Sponsorship Outcome* by indicating that the sponsored property had used the money from the sponsorship to increase their buying power

and win the Premier League championship (consequential outcome) or that the sponsorship had not affected the money available to the club because it replaced an existing sponsor (no consequence).We manipulated *Intent* by portraying the Eden Bars CEO as a strong supporter of the sponsored property who was motivated to improve the club's performance (purposeful intent) or noting that Eden Bars supports many Premier League clubs (neutral intent).

Participants reviewed a "prototype" advertisement depicting Eden Bars as a "proud partner" of the favored or rival club, consistent with the Team condition. Participants completed a questionnaire that included measures assessing their emotions, attitudes, purchase intentions, and identification. We also included manipulation checks for perceived fairness of the sponsorship, perceived harmfulness of the sponsorship, and intentionality of the sponsorship.

### Results and Discussion

A 2 (Group: ingroup vs. outgroup) × 2 (Intentions: purposeful vs. neutral) × 2 (Consequences: consequential vs. no consequence) between-subjects ANCOVA was conducted separately on threat, anger, happiness, attitudes, and purchase intentions. Fan identification was included as a covariate. The Group × Consequences interaction was significant for threat, anger, happiness, attitude toward the brand, and purchase intentions providing initial evidence that consequences matter more than intentions (all $p$s < .01). Evaluating the consequential sponsorship of a rival resulted in higher levels of threat and anger. The higher levels of happiness, purchase intentions, and attitudes toward the brand were found when evaluating the consequential sponsorship of a favored team. Effect sizes, means, standard deviations available.

Rival sponsorships represent a potential transgression that can lead to anger. Our results suggest that when judging the impact of a rival sponsorship, positive outcomes for the rival were found to elicit anger to a greater extent than intentions to help a rival. We find brands should be careful when discussing their contributions to successful outcomes for the properties they sponsor.

## Exploring the Social Manifestations of Fantasy Sport Participation

**Stark, Derek R.[1]; <u>Scola, Zach</u>[2]; Gordon, Brian S.[3]; Bogina, Austin C.[3]; Isbell, Julia[3]**

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**Introduction:** Millions of people across the globe participate in fantasy sports throughout the year. There is a plethora of reasons why individuals choose to invest their valuable time into these leagues. Some key motives for participation include camaraderie, competition, control/ownership, scape, self-esteem as well as social sport (Billings & Ruihley, 2014). Membership in a league can have a profound impact on people's relationships and their willingness to remain in-contact with friends and relatively. With millions of users and billions of dollars flowing throughout the industry, it is important for practitioners to understand why people value fantasy sports so much. Therefore, the purpose of this study is to uncover the commonly perceived positive ***social*** outcomes associated with participating in a fantasy sports league.

**Theoretical Background:** Sports have always been a platform that brings together people. Fantasy sports provide fans an opportunity to finally gain the control many have long desired to run a team of their own (Dwyer & Kim, 2011). The literature that most accurately framed this study revolved around motivation, specifically, the motivation for consumers to participate in fantasy sports (Dwyer & Kim, 2011; Ruihley & Harden, 2011). In 2017 the Fantasy Sports & Gambling Association (2017) reported participation reaching 59.3 million Americans and it's been suggested these will continue to grow. These numbers indicate that the fantasy industry has tremendous momentum and potential for future growth. Based upon the literature regarding motivations and scant understanding of the social benefits of fantasy sports, the following Research Questions (RQs) were developed:

**RQ1**: What social benefits do fantasy sport participants perceive?

**RQ2:** What are the primary motivating social factors for these individuals to participate in fantasy sport?

**Methods:** Semi-structured interviews were conducted with 14 fantasy sport participants from two separate leagues. Both were well established leagues, with a mixture of participants who met at various times during high school and college. The intention of the interviews was to uncover the most prevalent social outcomes as a result of participating in fantasy sports. The recordings were then transcribed by the author and then coded using open coding.

**Results:** The interviews' results included three prominent themes regarding the social manifestations of fantasy sport participation: fantasy as a social tool, smack talk/bragging rights and nostalgia. Most obvious was that individuals participated in their leagues for the wide variety of social benefits they experienced. This first theme was then broken down to three more sub-themes: camaraderie and deepening of relationships, connectedness and relationship maintenance, and conversation stimulator. Overall, the theme details the dynamic ways fantasy league participation can satisfy individuals' social needs. Additionally, participants noted how much they enjoy the smack talk in-person, through text or on league message boards with their competitors. Most individuals emphasized that their main motive to win was not to make money but to gain bragging rights with friends and family. This theme worked together with the first, as the smack talk keeps participants engaged and in communication with one another. Finally, a third and unexpected theme arose revolving

around nostalgia. It seemed that fantasy sports operated as a bridge between where participants had been and where they currently are. Many individuals described memories associated with their league in vivid detail. Participants described both personal memories as well as collective memories shared by all league members. The shared memories appeared to strengthen the relationships of league members. Also, these collective memories seemed to increase individuals' interest and investment in their league. This study's participants expressed the multitude of ways belonging to a league helped them reconnect with their past and fulfill current social needs.

**Discussion:** There are many areas of practical importance to this study. This study dove deeper into the fantasy experience and uncovered various outcomes that influence individuals' decision to participate. Fantasy leagues operate like fan community groups, as they can connect and keep connected individuals who might need community or support. Belonging to the same sport fan community or fantasy sport league can develop an "intrinsic connection," which Yoshida et al. (2015) found to be a primary predictor of attendance frequency. This begs the question as to what the strong social attachment among fantasy sport participants might lead to. The finding that individuals experienced nostalgia when prompted by thoughts of their fantasy sport leagues suggests they associate positive memories with their participation. This specifically has not been discussed in relation to fantasy sports. Therefore, sport marketers and practitioners have an opportunity to incorporate league history into present day strategic initiatives to connect with fantasy sport participants' emotions. Future research should consider that the camaraderie, friendship, and connected inherent in fantasy sport leagues might be tremendously beneficial for users' well-being. Counter to this, although not demonstrated in this qualitative study, it is important to consider the risks like gambling addiction around fantasy sports in other studies.

**ID: 2513**
**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

**What Causes The Switching Of Football Fans From An Established Club To An Expansion Club?**

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**Aim                                    and                          Research                                 Questions**
This study contributes to how people become expansion club fans, specifically, understanding the switching behaviours of fans from one club to another. What has been identified is that there is limited research which investigates the process of club switching, which is when a fan stops their support for one club and instead chooses to support another (Latypova & Matsuoka, 2022), supporting a need for this research. Consequently, this study aims to understand the contexts and factors that cause fans of existing football clubs to switch to a newly founded expansion             club,                 within                 the                 same                 city.
**Theoretical             Background             and             Literature             Review**
The Push, Pull, Mooring (PPM) model, first applied to migration, and later to consumer switching (Bansal, et al., 2005), is key to this study. It suggests negative factors that push people away from a brand, in contrast positive factors act to pull people towards another. The model identifies price, satisfaction, quality, value, trust and commitment as factors that push individuals away from a brand and attractive alternatives that pull someone towards another brand. Mooring considers attitude towards switching, subjective norms, switching costs and prior                                        switching                                        behavior.
Switching has previously been identified in relation to sport, whether that be when their club has been knocked out of a competition, club relocation or through sport sponsorship. Specific to this study, work has been conducted on the switching behaviour of fans when an expansion club enters the market, therefore becoming an attractive alternative (Harada & Matsuoka, 1999). In contrast, push factors come from an established club, which in turn causes them to stop supporting the team. Therefore, established clubs should seek to increase a fans identification and therefore retain fans. Therefore, this research will provide insight into what causes fans to leave an established club, an area lacking in research (Latypova & Matsuoka, 2022)      and      understand      what      pulls      fans      towards      an      expansion      club.
**Research             Design,             Methodology             and             Data             Analysis**
A qualitative approach, comprising of in-depth interviews and netnographic responses, is adopted. The research, part of a wider research project, identified fans of two Major League Soccer expansion clubs, New York City FC and Los Angeles FC. Eleven semi-structured interviews were conducted. Furthermore, using netnographic principles (Kozinets, 2019), two posts were placed on Reddit, asking how people became a fan of their chosen club, resulting in 92 elicited responses. From this, it was understood which participants had previously been fans of the other established club in its city, prior to the arrival of the expansion club. A significant amount of data was also scraped from additional Reddit threads concerning how people became a fan of their club. All netnographic data was paraphrased and combined with interviews                 then                     analysed                             thematically.
**Results/Findings                                    and                                    Discussion**
This study indicates that the PPM model can be applied to the switching of fans to an expansion club, where there are two clubs within the same city, extending previous research (Bansal et al., 2005). Themes identified as push factors were club identity, atmosphere, players, negative experiences, location, choices by owners, connection and front office engagement were

identified as pushing fans away from the established clubs. The expansion club was highlighted as an attractive alternative, as per previous studies (Harada & Matsuoka, 1999), with factors in this study identified as connection to the city, new club, infrastructure, owners, club identity, players and marketing. What the majority of the findings support is that expansion club fans have a strong affinity and identity to the city they reside in, supporting previous work (e.g., Heere & Katz, 2014). This suggests that the established clubs struggled to establish that connection between clubs, fans and the city, therefore pushing them away, and that expansion clubs did achieve such connection, pulling fans in. Furthermore, accessibility, encompassed within infrastructure, has been found to be key in expansion club fandom (Davies et al., 2021), a finding echoed by this study to aid switching.

**Conclusion, Contribution, and Implication**

This study provides valuable, detailed insight into the switching behaviour of expansion club fandom, using MLS as the context. Additionally, this study contributes to the understanding of expansion club fandom. By using the PPM model as a framework (Bansal et al., 2005), this study finds it useful in understanding the switching of fans to expansion clubs. This study has implications for established clubs who should manage push factors before a potential attractive alternative enters the local market. More importantly, future expansion clubs should understand which factors can pull fans into their club and which push factors they could potentially use to pull fans in.

# Sport Events

## The IOC and International Federations Governing the Competition Between Nations At The Winter Games: A Multi-Regression Analysis of Market Entry and Domination

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### Aim and Research Questions

The present study identifies relevant medal market governing instruments at the Olympic Winter Games and examines, how these governing tools affect the competition between nations for Olympic medals and diplomas.

### Theoretical Background and Literature Review

The notable increase of the number of sports disciplines and medals events particularly at the Olympic Winter Games and the governing role of the IOC has drawn some attention (e.g., Andreff & Andreff, 2011; Chappelet, 2014; Weber, Kempf, Shibli & De Bosscher, 2017). However, there is a lack of research examining the relation between the IOC governing the Olympic winter programme with regard to the governing tools applied, and how they affect the outcome of competition between nations for Olympic medals and diplomas per discipline.

### Research Design, Methodology and Data Analysis

This paper examines the 15 Olympic winter sports disciplines between 1992 and 2022. The IOC can, in accordance with the respective IF, implement the following measures to adapt a discipline's event programme: (a) inclusion of an event, (b) replacement of an existing event and (c), adapt the limited number of starting places among eligible member National Olympic Committees (NOCs) in each discipline representing their nation at the Games (i.e. IOC-quota). The latter determines the max. number of medals to be contested by a nation in a discipline (Weber et al. 2017). The data on the IOC quota per discipline are derived from explanatory competition books for each Games available from the online IOC library. Two relevant aspects of the outcome competition between nations are analysed: (1) the number of nations entering a disciplines' medal or diploma market ($M_{entry}$) and (2), the concentration of market shares between medal- and diploma-winning nations in a discipline. $M_{entry}$ for medal markets is defined as the number of nations winning at least one medal in time $t$ (i.e. top 3 places) and meanwhile not winning a medal at the previous edition of the Games in time $t-1$; respectively for the diploma market (i.e. top 8 places). As proposed by Michie and Oughton (2004) in the context of teams dominating open leagues over time, the corrected *HHI* is used as a proxy to examine the domination of disciplines by nations at every Games under investigation. We correct for the number of medal-winning nations in time $K(t)$, respectively for diploma, to enhance comparability over time. Performance data were sourced from the online Podium Performance database managed by Gracenote. By using simple linear regression analyses, we tested the impact of the change of number of events per discipline on $M_{entry}$ and the corrected *HHI* (for both, medals and diplomas). The same statistical analysis was performed for the change in number of contestable medals (Diff[quota]), respectively for diplomas.

### Results/Findings and Discussion

(The final results are not yet available)

The preliminary results indicate that the governing tools under study have a significant impact on both, the market entry and market concentration in the medal markets of the Winter Games since 1992. There seems to be a difference between the traditional sports (already in the Olympic programme before 1992) and new sports (included from 1992 onwards). This study

provides evidence that (i), the IOC, in cooperation with the respective IFs, influences the outcome of competition between nations for Olympic medals and diplomas comparable the market governing organisations in mainstream economics; as well as (ii), the governing measures of the IOC in cooperation with the respective IFs are effective in terms of an increased competitive balance (e.g., Michie & Oughton, 2004; Weber et al., 2017). Building on the seminal work of Michael E. Porter (1981) regarding the influence of dominate market competitors on the market governing measures in mainstream economics, this study provides also scope to discuss the possible influence of strong winter sports through their board and commission members in the relevant IFs and/or the IOC programme commission (e.g., Geeraert, Alm, & Groll, 2014).

**Conclusion, Contribution, and Implication**

This paper contributes to the literature on competitive balance providing empirical evidence from the Winter Games related to the governing role of the IOC and the relevant IFs. Furthermore, it offers practical implications for the IOC and IFs providing evidence on the effectiveness of the governing tools applied to the events programme of the Winter Games since 1992 on a discipline-specific level. Finally, this study also outlines scope for a strategic management perspective from the viewpoint of strong winter sports nations, to protect "their" disciplines from market entry of new nations.

## Economic Impact of International Sport Events in Finland

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### Aim

The aim of this research was to examine the direct economic impact of six international sport events from different sports in Finland in 2022. The second aim was to develop a coherent model to examine the economic impact of sport events, in order to get comparable data for the event organisers and the Ministry of Education and Culture. The commissioner of these researches was the Sport Event Management Finland project which is funded by the ministry's sport division and five cities in Finland.

### Theoretical background

The economic impact on the hosting city has gained a lot of attention lately in Finland and the need for a homogenous model is clear. Economic impact studies are highly contested largely due to different methodologies being adopted resulting in disparate figures (Crompton, 2006; Preuss, 2011).

The theoretical background of this study is based on Preuss (2007, 2011) model of sport event economic impact study and event affected persons. The economic impacts are mainly caused by consumption, and the amount of event visitors must be taken into account, possibly together with the crowding out effect, which measures the amount of people avoiding the event. In order to measure the primary impact, a "bottoms-up approach" as expounded by Preuss (2011) was utilised to determine individual consumption patterns, including the number of nights in accommodation, food and beverage, merchandise, tickets, travelling and other expenditures.

This bottoms-up approach further considers the changes in structures caused by the event and is based on the long-term development plan of the government. International sport events also have symbolic significance for the hosting nation and city, and its image. At its best the event creates local identification by inspiring the local industry and residents. By researching the economic significance of sport events, the government can guide its funding for right direction.

### Research design, methodology and data analysis

The spectator surveys were conducted as on-site interviews by using iPads and online surveys for ticket buyers after the events. The spectator groups in this research were divided into three groups; local residents, event visitors and tourists. In addition to spectator impact, the event organiser impact was calculated from their financial data to get more comprehensive understanding of the economic impact on the hosting city. The questionnaires were developed based upon the previous impact studies conducted as well as a review of relevant literature. The survey was quantitative in nature, and data was collected with structured questionnaires. Data was collected in Webropol software and analysed by using Excel and Wepropol analysis tools. The studied events were international Swim Meet, Athletics Golden League Meet, Golf Finnish Challenge, UEFA Super Cup, Ski World Cup and Figure Skating GP. The overall number of respondents was 4900.

### Results

The results indicate that these sport events were arguably beneficial to their hosting cities, however, due to the different size and nature the economic impact varied a lot. The biggest economic impact was generated by the UEFA Super Cup (14,5 M€). All together these events brought around 25 M€ impact on Finnish cities.

Spending patterns were calculated from each of these events, where average local spectator spent 117 €, event visitor outside the region 428 € and foreign tourist 1,184 €. These were further divided into spending averages by purchase categories. The average spending differed a lot due to the different nature and length of these events. However, these figures give good indication how different type of event visitors consume.

In addition to the economic impact, this study gives some indications of tourism impacts, such as the length of stay and consumption on accommodation. The average spending on accommodation for event visitors outside the region was 180 € and for foreign tourist 388 €.

More detailed results will be presented in the conference.

**Conclusion**

This study concentrated on direct economic impact and creating a model for to survey different international sport events in Finland. Getting comparable data from different events, gives reliable information to the government and helps them to determine the benefits of different events when deciding the funding support. This information also gives the event organiser important data to improve its operations and better justify its benefits to its hosting city.

**ID: 283**
Sport Events

### The Olympic and Paralympic Games as the Catalyst for Accessibility in the Host City: The Legacy of the Sochi 2014 Barrier-Free Environment Programme

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**Aim and Research Questions**

This research aimed to explore how and to what extent the Sochi 2014 Olympic and Paralympic Winter Games (the Games) served as a catalyst for accessibility in the host city nine years after the event. The research objective was to critically analyse the Sochi 2014 Barrier-Free Environment (BFE) programme and its role in tangible and intangible transformations of Sochi to an accessible city with possible wider implications for the host country.

**Theoretical Background and Literature Review**

Sport event legacy as a catalyst to address global challenges has drawn significant interest among researchers, which is in lew with the United Nations's recognition of the importance of sport in achieving the 2030 Agenda (Byers et al., 2021). Yet, most literature to date focuses on the Olympic legacies, whilst considerably few studies evaluated legacies and the event leverage of the Paralympic Games (Darcy, 2016). Moreover, little research has empirically examined the accessibility legacy of major sport events in non-Western cultures (Kim et al., 2022). Therefore, the Sochi 2014 Games represent an important and under-researched case. Despite previous valid studies (i.e., Bukharov, 2018), the issues related to sustainable Paralympic legacy remain to be largely unexamined. Research on tangible accessibility improvements (Scheu and Preuss, 2017) or intangible accessibility legacies such as perceptions of people with disabilities (Pullen et al., 2020) is either limited or completely overlooked. Unlike other sources, this study seeks to contribute to the Sochi 2014 Paralympic Games' accessibility legacy research from a sustainable and longer-term perspective.

**Research Design, Methodology and Data Analysis**

This research adopted a case study approach to explore qualitatively the role of the Sochi 2014 Games in the transformation of Sochi into an accessible city, and how this phenomenon has potentially triggered changes in other Russian cities. The analysis of key documents relevant to the topic (i.e. Sochi 2014 Official reports, United Nations reports, Human Rights Watch reports) was complemented with semi-structured interviews of 12 key stakeholders that were grouped into the following categories: people involved in Sochi 2014 Paralympic Games managerial positions, the Sochi City Administration (SCA) employees responsible for the Games legacy, managers of the Sochi 2014 Olympic Park venues and Sochi residents with disabilities.

**Results/Findings and Discussion**

Overall, it was evidenced that the Games became an impetus for accessibility in Sochi. The physical environment of Sochi has drastically changed in preparation to and after the Games and became more accessible for people with disabilities. To this day, Sochi is considered one of the most accessible cities in the country by accessibility experts and people with disabilities. Besides the tangible accessibility, the research showed that intangible legacy became possible due to the attitudinal change of the Sochi residents towards disabilities. Yet, negative implications as well as programme failures were also evidenced. For example, some facilities built for people using wheelchairs are now out of use, and the areas far from the city centre

and the Olympic Park remain widely inaccessible. This was explained, among other things, by the lack of a long-term planning and poor coordination between various stakeholders involved in the BFE programme.

Yet, the Sochi 2014 Games unchained the adoption of several measures to enhance the accessibility environment in a country with a history of denying the very being of people with disabilities and refusing to host the Paralympics in 1980. After Sochi won the rights to host the Games in 2007, the country committed to signing and ratifying the Convention on the Rights of People with Disabilities (CRPD), which was later implemented in 2008 and 2012. Consequently, the Federal Government developed the Accessible Environment State Programme to comply with the CRPD objectives. The accessibility regulatory framework created for the Games was adopted as a Federal Law in 2013. Moreover, the Games facilitated the knowledge transfer related to accessibility to other sport events hosted in the country (i.e., the 2018 FIFA World Cup and the 2019 Winter Universiade).

**Conclusion, Contribution, and Implications**

The findings of this study highlighted both benefits and shortcomings of the BFE programme. Research participants by consensus recognised the improvement of accessibility in different areas of Sochi such as transport, leisure, sport facilities, tourist attractions, and social infrastructure. By contrast, major programme failures have also been pointed out related to urban and transport infrastructure development funded by the SCA in the city and the absence of a long-term strategy for the programme continued implementation. Therefore, it was evidenced that the work to improve accessibility continues to this day.

Future host cities both in and outside of Russia could utilise the experience from Sochi to develop their own barrier-free environment programmes. The lessons learned from this case could potentially inspire other cities to plan a better long-term strategy that would enable and strengthen the legacy of the accessible environment for local communities to enhance their quality of life long-term.

## Resident Attitudes Towards Active Leisure Events: The Role Of Personal Environment Factors And Event Involvement

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### Aim and Research Questions

Active leisure events that are 'open to all' are a popular trend in sport management and tourism. Unlike mega sport events (MSEs) with athletes competing on an elite level, active leisure events such as running and cycling marathons, cross-country skiing events or adventure races, provide wider opportunities for individuals living within a specific region to engage in physical activity, promote social interaction, and support their community. While there has been significant scholarly interest in understanding the opinions of locals about MSEs and their impacts, research on the perception of active leisure events by local communities is limited.

This study aims to explore the role personal environment factors and different levels of event involvement may play in residents' attitude towards and support for active leisure events using the case of Tyrol, Austria. The region of Tyrol, with its capital Innsbruck being a three-time Olympic Host City, has a long history of hosting sport events across all sports and event sizes.

*RQ1: Do personal characteristics and sports involvement determine residents' attitudes towards active leisure events in Tyrol?*

*RQ2: What role do different levels of event involvement (e.g., as active participant, volunteer, or spectator) play in terms of the residents' support for active leisure events in Tyrol?*

### Theoretical Background and Literature Review

Active leisure events are a contemporary phenomenon across various research disciplines as they are vehicles serving the agendas of a range of stakeholders, such as host community businesses, the tourism industry, health policy-makers, sponsors, or local residents (Hillman et. al, 2021). From the perspective of successfully organizing and sustaining sport events residents' involvement and response to events is a crucial element. Research in this field primarily focusses on MSEs and scholars have argued for more studies to be conducted on residents' perceptions of non-mega sport events (Polcsik & Perényi, 2022; Taks, 2013).

With respect to the theoretical foundation most resident studies apply social exchange theory (SET) analyzing the effect of expected or perceived positive and negative event impacts on resident support (Polcsik & Perényi, 2022). However, other factors, including, but not limited to, community attachment, trust, level of involvement, sport participation, or socio-demographic variables can influence the level of support (Chen et. al, 2018; Gursoy & Kendall, 2006; Taks, 2013).

### Research Design, Methodology and Data Analysis

A survey was conducted among residents living in the region of Tyrol, Austria (n=800) in collaboration with a panel provider between March and April 2023. The questionnaire consisted of numerous socio-demographic (e.g. age, gender, education, income) and sports behavioral questions (frequency of sports activity, practiced sports and sports interest) to obtain a profile of the respondents. The involvement in active leisure events was measured using questions on frequency of active participation, attendance as spectator, or volunteering.

The constructs overall attitude and residents' support were operationalized as summative overall measures adapting existing literature scales (as applied by Prayag et. al, 2013). Statistical analysis will be conducted utilizing SPSS v. 27.0 (IBM Statistics, Armonk, NY, United States) and level of significance being set at p < 0.05.

## Results/Findings and Discussion

Primary data collection is currently in progress. Therefore, the data analysis will be presented at the conference.

This study hypothesizes (RQ1) that personal characteristics and sports-related factors determine residents' attitudes towards active leisure events. Hence, expected findings will reveal whether statistically significant differences in the overall attitude towards such events emerge in the opinions of various socio-demographic groups among the Tyrolean residents. Additionally, the relation between the independent variable sports involvement and the dependent variables of resident attitude and support will be tested. With respect to RQ2 results will reveal whether participants, volunteers, spectators, and non-participants show significantly different levels of support for active leisure events.

## Conclusion, Contribution, and Implication

This research will make contextual and empirical contributions. Contextually, novel insights will be provided about residents' perceptions of active leisure events – a popular type of sports events with increasing numbers of participants that is presently under researched. Empirically, by shedding light on personal environment, sports and event involvement as potential drivers of resident attitudes and support this study moves beyond prior work that has mostly analyzed the effect of perceived positive and negative impacts on resident reactions to events.

By gaining a deeper understanding of the personal profiles of residents who get involved in active leisure events, organizers can develop more effective strategies to attract participants, volunteers and spectators. Additionally, the findings can guide policy-makers in their promotional endeavors towards active leisure events within their communities.

## An Examination Of The Framed Meanings Of Legacy Ahead Of The Birmingham 2022 Commonwealth Games.

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### Aim and Research Questions

Every sport mega-event involves the pursuit of short- and long-term legacies. These legacies, importantly, are often emphasized by local authorities, hosting committees and sport governing bodies to justify the large-scale economic investments that go into the bidding and staging of sport mega-events. Yet, in this context, 'legacies' compose a contested term that can be divided according to 'hard/soft' and 'in/tangible'. Moreover, existing research shows how pre-event rhetoric does not always, nor necessarily correspond with post-event realities (Preuss, 2007; Boykoff, 2016). Against this backdrop, this study utilizes the Birmingham 2022 Commonwealth Games (hereafter, CWG 2022) as a case study as it aims to critically examine the ways in which 'legacies' were framed before the Games in order to expand our understanding on the socio-political meanings of 'legacies' for this particular event. In conjunction, Birmingham is home to people from 187 different nationalities and is one of the first 'super-diverse' cities in the UK – wherein citizens from ethnic minority communities represent over 50 per cent of its population (Birmingham City Council, 2022) – and a key theme and focus of the CWG 2022 legacy planning specifically centred around the leveraging of a diverse and sustaining volunteer workforce: To this effect, the research engages with the following research questions:

1. What were the framed meanings of the legacy ahead of the CWG 2022?
2. What post-event promises are made?
3. What were CWG 2022's 'legacy' aspirations?
4. Who or what is framed as responsible for the volunteer legacy post event?

### Theoretical Background and Literature Review

Kokolakakis and Lera-Lopez (2022) reported that ethnic minorities tend to engage less with sport mega-events (SMEs) hosted in their country of residence and suggested that, in part, this could be due to an associated western image of the Olympic Games that may fail to accommodate for the cultural diversity of a host nation's minority ethnic communities. A cornerstone of the CWG 2022's Legacy Plan, however, was to embrace and champion diversity across the communities of the West Midlands and ensure local and representative volunteer recruitment at the Games. As Geoff Thompson – the deputy chair of the Games – highlighted in the lead up to the Games, each Commonwealth nation would be represented within the citizenry of the city of Birmingham. The rhetoric surrounding the planning and delivery of CWG 2022 consistently emphasised a determination to increase and diversify volunteering both at and beyond the Games. As Rogerson, Reid, and Nicholson (2022) explain, diversifying volunteer recruitment may be undermined by a sense of isolation or a lack of a shared culture of formal volunteering. To strategically leverage what Horne (2017, p.334) might term a 'universal legacy' - "event outcomes that are communal, collectivist, and inherently democratic, available to all by virtue of being made freely accessible" would require a Games to be able to instil and nurture a 'volunteering ethos' amongst latent and prospective citizens via its promotional recruitment material, and then the interactions and experiences that play out during the event and pre-event activities (Rogerson et al., 2022).

**Research Design, Methodology and Data Analysis**

This paper draws from documentary research, including publicly available documents relating to CWG 2022, pre-event reports, and purposively sampled media sources drawn from the online newspaper and news blog repository LexisNexis. Additional online articles referred to within the originally sourced documents were snowballed into the pool of articles identified for analysis. Articles selected spanned between the dates of 21 December 2017 – when it was announced that the Games were to be held in Birmingham – and 8 August 2022, the closing day of the event. These documents were analysed using an adapted qualitative discourse analysis technique. In undertaking our analysis, we approach the articulation of legacy discourses and claims as taking place in a contested field (cf. Bourdieu). By following this approach, we examine the power relations between event stakeholders underpinning how 'legacy' is defined and produced in document form before the event, and by whom.

**Results/Findings and Discussion**

The analysis of documents is in progress and will be completed by the conference in September. Some of the emerging yet tentative themes from the analysis include legacies framed in terms of (1) public health, (2) regional economic growth and (3) inclusivity and diversity.

**Conclusion, Contribution, and Implication**

It is anticipated that the study will make three key contributions to literature and/or practice. First, it will add to the limited post-event literature on the CWG 2022 case study. Second, it will enhance our understanding of the changing meanings of 'legacies' in the context of an under-researched event. Finally, it is anticipated that our findings may have practical value for those practitioners tasked with organizing sporting events and liaising with hosting communities.

## Testing the Influence of Event Quality on Participants' Involvement in an International Sport Event: The Case of Oceanman Open-Water Swimming Series

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### Aim and Research Questions

The present study aimed: a) to test the applicability of Shonk and Chelladurai's (2008) event quality model in the setting of an international swimming event; and b) to explore the degree to which event quality contributes towards swimmers' involvement with the event.

### Background and Literature Review

Oceanman is the case of a branded international sport event. It hosts recurring open-water swimming events in different countries, with thirty events organised annually and over 10,000 participants. Shonk and Chelladurai (2008) proposed a conceptual event quality model which consists of four dimensions, i.e.: 1) *access quality* reflecting to how accessible are the event destination, accommodation facilities and sport venues; 2) *accommodation quality* describing the quality of the hotels, their services, and the visitors' interaction with employees; 3) *venue quality* referring to the quality of the sport facility, services, and sport equipment, and 4) *contest quality* referring to the overall processes of the contest and the competition outcomes.

Involvement has been widely used in the sport marketing literature as one of desired consumer behaviour outcomes, since it is a strong predictor of consumer loyalty (Alexandris, 2016). The most prominent model by Kyle et al. (2004) proposed that involvement includes three dimensions: 1) *centrality*, which refers to the degree of importance that a sport object manifests in sport consumers' every-day life; 2) *attraction*, which refers to how much interest sport consumers have in a specific sport object; and 3) *self-expression*, which refers to the symbolic value that a sport object holds for a sport consumer. While previous studies (e.g., Alexandris, 2016) showed that event quality can influence the development of positive behavioural intentions, research that tests the role of quality perceptions in the development of participants' involvement with a branded outdoor sport events is still limited.

### Research Design, Methodology and Data Analysis

An online questionnaire was developed and distributed among ten Oceanman events that took place in different countries. The survey took place in the season of 2019/20, before the covid-19 pandemic. The total sample size was 878 participants. The vast majority were males (64,8%, N=569), between 31-40 years old (32,1%, N=282), and had a university degree (55,7%, N=4898). Most of the respondents (58,1%, N=510) participated in one swimming event per year. The following scales were used: a) involvement scale with three dimensions (attraction, centrality, self-expression) adopted from Alexandris (2016); and b) event quality scale with four dimensions (access quality, accommodation quality, venue quality, and contest quality), developed from Shonk and Chelladurai's (2008) model. All questions were measured with 7-point Likert scales (i.e., 1=Strongly Disagree and 7= Strongly Agree). A two-stage analysis was conducted. First, a confirmatory factor analysis was used to test the event quality model. Next, a regression analysis was employed to test the degree to which the event quality dimensions contribute to the development of participants' involvement with the event.

### Results/Findings and Discussion

The results of the measurement model indicated an adequate fit. The goodness-of-fit indicators, CFI=.92, SRMR=.05, RMSEA=.08 $\chi^2$=881,40, df=126, p<.001, exceeded the cutoff points. The CR value showed a high degree of reliability ($\geq$.70) for the scale. Moreover, the AVE indicator ranged from .53 to .64, the factor loading index ranged from .67 to .88 and the correlation matrix found between .611 and .728 among latent constructs. Thus, the convergent and discriminant validity were met. Additionally, a second order model was employed to test the event quality concept. The results showed acceptable goodness-of-fit indicators: CFI=.91, SRMR=.05, RMSEA=.08, $\chi^2$=937,72, df=128, p<.001. The regression analysis revealed significant contribution (p<.05) of event quality on all the involvement dimensions (attraction: $R^2$=.40, centrality: $R^2$=.13, self-expression: $R^2$=.22). In more details, all the event quality dimensions had a positive impact on the attraction-involvement dimension (venue b=.46, contest quality b=.38, accommodation, b=.35 and access quality b=.29). In terms of the centrality-involvement dimension, only the access (b=.21) and accommodation (b=.35) dimensions had significant contributions. Finally, the access (b=.20), accommodation (b=.25) and contest quality (b=.12) dimensions significantly contributed to the prediction of the self-expression – involvement dimension.

**Conclusion, Contribution and Implications**

Our study is the first to test the Shonk and Chelladurai's model empirically and provide evidence of its theoretical and practical usefulness since the model includes quality perceptions in the sport setting as well as in the event destination context. The results of the study also provided evidence for the positive impact of perceived quality on the development of participants' involvement with the event, supporting studies conducted in other settings (e.g., Alexandris, 2016; Matic et al., 2020; Su et al., 2022). It is worth noting that both core product of the sport event (e.g., contest and sport venue) and its peripheral aspects (e.g., accommodation and destination accessibility) play an important role in the participants' involvement with it. Event organisers should therefore consider attributes of the event destination in their decision-making process about hosting an event.

## Hosting Sport Mega-Events with Large Crowds during the COVID-19 Pandemic: The Case of EURO 2020

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**Aim**. The aim of this study was to explore and describe the complex process of re-planning, re-organizing, and hosting the Men's European Football Championship Finals (EURO 2020) with large crowds in attendance during the COVID-19 pandemic. The specific objective of the case study presented here is to describe the relationship between the system in place to mitigate virus spread in sporting venues and fans' intentions to attend other sport events under similar circumstances.

**Theoretical Background**. In 2020, sport events were highly affected by the COVID-19 pandemic. Tokyo 2020 Olympic Games and the EURO 2020 were two sporting mega-events (SMEs) that were postponed. Media and academic reports suggested that, from a point of view of public health, these events should have been cancelled (Bokat-Lindell, 2021; Horne, 2021). In the current study, we focused on the EURO 2020 tournament, because this was the first SME to allow large, international crowds back to sporting venues (UK_Government, 2021). The event was hosted in a context of conflicting aims: safety of spectators v. UEFA's commercial aims. We drew upon institutional theory (Powell & DiMaggio, 1991) and decoupling strategies (Meyer & Rowan, 1977) because of the conflicting nature of those aims. Institutional theory posits that management practices can be explained by social pressures; whilst decoupling is the existence of gaps between formal rules and actual organizational practices. Sport organizations understand the importance of institutions and their normative systems by complying with their rules (ultimately to keep legitimacy) while they manage internal technical constraints to deliver their products in an effective manner (Kikulis, 2000; Nite, 2017; Rocha & Chelladurai, 2013; Sam & Jackson, 2006).

**Research Design, Methodology, Data Analysis**. We collected data from different sources, using a mixed-method approach. In Study 1, we interviewed those responsible for organizing EURO 2020 matches in the host countries (n=13). In study 2, we used direct observations of trained fieldworkers (n=11) during the matches. For this conference, we will present results of study 3, a quantitative study, testing a model, where stadium virus risk management affects fans' perceptions of risk, which affects both satisfaction and enjoyment, which both affect intentions to attend other sport events under similar circumstances. Using a survey questionnaire, we collected data from spectators (n=509) who attended at least one of the 12 EURO 2020 matches held in the UK. Respondents were UK residents, mainly young males (75%). Most of the respondents (72.5%) had received two doses of the COVID-19 vaccine before attending the event. A covariance-based structural equation modelling (SEM) analysis was conducted, following the two step-approach (Anderson & Gerbing, 1988).

**Results and Discussion**. CFA results showed close fit between the measurement model and the data (RMSEA=.039; CFI=.995; TLI=.989). On average, fans rated stadium virus risk mitigation as poor ($M = 2.80$; $SD = 1.28$ – on a 5-point Likert scale). Only three items (cleanliness, hand sanitizer availability, and signs/reminders) were rated slightly above the mid-point of the scale. Descriptive statistics also showed that fans perceived that they put themselves at risk by attending the games ($M = 3.39$; $SD = 1.33$), but they indicated that they

derived much satisfaction ($M$ = 4.25; $SD$ = 1.09) and enjoyment ($M$ = 3.38; $SD$ = 0.90) from attending, and they would attend other events under similar circumstances ($M$ = 3.78; $SD$ = 1.25). Results of the structural model showed reasonable fit (RMSEA=.064; CFI=.970; TLI=.959). The model shows that the lower the rates for stadium virus risk mitigation, the higher the fans' perceptions of risk ($\gamma$ = - .640; $p$ < .001). In turn, the higher the perceptions of risk, the lower the fans' satisfaction ($\beta1$ = - .661; $p$ < .001) and enjoyment ($\beta2$ = - .488; $p$ < .001), and the higher the satisfaction and enjoyment, the higher their intention to attend other events ($\beta3$ = .354; $p$ < .001) ($\beta4$ = .159; $p$ = .001).

**Conclusion, Contribution, Implication**. Experts assert that the COVID-19 is not going to be the only pandemic of this generation (Smith, 2021; The Lancet, 2022). Thus, knowing fans' intentions of attending other sport events under similar circumstances is likely to become a key variable to inform sport managers in their job of planning sport events. In the current study, fans' rated virus risk mitigation management quite low. However, fans still reported high levels of satisfaction and enjoyment, supporting the power of sports events and stadium atmosphere to promote such attitudes (Lee et al., 2017; Uhrich & Benkenstein, 2012). Fans' perceptions about stadium risk mitigation management indicate that responses of stadium managers to conflicting goals may represent an application of patterns of mock bureaucracy (Gouldner, 1954). Theoretical implications involve the use of different patterns of bureaucracy to understand managers' decisions and fans' behaviours. In the presentation, we will expand the explanation about theoretical implications.

### Residents' Perception in the Valuation of Mega and Non-mega Sporting Events. The Case of Gdansk, Poland.

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Aim and Research Questions

The main objective is to estimate and compare the monetary value of intangible social benefits of one mega sporting event (MSE): UEFA Euro 2012 and two non-mega sporting events (NMSEs): the 2016 European Men's Handball Championship and the 2017 Men's European Volleyball Championship held in two different sporting arenas in Gdansk, Poland, using Contingent Valuation Method (CVM). An indirect aim of the study is to compare the valuation of the social impacts of the sporting events examined to the expenditure incurred for the construction of two sporting arenas in Gdansk, i.e. Ergo Arena Hall and Arena Gdansk Stadium.

Theoretical Background and Literature Review

It is assumed that social impacts revolve around different stakeholders in the host communities: entrepreneurship, public and non-public sector units and most of all – the residents (Parra-Camacho et al., 2021). These specific impacts improve the quality of life, even though the catalogue of possible social dimensions is exceptionally capacious and reaches beyond the one-sided perception of the relationship between the organisation of a sporting event and the occurrence of potential social outcomes involving the host residents.

Attention is also drawn to the discrepancies in the scope of influence of the said social impacts on residents, which is related to the size of the sporting events. NMSEs are based particularly on smaller local resources. They are, therefore, more inclined to operate with a smaller resource deficiency or even at an optimum level, where demanded and supplied resources are well-matched (Agha & Taks, 2015).

Research Design, Methodology and Data Analysis

The three sports events took place in Gdańsk at different times over five years. To make the results comparable with the aggregated values, they were brought to the 2017 levels – the year in which the last analysed events took place. A survey was conducted to determine the city residents' willingness-to-pay (WTP) using the contingent valuation method (CVM). The hypothetical scenario was presented, which was similar for each analysed event. Eventually, respondents were presented with a payment card, including tax amounts (dependent on the event itself) and asked how they would vote in one of the various amounts. The final number of respondents differs depending on the event itself (between 250 and 282). To ensure the research sample representativeness, basic socio-economic parameters were agreed upon each time, including age, gender and education and their distribution in the population of Gdansk. While the interview and sampling methods were different for the MSEs (the direct interview method; the sampling method based on quota selection) and the NMSEs (phone interviews; the sampling method was non-probabilistic quota sampling), the hypothetical scenario and the payment vehicle were the same regardless of the sports event (additional tax burden increasing respondent's household property tax). One of the features of the WTP dependent variable was that it was non-negative, and at the same time, it also had a high probability of being equal to zero in the case of many responses received. Therefore, the dependent variable was left-censored by 0. As such, it was decided to use the Tobit model, which enables such censorship.

Results/Findings and Discussion

The findings support the importance of sporting events, regardless of their size, for the citizens of Gdańsk. More than 91% of respondents indicated social benefits due to the UEFA Euro 2012. In the case of NMSEs, the share of respondents noting positive social impacts was smaller and ranged between 48-57%. Nonetheless, it is worth noting that the differences may not relate solely to the scale of the event but also to the type of sport. The highest average value of WTP for Euro 2012 determines the highest value among all analysed sports events – nearly PLN 18.3 million. However, if one compares the amount of intangible social benefits in this case to the expenses related to the construction of the stadium by the city of Gdańsk, it turns out to be approx. 2.55%. In other words, approx. 40 events of this type would have to be held to pay for the expenses related to the preparation of the sports facility. Interestingly, although NMSEs show significantly lower aggregated values related to social impacts, they would contribute to a faster return on investment, taking into account also lower amounts of expenditure incurred for the construction of Ergo Arena. The organisation of both NMSEs in Gdańsk determined the acquisition of intangible social benefits at approx. PLN 5.5 million, which translates into a nearly 5% share in the expenditure on the construction of this sports facility.

Conclusion, Contribution, and Implication

The findings have implications for policymakers since they indicate that the organisation of smaller sporting events determines social impacts not smaller than those observed for MSEs. However, some study limitations should be noted.

## Knowledge Transfer in the Beijing 2022: Experiences from Local Winter Sport Federations' Members

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Aims: Knowledge management is increasingly applied in sport mega-events. As a common knowledge management activity, knowledge transfer (KT) plays a vital role in spreading knowledge from host destinations or organizing committees to future hosts. However, KT between events and local stakeholders has attracted limited attention from researchers. In order to promote winter sports and further develop the winter sport industry in China, the Beijing Organising Committee for the 2022 Olympic and Paralympic Winter Games (BOCOPWG) took a series of actions focusing on KT to the public, in particular local stakeholders. As an important local stakeholder, Beijing winter sport federations were likely to be involved in the KT process. Therefore, the purpose of this study is to analyse the KT experiences between BOCOPWG and local winter sport federations. Since less than one and a half years from the closing of Beijing 2022, this study plans to mainly explore the KT process that occurred during the pre-Games and Games time.

Theoretical background: KT is the most discussed and researched knowledge management activity (Heisig, 2009). In the context of sport mega-events, Schenk et al. (2015) defined KT as information and knowledge sharing, passing on personal knowledge, and transferring best practices and recommendations. However, Zhou (2023) argued there is still a lack of a relatively clear distinction between knowledge transfer and knowledge management among the knowledge management literature. We draw upon the stakeholder theory (Freeman, 1984) to design this study. Qin et al. (2022) identified sport federations as an important stakeholder group in the knowledge management process. However, little has been investigated about KT to national and regional sport federations, which should be one of the primary beneficiaries of hosting sport mega-events (Parent, 2013).

Methods: This study is guided by the pragmatist paradigm, adopting a case study of Beijng 2022. Qualitative methods for data collection are employed, including document analysis and semi-structured interviews. The documents range from legally binding documents to various reports provided by the International Olympic Committee (IOC) or Organising Committees for Olympic Games (OCOGs). The document analysis is used to collect data regarding the actions or measures of the Games for KT. Semi-structured interviews will be conducted with at least three members (president, department manager and winter sport instructor involving in Beijing 2022) of six Beijing winter sport federations (such as the Beijing Snow Sports Association and Beijing Skating Association). It is expected that 18 or more participants will be interviewed. The interviews will be used to collect data regarding the specific circumstances in which federation members acquired or learned knowledge from the Games (such as what type of knowledge did they acquire and how did they acquire it). Data extracted from document analysis and interviews will be analysed via thematic analysis (Braun & Clarke, 2017). Results: After reviewing 14 related documents, we found that almost all of them report strategies for KT. Most of the documents published by the IOC mention (a) knowledge support to the BOCOPWG or (b) other OCOG's contributions to the successful KT between the Games' hosts. There are seven documents (particularly legacy reports) describing KT between Games and local stakeholders. They report that the BOCOPWG took a series of actions on promoting winter sport knowledge and Olympic knowledge to the public, such as hosting

winter sport festivals and building an online learning platform. There were four specific local stakeholder groups participating in the KT process, including primary and middle school students, community residents, volunteers, and winter sport instructors. The documents do not leave clear if the winter sport instructors were connected with local winter sport federations. The Beijing Ice Hockey Association is the only local winter sport federation mentioned. However, whether this federation acquired some professional/managerial knowledge from Beijing 2022 is not indicated. We identify three types of knowledge that can be transferred in the context of the Olympic Games: (1) Olympic operational knowledge; (2) General knowledge for the public; (3) Professional knowledge for specific groups. In the document analysis, we found no evidence of the third type of KT to local winter sport federations. In addition, this study is still in progress. We are trying to reach interviewees, and two members of the Beijing Snow Sports Association have been interviewed. Through online training, these two members both acquired professional knowledge suitable for their positions, such as ski competition venue standards and international etiquette.

Conclusion: According to document analysis, the IOC and the BOCOPWG adopt a relatively myopic vision about the KT process, privileging Olympic operational knowledge (host to host) and general knowledge for the public. Results from the interviews can provide more specific information regarding KT to local winter sport federations, and further explore whether related KT measures were implemented properly and which aspects could be improved in this KT process. These are still not available, but they will be presented at the conference.

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Sport Events - Revised Version

*Topics:* Sport Events

**The Effects of Marathon Participants' Perceived Social Capital on Event Satisfaction, Re-Participation Intentions, and Word-of-Mouth: A Comparison of Online and Regular Marathons**

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**Aim and Research Questions**

This study aimed to investigate the effects of marathon participants' perceived social capital on event satisfaction, re-participation intentions, and word-of-mouth, comparing two different formats of the same event: the online marathon (2021) and the regular marathon (2022). Specifically, the research question of our study was: Do the effects of marathon participants' perceived social capital on event satisfaction, re-participation intentions, and word-of-mouth differ between online and regular marathons?

**Theoretical Background and Literature Review**

Due to the COVID-19 pandemic, marathon events were cancelled, and online marathons became a popular alternative (Woyo & Nyamandi, 2022). Online marathons offer a service in which participants store their mileage and time recorded by wearable devices in a running application and send the data to organizers to prove that they have completed the race distance. In general, participation in sporting events, including marathons, allows people to celebrate and interact with each other, strengthening existing networks and providing opportunities to make new friends (Yamaguchi & Yoshida, 2022). Consequently, participation in marathon events can foster social capital among participants by building trust, reciprocity, and network (Zhou & Kaplanidou, 2018). Moreover, studies rooted in social exchange theory have demonstrated that social benefits, such as social capital, derived from participating in sporting events, positively influence event satisfaction, re-participation intentions, and word-of-mouth (Zhou & Kaplanidou, 2018; Zhou et al., 2021). However, their relationship has not been tested in the online marathons, and it is unclear whether there is a difference in influence between online and regular marathons within the same event. Therefore, based on the above discussion, we propose the following three hypotheses:

H1: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to event satisfaction in online marathon.

H2: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to re-participation intentions in online marathon.

H3: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to word-of-mouth in online marathon.

H4: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to event satisfaction in regular marathon.

H5: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to re-participation intentions in regular marathon.

H6: (a)Trust, (b) reciprocity, (c) network in social capital are positively related to word-of-mouth in regular marathon.

**Research Design, Methodology, and Data Analysis**

Data were collected via online surveys from participants in two editions of the Ako City Marathon. Following the conclusion of each event, the Ako City Marathon Executive Committee's secretariat sent an email containing a URL link to the online survey webpage to all participants simultaneously. 119 survey respondents participated in the online 2021 edition, and 262 survey respondents in the regular 2022 edition. Of these, those who participated in this event with a companion were included in this study (2021: $n = 61$, 2022: $n = 107$). The questionnaire in the study measured demographic characteristics (gender, age, and family and household structure), social capital (Zhou et al., 2021), event satisfaction, re-participation intentions, and word-of-mouth (Koo et al., 2014). To test the hypotheses, a hierarchical multiple regression analysis was conducted to examine the relationships between social capital and hypothesized outcomes for each event separately, with event satisfaction, re-participation intentions, or word-of-mouth as the dependent variable, socio-demographics as the independent variables in step 1, and social capital as the independent variables in step 2.

**Results/Findings and Discussion**

In the online marathon, reciprocity in social capital was found to be positively related to event satisfaction ($\beta = .34$, $p < .05$), re-participation intentions ($\beta = .49$, $p < .001$), and word-of-mouth ($\beta = .51$, $p < .001$). Therefore, H1b, H2b, and H3b were accepted, while the other hypotheses were rejected in the context of the online marathon. In the regular marathon, network in social capital was positively related to event satisfaction ($\beta = .25$, $p < .05$) and re-participation intentions ($\beta = .24$, $p < .05$). Thus, H4c and H5c were supported, but the other hypotheses were rejected for the regular marathon. The coefficient of determination ($R^2$) increased significantly when social capital was added as an independent variable, indicating its importance in explaining three outcome factors in the online and regular marathons.

**Conclusion, Contribution, and Implication**

The study concluded that reciprocity in online marathons and networks in regular marathons play an important role in determining event satisfaction and behavioral intentions. That is, the importance of social capital factors may vary depending on the format of the marathon event. In online marathons, creating a platform that promotes sharing and connection among participants may be crucial for creating positive attitudes and behaviors toward the event. Meanwhile, in regular marathons, strengthening the network among friends who participate together may be key for improving attitudes and behaviors. However, it is important to note that the study has limitations, specifically regarding the sample size, which prevented the testing of construct validity.

## The Bundling Of Sports Events – Types Of Bundled Events, Advantages And Disadvantages

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### Aim and Research Questions

The practice of bundling sports events has gained importance in recent years. Events such as the European Championships have proven to be successful. More and more bundled sports events are being created and organisers, participants and spectators hope to benefit from this strategy. Bundling sports events and thereby creating a new event and brand is an innovative concept. The research aim is to learn more about and understand this phenomenon and why it is on the rise. The research about event bundling – both within and outside sports – has received little research attention so far. Therefore, this study has an explorative character and aims to answer fundamental questions about this trend: How can sport event bundling be defined and what are the advantages and challenges of this strategy?

### Theoretical Background and Literature Review

Xu et al. (2016) were the first to explore the concept of bundling two events together, specifically the Macau Grand Prix and the Macau Food Festival. They noted that the motivation, advantages, and disadvantages of this phenomenon remain unclear in academic literature. However, their focus was solely on simultaneous events at the same location without altering the individual events. In contrast, this study examines the next "stage" of event bundling, involving the creation of a new event with a new brand and name by bundling multiple individual events. Chalip and McGuirty (2004), who have studied the bundling of sporting events and host city tourist attractions, note the limited attention given to the application of bundling in sports, despite its extensive research and strategic value in economics and marketing. Both studies base their research on the literature on product bundling. Product bundling lacks a standardized definition, but the definition proposed by Stremersch and Tellis (2002) is often used as a starting point. They describe bundling as the sale of two or more separate products in a package. Rao et al. (2018) add that product bundling can also be the marketing of two or more products or services in a package. Product bundling focuses on finding optimal combinations of products. It is therefore a strategic tool that adds value through combination. Important to consider is that bundling previously separate products creates a new product (Eppen et al., 1991).

### Research Design, Methodology and Data Analysis

The analysis is based on existing research on product bundling by Xu et al. (2016) and Chalip & McGuirty (2004). Event bundling examples in the sports world were examined and compared. Due to limited literature, a qualitative research design was employed, and expert interviews were conducted. The European Championships Munich 2022 were chosen as a case study. This event combined the European championships of nine different sports in a single joint event and serves as a prominent illustration of bundling pre-existing events to establish a new event concept with an own brand. Moreover, the European Championships have garnered widespread acclaim as a highly successful event. Focusing on the two most important stakeholder groups, nine experts involved with the event, including three key members of the Local Organizing Committee and representatives of the participating national and international sports federations. The interviews were analysed using the qualitative content analysis by Mayring (2015).

**Results/Findings and Discussion**

The bundling of sports events combines former Individual events into a structured, multi-day joint event, creating a new event type. It serves as a marketing strategy for the individual events. Advantages include increased attention, which is the main motivating factor, as well as enhanced TV viewership, media coverage and spectator attendance. It attracts more fans, reaches diverse target groups, and offers marketing synergy and new opportunities in terms of structure and organization. These results would not be achievable for single events.

Challenges involve differing standards, brand awareness, increased workload, and scheduling conflicts. Including a major sport, diverse disciplines, and cultural programs helps attract spectators. Free sports offerings generate overall interest.

While the concept's success is evident, its future usage raises questions. Experts anticipate a shift towards prioritizing TV viewership and reduced emphasis on hosting events at the same location. The limits regarding the maximum number of participating sports and events are uncertain, with attractiveness and feasibility likely decreasing beyond a certain threshold. Changing participating sports, in moderation, can be beneficial.

**Conclusion, Contribution, and Implication**

Overall, the results emphasize that the advantages outweigh the challenges, which is why the creation of more bundled sports events can be predicted. Smaller events are encouraged to participate in bundled sports events to increase awareness and media interest. The bundling strategy can be customized to different competition and organizational levels, incorporating multiple sports or disciplines. Additionally, the combination of sports events with non-sports events, such as music or cultural festivals, is a possibility. Event bundling is expected to become an established tool for enhancing the success of sports events and beyond.

**An Expanded Conceptual Framework of Sporting Capital Evaluating the Sport Participation Legacy from Sport Mega-Events**

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## 1. Research Background and Aim

Hosting sport mega-events is expected by governments to encourage residents' sport participation. It could justify the numerous investments during the bidding and preparation of sport mega-events, benefit residents' health, and further save the public medical cost. However, most evaluation reports and research on sport participation legacy do not support such an expectation. This phenomenon indicates that the prevailing understanding of sport participation legacy from sport mega-events is incomplete and requires further exploration. This research aims to propose a theoretical framework of sporting capital, which raises a new research perspective to evaluate sport participation legacy of sport mega-events. Proposing this framework is the first step before being tested in the future.

## 2. Theoretical Background and Literature Review

Previous results have demonstrated that the inspiration effect from sport mega-events towards sport participation may vary between different genders, ethnic groups and various areas with different sport resources availability (Kokolakakis & Lera-López, 2022). Generally, females are more likely to be inspired by locally hosted Olympic Games, especially females living in suburb areas, while male teenagers increase their frequency of participating in football during the years of hosting FIFA World Cup (Keays et al., 2018).

In terms of the determinants of people's sport participation, sociodemographic factors, social factors, and environmental factors interconnect with each other, which determines people's actual behavior with regards to sport participation. Generally, males are more likely to participate in sport than their female peers. It is caused by gender stereotypes, dominant masculinity in sport participation, and gender inequality in support from important social connections and sport resources (Cooky et al., 2016). When it comes to the impact of age on people's sport participation, Breuer and Wicker (2009) have claimed that an older age usually represents a decreasing physiological status that would prevent people from sport participation, which is verified for men. However, authors have also evidenced that the older females' sport participation is higher than the younger female groups, which is caused by determinants including changing social norms, more spare time and available sport resources. It makes males' and females' tendency of participating in sport converges rather than dropping together at an older age. Besides, researchers have claimed that sociodemographic determinants like income, employment, and educational level can play as both facilitators and barriers of people's sport participation in different situations (Berger et al., 2008). In short, it would be elusive to predict and intend to improve people's sport participation by employing these determinants that produce a volatile influence on people's behavior of sport participation.

## 3. Conceptual Framework and Future Research Design

Based on identified research gaps, this research integrates the components in Theories of Planned Behavior and Basic Psychological Needs to expand the extant framework of sporting capital (Rowe, 2017). This framework emphasizes on analyzing psychological, social, and physical determinants of sport participation, while considering the socio-cultural differences in various contexts simultaneously. Sporting capital is expected to be mediated by people's

attitudes towards sport participation and determined by Self-Concept Dimension involving perceived competence and self-identity, Social Influence Dimension involving subjective norm and relatedness, and Physical Skills Dimension involving sporting experience and physiological status. The present research also adds sport mega-events to the framework for the first time to include legacy into analysis. As part of a broader research project, we would establish the index of sporting capital based upon this theoretical framework in next steps. It would be presented using a 10-point scale. The surveys aiming to measure the determinants of this index would include not only people's attitudes towards sport participation, the Self-Concept, Social Influence and Physical Skills Dimensions, and other factors influencing sport participation such as sociodemographic, social, and environmental determinants, but also the legacy of sport mega-events. The index would be created through factor analysis and linear regression applied to survey responses.

### 4. Conclusion, Contribution and Implication

In practice, this theoretical framework of sporting capital can be used as an approach of evaluating sport participation legacy of sport mega-events to better understand and anticipate people's future sport participation. In traditional evaluations of sport participation legacy from sport mega-events, people's sport participation demand cannot always be satisfied due to limited sport resources, thus there would be no positive sport participation legacy if using sport participation growth as an indicator in evaluations. By contrast, the increased people's willingness and potential ability of sport participation detected by this new framework could imply that people would be more likely to participate in sport once sport resources become available and sufficient. Furthermore, this framework also suggests a necessity to boost communication between organizations governing mass sport and other sectors supporting the functioning of the whole society to raise people's sporting capital from the Social Influence Dimension. Therefore, it is reasonable to conclude that this framework contributes to future evaluation of sport participation legacy from hosting sport mega-events.

### Critically Exploring the Rugby League World Cup 2021 and the Promotion of Place in Three Towns and Cities in Northern England

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**Aim and Research Questions:**

The driving research question for this presentation will be:

- How was social media utilised to deliver event-related place-branding and communication strategies in three host towns/city during the Rugby League World Cup 2021 (RLWC2021)?

N.B. the event was postponed by 12 months due to concerns around the Covid-19 pandemic. It took place in October and November 2022.

**Theoretical Background and Literature Review:**

Scholars recognise the importance of the political context in an international sport events lifecycle. In relation to the United Kingdom (UK), de Ruyter et al. (2020) explored how sports events have been positioned as exercises in post-Brexit Britain's growth, such as the 2022 Commonwealth Games in Birmingham. However, there is limited research on the impacts of hosting such events in non-major urban areas and how national agendas or political changes (such as, Brexit, the Levelling Up agenda, or the Northern Powerhouse) have influenced the positioning of an event, particularly around the notion of placemaking. These national agendas and government visions have been framed by policymakers around the discourse of placemaking. Pertinent to this project, the Department for Digital, Culture, Media and Sport (DCMS) has identified place-based strategies for growth as a key area for research and policy development. Hosting events is one such strategy to drive growth.

Previous research has looked at the North of England sports events from strategic and operational perspectives, demonstrating that events are significant because they can offer a range of perceived benefits to a host region and sub-regions, including raising the host's profile, stimulating investment and growth, driving tourism, and the events themselves are increasingly thought of as legacy projects (e.g., Bell and Gallimore, 2018). Other scholars from across disciplines have developed a more holistic understanding of placemaking as part of wider policy processes and what the role of events (sporting, cultural and beyond) can play, such as Richards (2017) and Aquilino (2021). This project engages with established debates around sports events and placemaking to compare the experiences of Warrington, Middlesbrough and Doncaster during the RLWC2021.

**Research Design, Methodology and Data Analysis:**

This research follows a qualitative approach, drawing on a range of official and news media online sources. Specifically, the Twitter accounts for the three hosts' local councils, destination management organisations, as well as the main tournament profile were scraped for posts during the event period, chosen for their role of communicating an official event narrative. The presentation will compare the announcements and description of the respective areas' hosting elements of the RLWC2021. The data will be analysed through a place-based conceptual framework, constructed around UK government policies around placemaking and regeneration (Levelling Up, Northern Powerhouse). Following the approaches of Wodak and Meyer (2009), Critical Discourse Analysis will elucidate how the official and media sources communicated

the announcement and description of hosting, such as the articulated benefits and use of particular phrasing connected to regeneration or larger local/national agendas.

**Results/Findings and Discussion:**

Through a Critical Discourse Analysis of official event documents, th RLWC2021 is a distinct example of how the UK has changed strategy in the past decade to bid for and host events in non-capital or major cities, this is connected to Brexit, Northern Powerhouse and Levelling Up rhetoric. The official documentsdemonstrate the influence of national agendas to frame hosting and investment of the RLWC2021. However, the findings beyond the national level and official documents exhibit a heterogenous experience for each of the three hosts, around their attempts to communicate in the build up to the event the impacts the event may have via social media. The Twitter data showcases how the three hosts utilised different Twitter accounts, such as tourism-based accounts, to communicate about hosting the RLWC2021. Further to this, the content and discursive framing of the event was different between the three hosts. They all engaged with official hashtags and tournament branding, but used Twitter and local print media to communicate a place-specific narrative of the value of hosting the event in Warrington, Middlesbrough and Doncaster.

**Conclusion, Contribution and Implication:**

This presentation will critically explore the significance of sporting and political contexts in the communication strategies by Warrington, Doncaster and Middlesbrough during the planning and delivery of the RLWC2021. The presentation will demonstrate the diverse and varying impacts and articulations of placemaking that emerge from specific place-based contexts, reflecting the potential for events to be leveraged for individual local priorities. It will contribute to the growing body of non-capital or major city case studies on the hosting of major and mega events in the UK and globally.

## SM-Veckan - A Study of Event-innovation in Swedish Sport

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### Aim and Research Questions

This study analyses the development of "SM-veckan" [: "the Swedish national championship week"], a sport event where several sport federations since 2009 have staged their national championships together.

The analysis has three steps: 1) identifying the main stakeholders of SM-veckan, 2) describing how they perceive SM-veckan and 3) analysing how the perceptions influence the event's development.

The study aims at understanding how national federations can increase their popularity by rethinking their national championships and how host cities can support (and make use of) such "event innovations".

### Theoretical Background and Literature Review

Recently, a branch of research on non-mega sport events has developed and recently also considered the role of innovation with a focus on the refinement of existing events (Hoff et al., 2022; Taks, 2016). In contrast, this paper studies the development of a wholly new event albeit based on traditional national championships.

Theoretically, the paper draws on the classical understanding of innovation as 'creative destruction' with long-term consequences and the more recent idea of innovation as a "creative" process aimed at rather immediate "qualitative change" for several beneficiaries(Tjønndal, 2017, pp. 293, 302). The theory's focus on event innovation and (social) outcome in a broad sense is further reflected in the study's sorting of stakeholders according to their organisational (e.g. interest in a well-organised events) and social (e.g. interest in social impacts) commitments (Ferrand & Skirstad, 2015).

### Research Design, Methodology and Data Analysis

The main part of the data stems from documents from and semistructured interviews with representatives from the three most recent host cities and three sports (swimming, canoeing and padel). The documents have been collected. The interviews will be recorded and analysed in time for the presentation at the conference. The analysis also includes newspaper coverage of SM-veckan since 2009 to indicate the public perception of the event and serve as a background for the interviews.

The analysis of the material happened in three steps(Jones, 2014, Chapter 14).

1. Extracting information related to the formal organisation of the event and main stakeholders.
2. Coding data related to the perception of the sports and host cities.
3. Forming codes into themes and discuss them theoretically

### Results/Findings and Discussion **

The preliminary analysis shows that the main stakeholders of the event consist of a core group with a stable member base, and a temporary stakeholder group, which changes after each event. Considering their social and organisational commitments, however adds further nuances.

The Swedish Sport Confederation (Riksidrottsförbundet) and the Swedish national public broadcaster (SVT) are core members and seems mainly highly organisational commited.

Especially the broadcaster wishes to streamline the event e.g. by priotising the most popular sports. The sports confederation wants a stream-lined event too. In order to pull off both a winter and a summer edition annually, the confederation must work efficiently.

Among the temporary stakeholders, the host cities are both socially and organisationally engaged as organisers with an outspoken interest in offering something spectacular to the locals. The other temporary group, the sport federations, is mainly organisational engaged. They often focus on learning and organising the competition rather than social outcomes - if allowed to participate at all. The participation of a sport depends on the will of the core stakeholders, existing infrastructure and the interest of the host. Yet, there seems to be a general interest from the sport federations in participating in the events.

**Conclusion, Contribution, and Implication \*\***

From an innovation theoretical perspective, SM-veckan seems established as an event considering several beneficiaries, while the preliminary results also indicate that the process has potential costs and entails creative as well as destructive processes.

The analysis shows that the main stakeholders of SM-veckan are all engaged albeit in different ways and to different degrees. The core stakeholders, the Swedish national public broadcaster and the Swedish sport confederation together with the host cities are defining for the continued development of SM-veckan as a popular event. Although the host cities are temporary stakeholders, their capacities and interests are taken very much into account, if not even taking the lead, when developing the event especially with regard to the social outcomes. The influence of the sport federations, the other temporary stakeholder, seems limited both in terms of organisation and socially.

The study has at least two implications:

1. Regarding theory on event innovation: The original innovation was to combine several the national championships but the recent focus seems to be on making the event appealing. How should we understand this change? Is the later focus a series of new innovations or refinements of the original (cf. Schumpeter's idea that innovations should be analysed in a long-term perspective)?

2. Regarding practical implications: Sport confederations seem to organise combined national tournaments to increase the attention around small sports. It appeals to the sport federations in Sweden and is potentially useful in other areas.

**ID: 1372**
Sport Events - Revised Version
*Topics:* Sport Events

## Exploring Volunteer Management Models in Golf Event Volunteers' Experiences

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### Aim and Research Questions

Golf is one of the most popular sports in Scotland with industry being worth more than £1.1bn spread across various sectors, including golf tourism (KPMG, 2013). Scotland hosts numerous high-profile golf events including the Ryder Cup, Solheim Cup and Scottish Open. The Open, the premier major event in men's professional golf is held annually rotating around a list of approved golf courses in the UK, but has most often been hosted in Scotland.

While there has been recent research on Scots volunteering at major sports events (e.g., Parkinson et al., 2021), there is limited research into volunteering at golf events in Scotland and the wider UK. Some research has been conducted on golf event volunteers' experiences in other national contexts (e.g., Lachance et al., 2021) and drawing from quantitative methodologies (e.g., Allan & Bartle, 2014; Lachance et al., 2021). Moreover, limited attention has been given to the relationship between the volunteer management model employed and the volunteer experience. Therefore, the purpose of this presentation is to qualitatively explore experiences of golf event volunteers at The Open and links to the unique system of recruitment and management employed.

### Theoretical Background and Literature Review

This presentation is underpinned by Lachance et al.'s (2021) volunteer experience model. The model was conceptualised around a golf event in Canada, employing a quantitative methodology to develop a model predicting volunteer experience. The model suggests that the constructs of commitment, sense of community, motivation, and satisfaction are important predictors of the volunteer experience (Lachance et al., 2021).

The present study extends this model by exploring the volunteer experience qualitatively. There are two main approaches to volunteer management: programme or membership. Programme management is typically focused on service delivery, with a task and outcome focus (Meijs, 2021). In contrast, membership management attaches greatest importance to the volunteers' needs, goals, shared community, and finding a fit to volunteer roles (Meijs, 2021). Organisers of major events are more likely to feel that programme management is the best approach because of the complexity of the event and under a political pressure to deliver well (Holmes et al, 2018). However, The Open usually draws from a membership management approach, which is atypical for an event of such a large scale. With the rise of technology-driven tools for programme volunteer management, some major golf events, including The Open, are starting to shift toward a programme management model. To evaluate the impact of this shift on volunteer experience, it is important to first understand the relationship between the previously used membership management model and volunteer experiences. As such, this presentation considers The Open in 2013, where a membership management model was employed. This will form a foundation to future research on Scottish hosted events under the new model format, which may include The Open.

### Research Design, Methodology and Data Analysis

A single case study approach was employed to explore the experiences of members of one golf club in Scotland who were invited to volunteer at The Open in 2013, where a membership

model to volunteer management was used. These volunteers would not have had access to volunteer opportunities at subsequent Open events due to geographic parameters. When the event returns to their region and this pool of volunteers have access to volunteer opportunities once again, a different volunteer management model will be employed. Thus, this study is necessary to be able to draw comparisons between management models for the volunteer experience.

Data were collected via document analysis and semi-structured interviews. The document analysis involved collecting and analysing documents pertaining to the volunteer management processes. The documents were supplemented by one of the authors' insider knowledge of the event. Documents were analysed using content analysis. Semi-structured interviews were conducted with the volunteers (n=8) and were analysed using Braun and Clarke's (2006) reflexive thematic analysis. A deductive approach was taken per Lachance et al.'s (2021) volunteer experience model, as well as inductively to explore potentially different aspects of the volunteer experience.

**Results/Findings and Discussion**

While analysis is still ongoing, preliminary findings provide support for Lachance et al.'s (2021) volunteer experience model and emphasises the sense of community within participants' local golf club that is enhanced by the membership model employed. Preliminary analysis has also identified an additional component of the volunteer experience to involve the importance of interacting with spectators and athletes. These finding will be elaborated upon during the presentation. Findings will also discuss the nuance of the volunteer management model employed with regards to the volunteer experience.

**Conclusion, Contribution, and Implication**

The insights offered by this present presentation will be necessary to begin to explore the impact of management models on event volunteers' experiences. Moreover, the findings provide insights into the volunteer experiences of major golf events and extend the volunteer experience model presented by Lachance et al (2021).

## The Dutch National Elite Sport Events Strategy: Awareness, Implementation And The Way Forward

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### Aim and Research Questions

The Dutch government believes that elite sport events can increase national pride, spread feelings of togetherness, create positive economic impact and contribute to destination marketing. Therefore the Ministry of Health, Welfare and Sport, the association NOC*NSF and the Association of Sports and Municipalities developed the Dutch National Elite Sport Events Strategy 2021-2030 (Ministry of Health, Welfare and Sport, 2020). NOC*NSF is the umbrella organisation for sports in the Netherlands. The Association of Sports and Municipalities acts as the representative of Dutch municipalities in the field of sport.

The objective of the strategy is to reach and inspire as much Dutch people as possible with international elite sport events. The strategy consists of three pillars: 1) coordination and coherence in the industry, 2) socially responsible events and 3) using events as a platform to contribute to societal objectives.

This study is aimed at gaining insight in the awareness and implementation of the strategy among professionals in the Dutch sport event industry and to contribute to its effectiveness. Professionals refer to individuals who earn their income in the sport event industry. Research questions are: 1) what is the level of awareness of the existence of the strategy among professionals? 2) to what extent do professionals implement the strategy? 3) how do professionals judge the state of the industry from the perspective of the three pillars? 4) what can professionals do in order to achieve the objective of the strategy?

### Theoretical Background and Literature Review

The hosting of sport events has become a common vehicle for achieving economic, socio-cultural, political and environmental benefits (Horne & Manzenreiter, 2006; Leopkey et al., 2010). A sport event hosting strategy can form the foundation of these ambitions. Chappelet & Lee (2016; 3) argue that sport event hosting strategies can be conceptualised as 'a series of decisions and activities by prospective host cities/regions/countries which utilise public funding and other resources under formal and informal institutional frameworks to regulate their involvement for supporting the successful bidding and hosting for sport events, via employing management and marketing tools that coordinate and promote actions of related stakeholders, such as governments at different levels, sport organisations, commercial sponsors, volunteer groups, local communities and event owners'. Chappelet & Lee (2016) distinguish the following elements of a sport event hosting strategy: strategic goals, targets, stakeholders, tools and management processes.

### Research Design, Methodology and Data Analysis

A quantitative approach was implemented, using an online questionnaire. In March and April 2022 data were collected among a random sample of professionals working in the Dutch sport event industry (n=100). Professionals from all types of public and private organizations and from all regions were represented in the sample. Closed questions were used for answering the first three research questions. The fourth research question was measured by an open-ended question. These answers were analysed through thematic content analysis. Data were reduced

by means of coding, a process in which raw data are organized into categories according to their similarity (Patton, 2002).

**Results/Findings and Discussion**

72 per cent of the professionals knew that the National Elite Sport Events Strategy was developed. Of those who know this is, 75 per cent was familiar with (a part of) its contents.

72 per cent of the professionals who were (partly) familiar with the strategy argued that their organisation implemented the strategy.

87 per cent of the professionals argue that participants of elite sport events can act in good and secure conditions. 59 per cent claims that organisations outside the sports sector do not see or ignore the opportunities elite sports event may have for them and society too often.

It is guaranteed that the results of the content analysis as regards what professionals can do in order to achieve the objective of the strategy will be presented during the conference. These results will offer insights about ways to improve the strategy and its implementation. Preliminary results indicate that management processes can be improved as professionals ask for more coordination and leadership.

**Conclusion, Contribution and Implication**

This study offers a unique and important contribution to research on sport event hosting strategies. To the best of our knowledge, this is the first large scale study among professionals working in the Dutch sport event industry. It is possible that the COVID-19 pandemic, which affected the sport event industry negatively (Grix et al., 2021), influenced the results. There is very limited academic literature analysing the elements of a sport event hosting strategy. As such, this research contributes to a relatively unchartered territory in academic literature. Additionally, the study enhances sport event professionals' knowledge and reveals managerial implications on the dynamics of the implementation of sport event hosting strategies.

**ID: 1420**
Sport Events - Revised Version
*Topics:* Sport Events

## Contrasting The Characteristics And Perceptions Of Pre- And Post-Covid Spectators Of An International Tennis Event

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### Aim and Research Questions

The Covid-19 pandemic caused the cancellation of sports events globally. Tennis, being an individual sport, is one of the most international sports, with a high impact on the economy. In this context, the next question arises: How has the pandemic affected the attendance of international tennis events? This work aims to contrast the age, visitor's plans in the city/event, expenditure, economic value, satisfaction, and probability of recommendation of an international tennis event held in Madrid in pre-pandemic (2019) and post-pandemic (2022) editions.

### Theoretical Background and Literature Review

According to Gratton et al. (2000), international tennis events are considered type B events, with regular occurrence, significant economic impact, high media coverage, and high spectator attendance. In the early post-pandemic era, the physical proximity of attending spectators has become crucial in event management (Escamilla-Fajardo et al., 2020), with tennis, an individual sport, showing a favorable position in returning to competition (Carmody et al., 2020). Consumer behavior has also become crucial consideration for organizers of major sporting events (Sheth, 2020), being required the evaluation of new moral, cultural, and social parameters once the health emergency subsides (Moscoso-Sánchez, 2020).

Therefore, event organizers need to recognize the evolving dynamics of spectator behavior and preferences. By understanding the successful reintegration of tennis competitions, and addressing the shifts in consumer behavior, organizers can effectively tailor their event offerings to ensure an optimal user experience and meet the expectations of their target audience.

### Research Design, Methodology, and Data Analysis

This study compares two editions of an international tennis event held in Madrid, Spain: one in 2019 (pre-Covid) and one in 2022 (post-Covid). Surveys were conducted with a convenience sample of spectators at both editions, with 844 in 2019 and 1374 in 2022. The average age was 41.28 ($\pm$13.83) in the pre-Covid edition and 39.47 ($\pm$13.72) in the post-Covid. Most of the attendees lived in the Community of Madrid (pre=43.7%; post=44.2%). International spectators were approximately one-quarter of the total spectators (pre=25.0%; post=25.7%).

An ad-hoc questionnaire composed of 21 questions, including 4 related to sociodemographic and sample characteristics, 3 items regarding plans in the city and event, 2 items about actual expenditure and perceived economic value, 13 items assessing satisfaction with various event attributes, and 2 items about recommending the event and the city. The satisfaction-related questions were also designed ad-hoc and adapted from previous research (León-Quismondo et al., 2023). Satisfaction was measured as a unidimensional construct on a 5-point Likert scale.

Participants were surveyed between matches, in the sports venue for 9 days, in every time slot (morning, afternoon, and evening). A trained group of researchers collected responses using QuickTapSurvey software.

The IBM SPSS 29.0 Statistics software was utilized for data analysis in this study, with the significance level set at $p<0.05$. Descriptive statistics were used to present the mean, standard deviation, and percentages for the variables. The normality of the sample was explored using the Kolmogorov-Smirnov test, revealing a non-normal behavior of the variables. As such, a non-parametric Mann-Whitney U test was performed to compare the means of linear variables between both editions.

### Results/Findings and Discussion

Statistically significant differences were observed between the pre- and post-Covid editions in terms of age, with a difference of fewer than two years (older in the 2019 edition). Regarding the items related to the plans in the city or the event, it was found that the number of days spent in the city was statistically higher before the pandemic ($p=0.531$), but after the pandemic, there was a decrease of one day. The number of days spent in the event did not show any statistically significant difference, although the group size was found to be larger post-pandemic (3.13 people instead of 2.23). Concerning the actual expenditure and perceived economic value, both showed a significant increase in the post-pandemic event, with slightly higher values (€179.03 adjusted to inflation). This shows coherence with previous work on sports tourism expenditures (Guerra et al., 2023).

In terms of satisfaction with the event, 13 items were analyzed, with most of them indicating significantly higher satisfaction values in the post-pandemic edition. The exception was the waiting time in the food and beverage area, which did not show any significant difference. The element with the largest difference (D) was ticket prices (D=0.54).

The probability of recommending both the event and the city was found to be significantly higher ($p<0.001$) in the post-pandemic edition compared to the pre-pandemic edition.

### Conclusion, Contribution, and Implication

This study intends to contrast the pre- and post-situation of tennis international events. After the pandemic, the spectators travel in larger groups and spend fewer days in the city, but they spend more on products and services. This work has clear implications for sporting event organizers, who could tailor the events' characteristics to their spectators' characteristics, patterns, and demands.

**ID: 1422**
Sport Events - Revised Version
*Topics:* Sport Events

**Predicting Recommendation Of Sporting Events: A Study Of Satisfaction Levels Among Tennis Event Promoters And Non-Promoters**

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**Aim and Research Questions**

How satisfied are the promoters and non-promoters of sporting events? How related are their satisfaction and their likelihood of recommending the event? This work aims: a) to determine the differences in the degree of satisfaction between promoters and non-promoters of the event, and b) to establish a predictive model identifying the variables that provide a greater probability of not recommending the event.

**Theoretical Background and Literature Review**

Net Promoter Score (NPS) is an indicator created by Reichheld (2003). To calculate the NPS, a threshold of responses is established which classifies customers into promoters (scores between 10-9), passives (scores between 8-7), and detractors (scores between 6-0).

The NPS is a popular metric in various market sectors, including sports (Dalmau-Torres et al., 2022). This simple tool measures promoters and non-promoters through a single question, having gained popularity in managerial practice, but with some concerns among academics (Baehre et al., 2022). Its limitations are mainly related to the cut-off points adopted, questionable effect on sales, and the one-single question (Baehre et al., 2022). Some authors also defend the continuity to use NPS and identify it as part of the academic research agenda (Bendle et al., 2019), since NPS could be a valid predictor of future sales growth under certain conditions, including short-time application and interpreted as brand health metric and not as customer loyalty metric (Baehre et al., 2022).

**Research Design, Methodology, and Data Analysis**

A convenience sampling of 1372 spectators (1% of the total) (average age=39.47±13.72; women=35.7%; men=65.3%) of an international tennis tournament held in Madrid, Spain in early May 2022 were surveyed face to face during their stay in the tournament. A Likert scale 1 to 5 was used to evaluate the degree of satisfaction with different attributes of the tournament: tournament environment, tournament security, comfort on the courts, shopping area, activities within the complex, food stalls, variety of food, price of the food, waiting time (queues) in the food stalls, sustainability of the tournament, ticket prices, level of the matches and level of the players. The NPS variable was measured on a Likert Scale from 0 (very unlikely) to 10 (extremely likely). For that purpose, the question 'How likely are you to recommend this tournament to a friend or colleague?' was asked.

Two types of analyses were carried out. First, the difference between promoters (n=1038) and non-promoters (i.e., detractors and passives; n=334) was explored. Due to the size of the sample, the central limit theorem was applied and the comparison between both groups was performed through parametric Student's T test for independent samples. To measure the magnitude of the difference between the means of the groups, Cohen's d Statistic was used. Based on Cohen's d, the effect size was classified as: trivial (<0.20), small (<0.50), moderate (<0.80), large (>0.80) (Batterham & Hopkins, 2006).

After the initial analysis, a binary logistic regression model followed. NPS was recoded as a dichotomous variable (0=non-promoter; 1=promoter) and used as the dependent variable. All satisfaction variables were included as independent variables. Two preliminary logistic regression models were performed using the forward and backward procedures with the Wald Statistic. Collinearity issues were assessed through the correlation matrix. The final model included 'tournament security', 'level of the matches', and 'ticket price'. The cut-off point for this model was set at 0.7 to improve its specificity. SPSS 26.0 was utilized for the statistical analysis.

**Results/Findings and Discussion**

The comparison between the satisfaction of non-promoter and promoter groups was analyzed. Each of the analyzed variables showed statistically significant differences ($p<0.05$) with a moderate effect size (ES=0.50 to 0.79), except for the variable 'waiting time in the food court' (ES=0.41) and 'level of players' (ES=0.45), which exhibited small effect sizes.

According to the binary logistic regression model, the 'tournament security' showed a statistically significant increase in the odds ratio of being a promoter of the event by a factor of 1.7 for each unit of growth in this variable. Additionally, for each unit of growth for the variable 'satisfaction in the food court', the odds ratio in favor of the promoter category was increased by 1.396. Finally, the odds ratio of being a promoter of the event was multiplied by 1.642 for each unit of increase in the variable 'satisfaction with the ticket price'.

These results align with prior research that identifies that satisfaction plays a critical role in word-of-mouth behavior (Kim et al., 2014), but contributes to understanding the event's attributes that contribute the most to the event brand health.

**Conclusion, Contribution, and Implication**

This study revealed significant differences in satisfaction levels between promoters and non-promoters of the event. Moreover, a predictive model was proposed to identify critical variables that influence event brand health. This work has implications, enabling sports managers to prioritize their available resources for enhancing the more critical aspects of the events.

**ID: 2509**
Sport Events - Revised Version
*Topics:* Sport Events

**Title Case: Key Strategic Decisions And Their Implications On The Management and Success of The Bank of America Chicago Marathon And The Marathon Valencia Trinidad Alfonso**

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**Aim and Research Questions**

Within a hyper-competitive market of the sport industry at national and international level (Llopis-Goig and Paramio-Salcines, 2023; Paramio-Salcines and Llopis-Goig, 2022), city marathons, more than just an athletic event, have evolved and grown in number and popularity as mass events in all developed and developing countries alike. Much research on those events has focused on evaluating their broad economic, urban, tourist, social, sporting, and symbolic effects on host cities. However, there are limited studies that have examined the importance of the contribution of sponsors and its implications to the overall management and further success of marathons. The aim is to identify selected key strategic decisions that explain the growth and success of both the Chicago Marathon (the Bank of America Chicago Marathon as it is currently branded) (Bank of America, 2022; Suozzo, 2006) and the Valencia Marathon (known as the Valencia Marathon Trinidad Alfonso) (Capsi and Llopis-Goig, 2023; Llopis-Goig and Paramio-Salcines, 2023; Paramio-Salcines and Llopis-Goig, 2022).

**Theoretical Background and Literature Review**

Much of the existing academic literature on city marathons has traditionally been devoted to analyzing the economic, urban, tourist, social and sporting effects on host cities. Not surprisingly, contemporary academic literature has evaluated those races as purely economic phenomena, with a particular focus on estimating the economic impact on their host cities. Other areas of interest have included the tourist impact of large numbers of recreational runners from outside the host city. Only in recent years have studies integrated the key strategic decisions implemented by senior management of races either alone or in partnerships with urban leaders and sponsors that could explain their evolution to become a world major marathon (Chicago Marathon) or world-renowned marathon (as the Valencia Marathon represents).

**Research Design, Methodology and Data Analysis**

This research presents the main findings of both cases based on an analysis of academic and professional publications, annual reports from both city councils and internal documents produced by both city marathons' organizers from their inaugural editions to nowadays, their official websites, research undertaken by economic groups in those cities (Bank of America, 2022; Instituto Valenciano de Investigaciones Económicas, 2023) and not least, personal communications with staff from the AbbottWMM and the Bank of America Chicago Marathon. Specifically, this research analyzes the similarities and differences in the evolution and growth of both races since their inaugural editions, focusing on interdependent factors influencing management such as the type of organizational structure, the best sporting performance, ratio of elite and amateur runners, their economic, sporting, social and tourist impacts, and other indicators (number, type, length and economic contributions from sponsors, spectators, number of participants from all over the world, prize money to winners or budget of the race´s management) as well as the key strategic decisions taken by organizers and race directors of both races over the years.

### Results/Findings and Discussion

Results show that the success of both events –in terms of sporting participation, performance and economic impact– is closely related to the design and management of the event; the synergies between the political, business and sporting spheres that the effective political and organizational leadership has made it possible to implement, the financial contribution received from their main corporate sponsors (in the case of Valencia Marathon, Fundación Trinidad Alfonso became the main sponsor since 2013 to present times, covering nearly half of the budget of the race, while in the case of the Chicago Marathon, Bank of America owned and managed the race since 2008 to present times), which have not only provided both races with financial stability, but have contributed to the attraction of top male and female runners, and not least, to apport their brand to the name of the race.

### Conclusion, Contribution, and Implication

The analysis undertaken allows us to conclude that the growth and success of both events over the years has been closely related to key aspects to the management of the event; the synergies between the political, business and sporting spheres that the organizational leadership of the event has made it possible to implement and, as a consequence of all this, the financial and managerial contribution from sponsors has made it possible to improve the management of both races. Regarding the design and management aspects of the race, the study noted the importance of the date of the race, given its implications in terms of weather conditions and its place in the national and international marathon calendar, and the location of the start and finish of the race in the city center, insofar as it contributes to reinforcing both the spectacular nature of the race and the experience and satisfaction of participants. Finally, there is a constant need to explore the dynamic aspects of this hyper competitive global city marathons market, considering that other marathons can imitate or supersede those offered at both marathon cases.

## Volunteer Motivation Scale for Chinese Mega Sport Events

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### Research Aim

Research associated with event volunteering and its impact has largely been developed in a Western context. Drawing on the 2022 Hangzhou Asian Games, this research seeks to develop a sound measurement model for volunteer motivation at Chinese major/mega sports events.

### Literature Review

A range of motivation scales have been developed for sport event volunteers (e.g., Bang & Ross, 2009; Giannoulakis et al., 2008; Strigas & Jackson, 2003), confirming common motivations alongside non-sport volunteering contexts, such as altruistic values, career development, and social interaction. They also highlighted some unique motivational attributes for sport event volunteers, such as patriotism (Bang & Chelladurai, 2009), love of sport (Bang & Ross, 2009), Olympic-related (Giannoulakis et al., 2008) and leisure (Strigas & Jackson, 2003).

Although the motivation of sport volunteering has been widely researched, several gaps still exist. The first concern is related to the timing of data collection. In most studies, volunteer motivation was measured after events (Bang & Chelladurai, 2009; Bang & Ross, 2009; Strigas & Jackson, 2003). Nevertheless, motivation refers to possible reasons to act, implying that motivation is formed before the action. Thus, the measurements after volunteering experience may be biased. Secondly, there is still a lack of scales of volunteer motivation developed at non-western sport events. In other words, whether Western volunteer motivation scales are applicable to non-western contexts remains understudied, and whether new motivations exist for non-western sport event volunteers needs to be explored. Lastly, little attention has been paid to the vocabulary of scale items, which may imply certainty of volunteering outcomes or previous volunteering experience. For example, some phrases such as "I can …" (Bang & Ross, 2009, p. 125) indicate an expectation that an individual believes in gaining certain outcomes from volunteering and suggest that the person may have volunteered before. Such temporal issues have not been considered in the previous studies. To fill these gaps, this study will collect data three months prior to the event to minimize the influence of timing on participants' responses, investigate sport event volunteering within the Chinese context, where volunteering remains understudied and the culture is different from Western countries, and develop measurement items more relevant to first-time and experienced volunteers.

### Methods

Following the suggested procedure for developing good measures by Teeluckdharry and Seebaluck (2021), this research was designed with the following steps. Firstly, the domain of the construct (i.e., individual volunteer motives) was specified by consulting a wide range of literature (e.g., three incentives theories and self-determination theory). Secondly, the item pool was generated by visiting existing literature and scales and conducting a focus group interview. The interview found two new motivations for Chinese sport event volunteers, which are virtual social interaction (the desire to be active on social media) and social influence (the need to meet the tradition and expectations from others or society). Thirdly, content validity was assessed through a panel of experts and a Q-sort analysis. Fourthly, the questionnaire will be distributed to the volunteers in June 2023. Fifthly, a number of univariate and multivariate

statistical techniques will be employed to discover the psychometric properties of the measures and to test if the data fit the hypothesised measurement model.

**Data Analysis and Expected Results**

This is, while still under investigation, a two-phase study. In Phase One, the reliability and the factor structure of the initial measures will be examined through an internal consistency test and an exploratory factor analysis. The main purposes of this stage are to purify the measures and determine their factor structure so as to ascertain whether the items would load on the proposed factor as conceptualised. In Phase Two, a confirmatory factor analysis will be conducted to confirm the overall goodness-of-fit, composite reliability, and both convergent and discriminant validity of a revised measurement model. This stage will aim to provide sound evidence on the adequacy of global and internal model fit to the data. The full results of the scale development procedures will be presented at the conference.

**Conclusion, Contribution, and Implication**

This study will contribute to the existing literature on sport event volunteering by adding a new Chinese context-based measurement of volunteer motivation. In addition, the scale can be used to predict which motivational factors contribute to volunteers' affective and behavioural outcomes in a positive way.

## Legitimacy in an Untapped Market: The Special Event of the NHL's Heritage Classic in the Middle of the Canadian Prairies

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**Aims and Research Questions:** Ice hockey is connected with Canadian heritage and identity and as an institution was studied to address a research gap and expand the theoretical understanding of legitimacy by investigating the utility of special sporting events (Nite & Edwards, 2021). The research question was: How was the pre-event media coverage framed for the 2019 National Hockey League's (NHL) Heritage Classic that legitimized a special event in a city without a professional NHL team, Regina, Saskatchewan, Canada?

**Theoretical Background and Literature Review:** Special events are important to residents, regions, and nations as they can be an economic driver, tourist attraction, and a source of identity for that region and nation. The uniqueness of these events can garner local, national, and international media coverage. As such, hosting events requires resources that can originate from the hosting community requiring various sources of support. Acquiring this support can be the most challenging part of hosting an event, as hosts need to seek social acceptance at the pre-event stage (Kulczycki et al., 2022).

The Heritage Classic represents a special event that generates significant revenue for the NHL, where the nostalgia and heritage of outdoor hockey are expressed and showcased in unconventional hockey locations (e.g., football stadiums; Kulczycki et al., 2022). Each Heritage Classic has unique characteristics of the host destination drawing attention from residents, tourists, sports fans, and the media (Kulczycki et al., 2022; Ramshaw, 2014). Specifically, this research focuses on how the media framed the narrative leading up to the event with the understanding that event information can influence the perceptions of the event (Entman, 1991).

Drawing on institutional work and legitimacy literature, "institutional work research within sport management should provide greater evidence of embedded agency's impact on perceptions of legitimacy and institutionalization" (Nite & Edwards, 2021, p. 826). Furthermore, organizational legitimacy is the societal acceptance of an organization's actions and/or managerial decisions (Edwards & Washington, 2015), shaped by three distinct legitimacy types: moral, cognitive, and pragmatic. This research focused on pragmatic legitimacy, whereby constituents' perceptions (i.e., fans, residents) are shaped by the organization's work to provide meaningful benefits to all the stakeholders and constituents (Edwards & Washington, 2015). Pragmatic legitimacy is further understood by three sub-categories: exchange, influence, and disposition.

**Methodology and Data Analysis:** Data collection identified 159 news stories from 35 national and international online media sources, including mainstream media (e.g., Canadian Broadcast Corporation [CBC], and The Globe and Mail) and sport-specific media (e.g., TSN and ESPN in Canada and the US) before the Heritage Classic. Systematic keyword searches (e.g., Heritage Classic, Regina Heritage Classic) focused on the pre-event narrative leading up to the Heritage Classic.

Analysis progressed through three stages of qualitative analysis (Miles et al., 2020) once the duplicate articles were removed (Kulczycki et al., 2020). First, the data review confirmed suitability with the intended research. Next, the automated computer program Leximancer

identified key themes (or institutional work). Subsequent researcher coding further established themes and sub-themes within the context of the research question, which was displayed through a matrix organizing the themes, sub-themes, and news stories (Miles et al., 2020). Finally, data interpretation occurred by applying institutional work and the sub-categories of pragmatic legitimacy.

**Results/Findings and Discussion:** Results included the following institutional work themes: Host City (sub-theme, e.g., City Pride), Honorary Home Team (sub-theme, e.g., Winnipeg Jets), Instrumental Organization (e.g., NHL, government) and the Event (sub-theme, e.g., Canadian, Stadiums). The media constructed frames/themes through their narrative, which stakeholders (e.g., fans, residents, city, teams, league) used as a rationale for hosting a special event. This narrative shaped the perceptions of the special event in a way that can be understood through pragmatic legitimacy. Thus, support for the special event stemmed from the organization (Instrumental Organization: NHL), the destination image (Host City: City Pride; exchange legitimacy), sports fandom and nostalgia (Honorary Home Team; influential legitimacy), and shared values and interests in community and hockey (Event: Canadian; dispositional legitimacy). Therefore, pragmatic legitimacy through trustworthiness, value, and credibility (Edwards & Washington, 2015) was used within the media, reinforcing the decision to host a major event in a smaller Canadian city with limited NHL connection.

**Conclusion, Contribution, and Implications:** Pre-event themes captured the NHL and governmental actions used to ensure the event's viability that shaped the perceptions, which led to the social acceptance and support of the event in the host community. Therefore, the media was a pivotal source in establishing the legitimacy of large-scale special events by communicating information/themes provided within the narrative. As such, event organizers and supportive community officials need to consider how event themes, messaging, and partnerships can be influential in signifying shared identities and benefits (exchange legitimacy), interests (influential legitimacy), and values (dispositional legitimacy), thereby facilitating buy-in from constituents. Organizers can include novel elements (e.g., local culture; Kulczycki et al., 2020) to enhance a special event's uniqueness.

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## Motorcycle Racing Events at the Isle of Man – Experiences, Values and Transformation

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*Aim and Research Questions*

The Isle of Man (IoM) is renowned for being a motorcycling racing mecca, with two races held on the same 60.735 km course across the IoM on public roads annually - the TT since 1907 and the Manx Grand Prix (MGP) since 1923. Given the competitors' high speeds on the very narrow, twisting roads (average speeds of 210 km/h), flanked by walls, buildings, kerbs, and trees, the course is extremely dangerous. The IoM Government (2019) responsible to host the races report that both racing events together accounted for 20% of all visitors and 39% of all spending by tourists annually, thus considered to be very important for the island's economy. Proven the history of the events we take racing at the IoM as a case study to investigate, what keeps the event going with returning visitors, volunteers and participants despite the fair criticism towards the events. How are the events innovating themselves and how are those changes valued by race visitors?

*Theoretical Background and Literature Review*

Value that event experiences create can be defined as consumer's overall perceived assessments of what is received and what is given (Zeithaml, 1988). Use value takes into account the totality of benefits during an event (Anderson et al., 2012). While the race experiences generate an obvious use value while watching the race taking place, social and other cultural experiences during the TT/MGP fortnight may be equally important for some visitors. In this respect, direct use value relates to experiences that arise during the event (e.g. sitting in the stands, on hedgerows or garden walls) and represents the value of the core experience watching the racing action. Indirect use value refers to experiential values, which is before, during breaks and after racing takes place.

In order to assess not only the benefits but the costs of an event, externalities described as non-use values have to be accounted for. Throsby (2001) argues that existence value reflects value that cultural heritage sites receive as a part of identity. Stewardship implies that individuals wish to see public resources are used and preserved, in order to benefit further generations' needs (bequest values; Frey, 2003). Last, option value reflects value that individuals place upon knowing they will have the possibility of also experiencing an event in the future, even if they have not used the option yet.

*Research Design, Methodology and Data Analysis*

A mixed methods approach was used and included 28 semi-structured interviews at the MGP with volunteers and race visitors. Travelling to the IoM on a motorcycle in 2015 and participating at the event as spectator, participant observation was considered to be legitimate with more than one hundred observation notes used for analysis. This allowed an otherwise unavailable rich engagement with the event; it provided insights into the tribal nature of motorsport culture (Dolles et al. 2018) by exploring the value of the event as a lived experience. To cover the perceptions on the changes made by the organizers towards the TT/MGP in 2022 in research, the organizers news feeds were studied, informal phone calls made with locals involved in the event, and opinions expressed on social media and newspapers, etc., searched for. This also aimed to set the grounds for visiting the MGP this year for further data collection.

*Results/Findings and Discussion*

Given our earlier findings on the importance of use values for spectators from the event, the serious criticisms expressed on the transformational changes by the organizers to run the MGP in 2022 are of no surprise. This includes safety concerns for the riders as well as serious disappointment experienced by spectators in indirect use value. However, it is still the existence value of motorcycle racing over the years that forms identity, keeps the IoM on the map for motorsport, creates year-by-year attention and benefits the island (non-use values), however to an increasingly lesser degree. The IoM Government itself still puts forward, that both races are the principal tourism asset which gives the IoM national and international profile, but this can be questioned if the events do not match the values of its supporters and customers anymore.

*Conclusion, Contribution, and Implication*

This research suggests that event organizers need to more fully appreciate that event value exists in different dimensions for every customer; it is not simply a matter of economics. Direct and especially indirect use value held by the facilitators (racers and racing teams, volunteers) and the customers (spectators) towards the event appears to be key to the future of the events. The more an event organizer knows about the perceived values of the event towards different customer groups, including local audiences, therefore, the more likely it is that the organizer will be able to secure the future of the event by meeting visitors' and local expectations.

## Birmingham 2022, Satellite Sites and Local Organisational Development: The Legacy Of The Cycling Time Trial On The Black Country Region

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This research focuses on regional challenges and opportunities for the city of Wolverhampton associated with hosting an international cycling time trial, as part of the Birmingham 2022 Commonwealth Games. The research provides vital evidence around policy and urban implementation of an assigned to host a one-time-only local event packaged up as a major event intervention. Detailed analysis focuses on a key satellite location venue and the interplay between the main organising committee (Birmingham 2022) and the local organising committee, City of Wolverhampton Host Committee (Hoff, Leopkey and Byun, 2023; Sadd and Nguyen, 2023), and how this co-created urban interventions and the immediacy to extend beneficial legacies for the city.

*Theoretical Background and Literature Review*

Major sporting events such as the Commonwealth Games often highlight the economic benefits derived for the host cities (Duignan & Pappalepore, 2019; Smith, 2019). Little research charts the implications of these economic and policy drivers on smaller-scale events across multi-city sporting events. Indeed, focus tends to be on the largest city designated as the primary venue. In this case, Birmingham was the host of 2022 Commonwealth Games, but multiple other city venues hosted events (e.g. Coventry, London). Theoretical tenets are tied together around how the hosting territory was able to take control of significant infrastructure zones and space to speed up physical development plans. Easterling (2014) refers to these processes as the 'incentivised infrastructure goals'. In this context, this case study provides a gateway to explore the creation of permanent states of exception (Gogishvili and Harris-Brandts, 2020), which extends far beyond the lifetime of the event.

*Research Design, Methodology and Data Analysis*

Empirical data has been collected from the City of Wolverhampton's local organising committee, non-governmental organisations and supplemented by business owner perspectives located on or nearby the time trial route over the past two years. Methods included 18 semi-structured interviews with these organisations. In addition to document analysis of government and policy body reports and event-related material. Key organising themes were coded using Qualitative data analysis using NVivo 12 around urban regeneration, business impacts and event leveraging.

*Results/Findings and Discussion*

Results highlight evidence against three main areas, including, the extent to which local organisers were prepared to host an international cycling time trial primarily on urban development and facilities issues relating to the delivery of the event. Secondly, the desired impacts of this event on wider businesses located along the route and around the Black Country region. Impacts relate to areas including the generation of new business and how business programmes influenced local business strategies. There has been recent evidence which illustrates how Commonwealth Games host regions have been able to achieve this effectively for local business associations e.g. Gold Coast (Carlini, Coghlan, Thomson and O'Neil, 2020). This research suggests that cultural and creative business networks were able to focus their strategies around the event on generating interest in business activities and local promotions across the city. Finally, the resourcefulness of the local organising committee to leverage

reputational and branding effects linked to this once-in-a-lifetime activation of urban areas into event spaces e.g. fan sites. A satellite event leveraging model has been extended based on the works of Kirby, Duignan and McGillivray (2018) which formulates a new layer for leveraging micro business networks to create local destination benefits.

*Conclusion, Contribution and Implication*

The research intended to provide empirical insights to assess how an international time trial cycling event can be enacted in a peripheral host city of a Commonwealth Games hosting region. As we go forward, satellite venues and locations have become more commonplace at major events, so understanding learnings of more intricate local event development plans could potentially support political agendas for submitting candidature bids for large-scale events. In doing so, this research builds upon the challenges and opportunities for collaboration relating to local urban development connected to large-scale sporting events. Pre, during and post-event outcomes highlight inclusionary and exclusionary small business impacts associated with official enterprise programmes and collaborations between policymakers and businesses from the Birmingham 2022 Commonwealth Games.

## The Inspirational Effect of Major Sporting Events on Attenders' Attitudes and Behaviours

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**Aim and Research Questions:**

To test the inspiration effect of the 2018 Women's Hockey World Cup, using a refined conceptual model and, attitudinal and behavioural theories, on young attenders' (aged 16-25) participation in sport and physical activity in the United Kingdom.

The research question is to what extent did the 2018 Women's Hockey World Cup inspire young people aged between 16-25 to increase their sport and physical activity levels?

**Theoretical Background and Literature Review:**

The inspiration effect of attending major sporting events has become a highly researched area (Frick & Wicker, 2016), leading on from the London 2012 Games' 'inspire a generation' objective. The objective referring to increasing participation in sport and physical activity amongst young people. The importance of sport and physical activity for achieving health benefits has been noted in the increasing recognition of sport in government policy (UK Sport, 2021).

Sporting events are considered to be catalysts which can drive attenders to a potential increase in sport and physical activity (Ramchandani et al, 2017). However, recent research by Ramchandani, Coleman and Christy (2019) and Potwarka et al (2020) suggests that there is a lack of evidence concerning the connection between the 'inspiration effect' of major sports events and subsequent participation in sport and physical activity. The data has largely only measured the attitudinal disposition towards sport and physical activity, and not actual behaviour change. This point highlights the challenge of attributing causality for behaviour change to a major sporting event.

Following a comprehensive evaluation of the theories of behaviour and behaviour change, and the conceptual models in sport and physical activity, the Transtheoretical Model (TTM) and the Theory of Planned Behaviour (TPB) were deemed as the strongest predictors (Potwarka, 2015). Consequently, the Event Inspired Behaviour Change Model (EIBCM) was developed and used as the conceptual framework for the study, combining both the TTM and TPB. The EIBCM was then empirically applied to measure the attitudinal and behavioural change of the 2018 WHWC event attenders.

**Research Design, Methodology and Data Analysis:**

The study had a longitudinal approach as the event attenders completed a survey (n=454) at two different time periods, during (n=407) and post-event (n=47). Interviews (n=4) were conducted with England Hockey event committee and UK Sport members, and data was exchanged via emails with the stakeholders, to examine the leveraging strategies implemented at the 2018 WHWC.

The data analysis of the surveys was conducted using the Statistical Package for the Social Sciences (SPSS). Matched pairs t-test was used to test the mean difference between the pairs of measurements (n=47), to highlight any changes in attitude and behaviour across both periods in time (approximately 6 months) . A thematic analysis was applied to the stakeholder interviews, generating key themes, which highlight the leveraging strategies and opportunities provided by stakeholders to lever the event.

**Results/Findings and Discussion:**

58 percent of attenders from the 2018 WHWC sample stated that they felt inspired to do sport or physical activity more frequently than they would normally as a result of attending the event. Young people aged 16-25 were the most inspired (65%), and this was statistically significant in relation to other age groups. Additionally, 23.5% of the post-event sample who said they had increased their participation levels post-event, attributed this change, in part, to their attendance at the hockey event.

Nevertheless, there was no significant behaviour change in relation to sport and/or physical activity participation between the during and post-event matched pairs samples. Thus, highlighting the fact there may be influential factors which may contribute towards any positive changes in participation, as noted by the EIBCM.

**Conclusion, Contribution and Implication:**

Attendance at major sporting events can act as a catalyst to increase sport and physical activity participation, however, there are other influential factors which affect an attender's sport and physical activity participation levels. The EIBCM highlights the different factors which can affect attitude and behaviour change, but has also enabled, in part, the measurement of any potential changes in participation. The 2018 WHWC follows a similar pattern in relation to other previously researched major sports events, as most attenders in the sample were 'active' as opposed to 'non-active. Hence, there is little to be gained by enabling already sporty people to become even more sporty. The real challenge is to move those who do nothing, or not enough, to doing something, or the sufficient amount of sport and physical activity to derive a health benefit.

This study demonstrates that measuring attitudinal and behavioural changes of major sport event attenders is important to understand the inspirational effect, as attributing causality is challenging. The EIBCM has shown that simply attending the 2018 WHWC may not translate into a positive attitudinal and behavioural change, as there are other potential influencing factors. The golden thread lies in understanding how to inspire and positively shift behaviour of the non-converted.

**Sport Media and Communication**

## Gambling Sponsorships in Sport: A Systematic Review of the Scientific Literature

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1. Aim and Research Questions

The term "gamblification" of sport is used to describe the close cultural interconnection between sport and gambling (McGee, 2020). Although academics and practitioners worry about the impact of gambling's omnipresence in sport, very little systematic inquiry has yet been dedicated to better understanding the drivers of the "gamblification" of sport. This present systematic review aims to provide insights into one particular commercial driver of the "gamblification" of sport, i.e., gambling sponsorships in sport (GSiS).

2. Theoretical Background and Literature Review

Worldwide, concerns are increasingly being raised about the increase in gambling participation rates and problematic gambling behaviors, fueled by the high visibility, strong promotion, and overall normalization of gambling in society. Gambling advertising is considered a major contextual factor contributing to gambling's normalization (McGee, 2020). One of the most popular forms of gambling advertising relates to GSiS (Constandt et al., 2022). Via GSiS, such as shirt and billboard sponsorships, gambling companies invest in sport organizations and events on all levels of the sport ecosystem. These companies thereby aim to transfer the fun and healthy image of sport to their gambling products (e.g., sports betting) to stimulate the consumption of these products (Maher et al., 2006). Albeit Lamont et al. (2011) map and discuss the scientific literature on GSiS, no systematic literature review has yet been executed on this topic.

3. Research Design, Methodology and Data Analysis

A domain-based systematic literature review was conducted to examine the existing literature on GSiS. Following Kraus et al. (2022), we determined a set of inclusion criteria. First, we selected two databases, namely Web of Science and Scopus. Second, keywords and Boolean operators (e.g., AND, OR) were identified through a brainstorm session between the authors and through scanning relevant articles. We employed the keyword search (Gambl* OR Betting OR Casino OR Lotter* OR "Slot machine" OR Poker OR Bingo OR Wager*) AND (Sponsor* OR Influencer* OR Tipster* OR "Cause-related marketing" OR "Ambush marketing" OR "Product placement" OR "Brand placement" OR "Event marketing"). Finally, the literature search was limited to articles, review articles, and editorial material. This search process yielded 158 results in Web of Science and 146 results in Scopus. After these initial searches, relevant publications were identified following the flow diagram consisting of three phases (i.e., identification, screening, and inclusion) of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) Statement (Page et al., 2021). After duplicates ($n = 96$) were removed, the remaining articles were screened on their quality, relevance, and scope. In the end, 37 articles were included in our review.

4. Results/Findings and Discussion

The 37 included articles were thoroughly read and qualitatively coded. The majority of them ($n = 22$) used an empirical approach, implementing both quantitative (e.g., survey study, frequency analysis, website analysis, content analysis) and/or qualitative methods (e.g., focus groups, in-depth interviews, media analysis). Most of these empirical studies were either conducted in Australia ($n = 11$) or in the UK ($n = 5$), with some exceptions that were conducted in for example Sweden, New Zealand, and Malawi. The remaining articles ($n = 15$) were

commentaries or conceptual papers. In terms of content, three main clusters of articles were identified, i.e., focusing on 1) the prevalence, 2) the impact, and 3) ethical concerns and regulatory initiatives related to GSiS. When it comes to the prevalence of GSiS, several studies show the nature and diversity of sports sponsorships by gambling companies, and indicate that fans are very regularly exposed to gambling sponsorships. These studies also highlight that minors are insufficiently protected from being exposed to GSiS. Concerning the impact of GSiS, multiple studies on the persuasiveness of GSiS show the strong recall and brand awareness of gambling companies in sport fans. Moreover, these studies expose that GSiS leads to more positive attitudes towards gambling and stronger gambling intentions. Related to the ethical concerns, several studies expose that GSiS lower risk perceptions about gambling and heighten the illusion of control, while posing reputational and operational risk factors to sport organizations. These studies forecast a public health win when so-called unhealthy sport sponsorships (e.g., gambling, alcohol, tobacco) are banned, whereas they also argue that awareness should be raised about gambling companies' deep infiltration in sport.

5. Conclusion, Contribution and Implication

This systematic literature review highlights that sponsoring is a common marketing tactic applied by gambling companies, with sport sponsorship being the most popular form of gambling sponsorship. Our review contributes to the literature on GSiS by systematically mapping existing insights in the nature, scope, and impact of GSiS. Moreover, it provides sport organizations and public authorities with an evidence-based umbrella perspective on GSiS to guide their future sponsorship and gambling policies.

## Inefficacy of Crisis Communication Management in Olympic Scandals

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**Aim**: To understand the course of two Olympic scandals involving the German Olympic Team at the 2020 Tokyo Olympics and determine whether a sport scandal can result in context collapse enabling a scale shift that can have far reaching consequences for the sport involved. We understand this situation with a comparative case study involving a racist incident with the German Cycling Team and an animal cruelty incident with the German Pentathlon team.

**Background:** The Olympics, like many other mega sport events, brings massively increased attention to sports. This is particularly true for niche sports like road cycling or pentathlon. While this creates much needed opportunities for attention, when things go wrong, a crisis can pose a serious threat to a niche sport. It can be particularly dangerous if enables hostile stakeholders to achieve a scale shift and it can become impossible for a smaller or less professionalised organisation to control.

To understand the events in question, we understood a sport scandal in relation to a corporate scandal insofar that the scandal can become disruptive and how the events are structured (Daudigeos et al., 2020). With social media, the notion of context collapse decreased the agency of the user and the ability of outside stakeholders to reach a new audience, effectively using a crisis to reach a new group of people (Marwick & boyd, 2011). We examine social media communications and opportunistic communications with how activists can achieve change on these channels through different framing methods including diagnostic framing, motivational framing and prognostic framing. The responses from the organisations were supported through crisis communications theories like Situational Crisis Communication Theory for example (Coombs, 2007). With these theories understood, we finally defined scale-shift according to 'a change in the number and level of contentious actions leading to broader contention involving a wider range of actors and bridging their claims and identities' (McAdam et al., 2001, p. 331).

**Research design:** The comparative case study design examines the trajectory of two scandals related to the German Olympic Team from the 2020 Tokyo Olympics that was held in 2021. The research utilises mixed-methods research techniques of a qualitative approach of document analysis and a quantitative approach of a Twitter analysis from German language tweets from both scandals. The analysis focused on five key points including how vulnerable the organisations are to a scandal, the political landscape relevant to the scandals, the events that triggered the scandal, the crisis communications strategies and the outcomes of the scandals.

To understand the problem, we utilised a structured focused comparison (George & Bennett, 2005) where we examined the vulnerability of sport to scandals, explored the political landscape, understood the triggering events, examined the crisis communications strategies, examined the Twitter reception and examined the outcomes of the crises. Our Twitter dataset included 2,544 tweets – 522 for cycling and 2,022 for the modern pentathlon. To understand if a scale shift occurred, we coded the top 100 tweets for both scandals into 12 categories, utilising intercoder reliability as per Krippendorff (2018)

**Findings:** It was found that a scandal can be extremely dangerous for minor sports with the visibility helping to enable a scale shift. However, there can be different variations on the outcomes, where sports can become a single target for lobby groups and institutional reform

becomes necessary, rather than normalised crisis communications responses. It can demonstrate that crises can hit different organisations in different ways and when a scale shift occurs, scapegoating or personalising the response may not appease the public. This can be found in the results of the two scandals studied. For cycling, a simple *mea culpa* was enough to appease the audience, while the scandal dragged on over an extended period of time and resulted in fundamental change for Modern Pentathlon as they tried to secure the future of the sport.

**Conclusion:** The comparative case studies supported the relevance of contingency factors and social mechanisms in scandal literature. However, what it has proven is that niche sports in mega events may lack the resources and professionalism to defend against a large-scale collective effort from a hostile actor. For niche sports, they must understand that the desire from mega events to help or defend them may be limited as their contribution to the popularity and revenue of the event is limited. Furthermore, the erratic trajectory of a crisis may ensure that an end point may not be predictable.

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Sport, Media & Communication

## A Uses And Gratifications-based Market Segmentation Approach To Football Fans' Online Media Usage Motivation

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Aim and Research Questions

The constant emergence of new online media channels and their adoption for sports marketing purposes has amplified sports fans' opportunities to follow their favourite team on a variety of online media channels. This has led to diverse online media usage behaviours, as different online media channels satisfy different needs. As a result, it has become increasingly challenging for sports teams to target their fans with content that meets these various needs. Therefore, this study conducts a cluster analysis based on the Uses and Gratifications approach to segment football fans according to their motivations for using different online media channels. Further, it analyses how the emerging motivational profiles differ in online media usage and fan identification. These findings can help sports clubs to tailor their online marketing content to their fans' needs and thus increase their satisfaction and identification.

Theoretical Background and Literature Review

The Uses and Gratification approach describes how social and psychological needs shape user's expectations of media sources, leading to different media consumption behaviours. Media exposure, in turn, results in the gratification of these needs (Katz et al., 1973). The interactivity, demassification, and asynchronicity inherent in the growing number of online media channels increases the difficulty of achieving user motivation and satisfaction, and therefore, amplifies the importance of the Uses and Gratification approach in audience analysis (Ruggiero, 2000). Rayburn and Palmgreen (1985) proposed a distinction between motives for media consumption, or gratifications sought, and gratifications obtained by media consumption. The authors suggested that the more the gratifications obtained from using a media channel exceed the gratifications sought, the greater the customer satisfaction and the greater the likelihood that customers will continue to use the channel. In sports marketing, previous research has only segmented fans based on the gratifications obtained (Fischer, 2019). However, in order to better target fans and increase their satisfaction, they need to be segmented based on the gratifications sought in online media usage.

As online media consumption positively influences fan identification (Phua, 2010), it is essential for sports organisations to identify customers with low fan identification and satisfy their sought gratifications to increase their media usage and identification. Fan identification is a fan's psychological attachment to a team and has been shown to predict behavioural intentions (Wann & Pierce, 2003).

Research Design, Methodology and Data Analysis

An online survey was conducted among fans of a Swiss football club. The survey was posted on the club's Facebook, Instagram, and Twitter pages as well as on a fan forum. This resulted in $n = 1011$ participants. The survey investigated the fans' gratifications sought in online media, their online media usage, and their fan identification. A factor analysis was performed on the 13 gratifications sought, which revealed seven latent motivational factors: relationships, escape, entertainment, positive emotions, technical knowledge, economic use, and information. Based on these factors, a cluster analysis was performed to segment the participants into motivational profiles. These were then compared in terms of their online media usage and level of fan identification.

Results/Findings and Discussion

The results show that although all fans are motivated by the need for information, entertainment, and positive emotions, they can be divided into four distinct motivational profiles. The Football Afficionados seek to experience positive emotions and acquire general and football-specific knowledge. The Economists are characterised by their interest in the economic use of online media (e.g., making purchases or finding bargains). The Online Media Enthusiasts score the highest among all seven motives with slight differences between the factor scores, and the Unmotivated display the lowest scores among all factors. The motivational profiles exhibit significant differences in their website, newsletter, Instagram, YouTube, and TikTok usage. Further, they significantly differ in fan identification, with the Online Media Enthusiasts exhibiting the highest and the Unmotivated exhibiting the lowest fan identification.

Conclusion, Contribution, and Implication

The results show that different fan types seek different gratifications from online media usage and prefer different online media channels to satisfy these needs. Therefore, these findings emphasise the importance of market segmentation when analysing online media usage motivation. Further, they demonstrate that sports clubs can achieve greater customer satisfaction by tailoring their online media content to the needs and online media consumption behaviours of their fans. To increase ticket and merchandise sales, clubs may focus on the Unmotivated and the Economists. The Unmotivated need to be satisfied to increase their online media consumption, which could increase their low fan identification and behavioural intentions.

Moreover, the Economists' motivations are directly tied to generating revenue. This implies that the more bargains and purchase opportunities they are offered, the more likely they are to increase their online media consumption and therefore the more money they might spend with the club.

### The 'Bisht': Mediatized Values, Transnational Cultural Flows and Complexities in Football.

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**Aim and Research Questions**

In December 2022, at the prize ceremony for FIFA World Cup in Qatar Lionel Messi was endowed with a traditional garment – a bisht – by the emir of Qatar, Sheikh Tamim bin Hamad Al Thani. Consequently, the bisht was a highly visible part of the Argentinian celebration on the podium. All was broadcasted throughout the world. Instantly, the event caused an upsurge of discussion the lively media debate contained cultural praise as well as accusations of both islamophobia and racism. How can this debate be understood?

Social and cultural ideas are entrenched in sport; however, they are not always interpreted the same way and the incident described above provides an excellent opportunity to study the contemporary effects of globalization.

The aim of this presentation is to describe and analyze the mediated value laden expressions from a critical cultural perspective the way they were broadcasted in the coverage of the prize ceremony for the FIFA World Cup 2022 by selected sources.

- Which arguments are audible and visible, who present them, where and in what ways?
- How can these arguments be understood as expressions of transnational cultural flows, cultural complexity, globalization and mediatized values?

**Theoretical Background and Literature Review**

Three decades ago, Hannerz published the now classic book on cultural complexity and the social organization of meaning. He described a creolizing world characterized by diversity in organization. In his words, 'autonomy and boundedness of cultures must nowadays be understood as a matter of degree' (Hannerz, 1992, p. 261). Moreover, he stated that the distribution of culture is asymmetrical where internally diverse transnational culture flows between centers and peripheries. Popular culture, such as sport, fits well in the center/periphery structure and may even model it, according to Hannerz (1992, p. 240).

Before the turn of the century, globalization was a key topic among social science researchers interested in sports (e.g. Maguire, 1999). The risks of global consumer culture eradicating local cultural expressions was debated. Since then, the importance of media has expanded not least as a mediator of values (Bolin, 2011). At present, the Qatar World Cup caused journalists and football fans to address moral concerns related to the placing of the megaevent, and researchers to critique the adverse effects on social and cultural aspects of sports. For instance, Fruh, Archer and Wojtowicz (2023) argue that Qatar's interest in hosting the event is a clear case of sportswashing, i.e., to better a dubious moral reputation through distraction from ethical violation, reducing or normalizing it.

**Research Design, Methodology and Data Analysis**

To describe and analyze the mediated value laden expressions broadcasted in the coverage of the prize ceremony for the FIFA World Cup 2022 three different media outlets where chosen: Al Jazeera, SVT and BBC. They were expected to have various perspectives on what happened on screen given their various social and cultural setting. Al Jazeera was chosen as the Qatari example, BBC as an example from a country renowned for its well-established interest in football and SVT for convenience purposes.

A theoretically informed reflexive thematic analysis (Braun & Clarke, 2019) was performed to describe and analyze the mediated value laden expressions in both text and images.

## Results/Findings and Discussion

Preliminary findings to be developed further show how the bisht was used to display Qatari cultural values as part of a key event during the World Cup. The bisht can be understood as a cultural device initiating a debate on mediated values and later commercial values. Intersecting and conflicting understandings are showcased. For instance, Al Jazeera includes a BBC commentator questioning the bisht in their edited version of the ceremony which in turn is interpreted as both racism and islamophobia in the comment section. Argentinian supporters are further portraited as positive both towards the bisht and Messi as their GOAT. By SVT, Qatar is described as hitting the jackpot with the bisht: 'This image which will be historical, where he wears this Qatari bisht, I'd say, for them they hit the jackpot' (SVT).

## Conclusion, Contribution, and Implication

Hannerz (1992. p. 5) stated that 'electronic media play a part in shaping and channeling culture'. The following three decades demonstrates a vast expansion globally on mediatization and the broadcasting of values (Bolin, 2011).

To conclude, it may be argued that these values flow transnationally along center/periphery connections and inform all involved including football and sports per se. Whether the values are regarded as sportwashing and distinctively wrong because it exploits basic sporting values to fulfill its aims and makes all involved complicit in the misconducts (Fruh, Archer & Wojtowicz, 2023), or a battle of power in a creolized world, or simultaneously both, is arguably a question of perspective.

**ID: 305**
Sport, Media & Communication

**Sport Fans and Contestation Between Nationalisms Around a World Champion on Social Media: A Discourse Analysis**

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*Aim and Research Questions:* The research sought to ascertain the relationship between sport fandom and political discourse in Ethiopia with a focus on the extent to which Letesenbet Gidey's triumph in the 2022 World Athletics Championship was a site of contention between nationalisms on Twitter at a time when a civil war was raging and existing rivalries between nationalisms were said to have deepened. In doing so, it attempted to identify the salient themes that the respective discourse communities in the Ethiopian Twitter spaces sought to amplify through their reactions to the athlete's victory and examined the dynamics of the discursive struggle thereof. Moreover, the research aimed at understanding how athletics fandom in Ethiopia shifted, if any, from being unified by such triumphs into becoming polarized and the factors that contributed to it.

*Theoretical Background and Literature Review:* The extant literature on social media studies firmly conceptualizes Twitter as a platform that encompasses digital public spheres where politics is extensively debated. Likewise, the platform has also been characterized as "a technology of fandom" as early as the early 2010s (Highfield et al, 2013), and contemporary usages abundantly reflect that. In what combines these two perspectives, several studies on sport fans' reactions to incidents during prominent sporting events, antagonistic discourses against sport personalities (e.g., Dickerson & Hodler, 2021), and issues of identity, nationalism, gender, and race in sport fandom on social media (e.g., Ncube & Maposa, 2021; Litchfield et al., 2018) have ascertained the interplay between sport fandom, political discourses, and social media. The Ethiopian case that the current study examines is situated in this domain. In November 2020, a bloody civil war broke out in Ethiopia's Tigray Region. The conflict pitted the Tigray region against the Federal government, which "is a reminder of the violent contests over national belonging that continue to plague the African continent" (Matshanda, 2022, p. 1282) and "must be examined by tracing the history of contested national belonging [in Ethiopia]" (ibid, p. 1283). Many argue that the conflict was an extension of contestation between Tigrayan and pan-Ethiopian nationalisms. At the time, sport and social media became a battleground, and when Letesenbet Gidey, an Ethiopian Athlete from the Tigray region who holds multiple world records in long-distance running and is an Olympic silver medalist, won Gold in 10,000m at the 2022 World Athletics Championship during the height of the civil war, the discourses on contested nationalisms came to the fore. This research, thus, examines how Letesenbet's World Championship victory was used to advance one's discourses pertinent to competing nationalisms in Ethiopia. To this end, Laclau and Moufe's theory of discourse which accounts for the nature of discursive struggles in politics as sites exhibiting intersections and contests between discourses (Jørgensen & Phillips, 2002), largely informs the study. The theory encapsulates the hallmarks of discursive struggles, including antagonisms, agonisms, and hegemony, which the study examines in the context of Twitter, the athlete's victory, and Ethiopian political discourse defined by alliances and antagonisms between the nationalisms.

*Research Design, Methodology and Data Analysis:* A mixed-method approach was employed, comprising quantitative methods using social media analytics, a social network analysis, qualitative textual analysis, and in-depth interviews. Twitter interactions in English and Amharic (Ethiopian language) that mention "Letesenbet" / "ለተሰንበት" from a day before

through to the aftermath of the race that took place on July 16, 2022 were scrapped. After a first-phase analysis of over 5 thousand tweets, the dataset was narrowed down to 500 tweets for a textual analysis. This was complemented with in-depth interviews with selected users from discourses participating in the discursive struggle. The analyses employed digital research tools including Gephi and Python.

***Results/Findings and Discussion:*** The findings of the study are not available at the time of submission; however, the researchers are currently working on them and would like to assure the Committee that they will be ready before the conference takes place. The findings will show a mapping of Ethiopian online discourses divided along the lines of nationalisms, notably Tigrayan nationalism and pan-Ethiopian nationalism, on the basis of sport fans' expressions around the victory of an Ethiopian athlete during the 2022 World Athletics Championship. Moreover, the findings will reveal the relationship between the discourses in terms of antagonisms, agonisms, and hegemony.

***Conclusion, Contribution, and Implication***: As the research focuses on intersectional issues involving sport fandom, politics, and social media discourse, it provides insights into how networked sport fandom can be conceptualized as encompassing public spheres where politics can be debated; hence providing an outlet of political expression that enhances a democratic culture. The Ethiopian case provides yet other unique perspectives to understanding sport fandom in a fragile state as a site of nationalist contestation.

**ID: 311**
Sport, Media & Communication

## Safeguarding Online Spaces in Sport: Virtual Maltreatment, Abuse, and Toxic Social Media Practices Experienced by Olympic Athletes

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**Aim and Research Questions**

Due to the rise of online abuse towards athletes via social media (Kearns et al., 2023), and the acknowledgement of such abuse by sport organisations such as the International Olympic Committee and World Athletics, the purpose of this research was to examine the types of abuse experienced by athletes via social media and to understand how stakeholders can better safeguard athletes in these situations. The following research aims guided this project:

1. Identify the frequency and type(s) of online social media abuse directed towards elite athletes;
2. Investigate current approaches used by athletes, organisations, and coaches to navigate social media abuse targeted towards athletes.

**Theoretical Background and Literature Review**

This research was theoretically framed through Kilvington's (2021) virtual stages of hate, which examines how online new media platforms influence and modify human behaviour. Kilvington outlines four key differences between online and offline communication including anonymity, invisibility, dissociative imagination and rapid response. It is these components that intensify and motivate online hate.

Insistences of online hate can be exacerbated by trigger events (Kilvington, 2021). Within a sporting context a trigger event could be a missed penalty kick, withdrawing from a contest, or poor performance. Online communication around such trigger events is driven by emotion, almost like a 'knee-jerk reaction' and results in reactive social media posts (Suler, 2004). Kilvington (2021) notes that trigger events can "lead to online posts which showcase automatic prejudice and instant stereotyping, while derogatory language is used without awareness and consideration" (p. 263).

Despite the growing prevalence, concern and impact of such online abuse, there is a scarcity of research which has examined this behaviour empirically within an elite sporting context (Kavanagh et al., 2016; Mountjoy et al., 2016). Therefore, given the evolution of digital spaces and prioritisation of athlete wellbeing, there is a need to understand the virtual maltreatment and toxic social media practices experienced by athletes and this study will contribute to that understanding. Further, in a scoping review of the limited literature that exists in this space, Kearns et al. (2023) noted the need for more research focused on athletes in sports other than football and athletes from non-Western nations, examination of public social media platforms, and the utilisation of a mixed methods research design. Our study seeks to answer the call for all three of these areas, as detailed in the following section.

**Research Design, Methodology and Data Analysis**

A total of seven trigger events that occurred during the Olympic Games between 2014 – 2022 and resulted in online abuse towards the athletes involved were selected for analysis in this study. The athletes included in this sample are Gus Kenworthy (UK, man, freestyle skiing), Eileen Gu (China, woman, freestyle skiing), Laurel Hubbard (New Zealand, transgender woman, weightlifting), Goh Liu Ying and Chang Peng Soon (Malaysia, man and woman, mixed doubles badminton), An San (South Korea, woman, archery), Elise Christie (UK, woman, speed skating), and Tom Daly (UK, man, diving). Quantitative content analyses of

Twitter posts related to each trigger event were conducted to determine the sentiment (i.e., positive, negative, or neutral), whether maltreatment was present in the post, and if so, the type of abuse directed towards the athlete. Following the analysis of social media responses to the trigger event, interviews were conducted with stakeholders from each of the seven cases (e.g., athletes, coaches, national governing body representatives) and were thematically analysed to understand the impact of social media abuse on the athlete and the approaches used to attempt to combat such abuse.

**Results/Findings and Discussion**

At the time of this submission one case (Gus Kenworthy) has been fully coded, resulting in a total of 21,504 tweets. In this case, 81.72% (n = 17,574) of the tweets were coded as having a positive sentiment, 15.38% (n = 3,308) were neutral, and 2.88% (n = 621) were negative. Of the 2.54% (n = 547) of tweets that were deemed to be maltreatment, 60.87% (n = 333) displayed emotional maltreatment, 33.08% (n = 181) discriminatory maltreatment, and 5.85% (n = 32) sexual/physical maltreatment. Coding is currently underway for the remaining six cases.

Five interviews with sport safeguarding stakeholders have been conducted thus far, resulting in initial themes suggesting that there is a lack of regulation regarding online abuse, there is limited or no focus on the issue at the International Federation and National Federation levels, there is a need for enhanced education for stakeholder groups regarding safeguarding athletes from online abuse, and there is no consensus on who/what should be responsible for safeguarding athletes online.

**Conclusion, Contribution, and Implication**

This research is currently underway and we are contractually obligated to our funding partner to complete it by August. Therefore, we will be prepared to present the full findings and implications at the 2023 EASM Conference if accepted.

## Real-time Analysis Of Event Legacy – A Dynamic Model For Framing and Measuring Social Media Narratives Of The FIFA Men's World Cup Qatar 2022 Using AI Processing Of Twitter Coverage

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Aim and Research Questions

Historically, mega-events' hosting has been a privilege of developed countries, reinforcing their dominant position in the global narrative. However, they have become especially attractive to emerging nations who use them as valuable international promotional opportunities for positioning within a highly congested and contested global economy.

The modern media environment of social media allows consumers access to news and content as distribution channels expand and barriers have been diluted (Naser, 2020) and reversed the established agenda-setting pathway of traditional media.

Given the largely negative media coverage of the 2022 FIFA (Men's) World Cup in Qatar, and the exponential growth of social media, the main aim of this research is to understand how Qatar was portrayed in social media, specifically Twitter. The research questions focused on identifying the 'frames' of target outcomes the host is seeking to achieve and tracking the volume and sentiment of social media coverage over the event period.

Theoretical Background and Literature Review

Media influences on their audiences are complex, with four identifiable effects – informing, agenda setting, framing and persuading - and are evident in the 'off-field' media coverage of major sporting events (Burch et al., 2011). As mega-events seek to attract disproportionate attention to the host through the event, the narrative influences how people perceive the host destination, with associations embedded in the event coverage influencing destination perceptions (Knott et al., 2015). However not all attention is positive; thus understanding the extent to which the positive narrative sought by the host is countered by negative targeting is critical to determining the event's success and assessing the 'net-sentiment' outcome for the host. The notion of 'framing' issues established in media studies and classed as issue-specific and generic news frames (Sant & Mason, 2015) was applied to this study.

Research Design, Methodology and Data Analysis

While tweets are short compared to long form text used as source material in previous FIFA World Cup studies (Swart et al., 2013), they provide sufficient information for opinion mining and sentiment analysis. Computational text-analysis tools has enabled more detailed analysis of larger text data sets than manual coding practices (Sotiriadou et al., 2014). Instead of using a post-hoc unsupervised classification method to uncover related concepts, this study established a supervised classification approach – which more closely resembles the literature on 'media frames' and 'agenda setting' and enables near real-time analysis of tweets.

Using various World Cup-related documents event legacy outcomes were identified and grouped: Group 1 - time-bound and specific focus on the event hosting and the experience created, and Group 2 - enduring timeline of host to improve the competitive position of Qatar as a place, they were further divided into the four Frames used in the analysis.

A cloud-based data system, integrated with the official academic API provided by Twitter, facilitated the data collection process. Target hashtags and keywords were used to gather over 6 million tweets between 1st April 2022 and 31st January 2023; stored in high-performance

databases for instant search, retrieval, and visualization. An interactive user interface portal was also developed to enable easy tweet search and analysis, utilizing the Vader algorithm to determine sentiment in near real-time.

Results/Findings and Discussion **

Overall, the volume of tweets for each frame increased in approaching the tournament start date with the overall sentiment score improving across the four phases of event hosting. A weighting towards negative sentiment increased in the lead-up phase especially in Frame 3 – Destination Challenges. Three frames showed an overall positive weighting, except Frame 3 with an overall negative score.

Frame 4 - Destination Image was the most positively skewed in sentiment but only third in terms of share of volume, whereas Frame 2 - Event Experience and Frame 3 garnered more than 60% of attention of the four key frames.

Concerning specific concepts, fan experience and atmosphere, and destination image where the beauty of the host both received >90% positive sentiment. By contrast, human rights received >60% negative weighting as the most negative concept.

Conclusion, Contribution, and Implication **

Changes in volume and sentiment over time show the dynamic nature of both the attention for the major event and the host, but affirm also that while hosts may seek to use events as a platform for positioning, they cannot control the narrative in the public domain. Hence being able to detect and respond to emerging (especially negative) issues is vital for hosts.

A supervised model for social media classification and sentiment processing provides a scalable and reusable platform for media content studies across events. The ability to capture emerging issues makes the model responsive to real-world narratives without sacrificing the benefits of the model's speed and alignment with host aims. Moreover, it provides an effective tool for understanding the shifting patterns of sentiment and attention throughout the event planning, delivery and legacy phases.

**ID: 418**

Sport, Media & Communication

## A Thematic Analysis of Football Players' Market Value Discussions on the Online Portal Transfermarkt.de

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### Aim and Research Question

This paper aims to investigate the market value discussions on the football portal transfermarkt.de and how users argue around the market value of players. The research questions therefore are the following: "How do users on transfermarkt.de define market value? What are the emerging themes when it comes to discussion of players' market value?"

### Theoretical Background and Literature Review

A milestone in modern football marks the Bosman ruling by the Court of Justice of the European Union in 1995. The Bosman ruling facilitated players' freedom of movement respectively releasing them from all obligations toward their club when their employment contract expires. The ruling symbolized a deregulation of the labor market of professional football players and led to an economic boom. Although transfers including a transfer fee resemble only a small share of the total transfers, the total amount of these transfer fees are enormous in men's football. In 2022, football clubs spent USD 6.50bn on transfer fees.

These transfer fees emphasize that football players have become human assets for football clubs. The valuation of these human assets becomes an important determinant of clubs' financial value but also when clubs are faced with a decision to recruit or sell a player still under contract. In a similar vein, the athlete himself/herself and his/her representative also share an interest in athlete's market value in order to go into contract negotiation about the salary.

Evaluating the value of football players has therefore become a major challenge for managers of football clubs. In the German football context, enthusiasts have built a large online community – transfermarkt.de - that evaluates professional football players' market value. Transfermarkt.de is an online portal where registered users can discuss and express their opinions about market value of players in designated forums. The portal was founded in 2000 in Germany and is currently available in eight languages. Transfermarkt has become the main source for reporting market values in the media and is used in real market transactions and wage negotiations.

Transfermarkt.de works as the following. Every interested person can sign up and become a part of the community. Once a member of the community, a user can discuss market values of any male football player in various countries and divisions. Users can then propose market value for a player and can provide a rational for this number in form of a text entry in a dedicated forum thread for each player ("Marketanalyse"). Every community member can follow and comment on these discussion threads and give their own rational why a player should be valued more, less or exactly the current market value specified on the transfermarkt portal. However, only a few merited community members – which are called "judges" – can make final decision on the market value suggestions based on the discussion. The community therefore creates market values that are based on the community members' own rational and validated by judges. This approach therefore resembles rather a discussion-based decision process than a formal, quantifiable approach.

### Research Design, Method and Data Analysis

In order to search for themes and patterns in those community members' own rational of market value, this paper uses thematic analysis. Thematic analysis was chosen to identify, analyze and reporting patterns (themes) within data. 2550 forum entries that users made in the Bundesliga Season 2022/23 market analysis discussion forum on transfermarkt.de served as a data set. A step-by-step approach to thematic analysis in line with Braun & Clarke (2008) was applied in order to code the data into themes.

**Preview of Results/Findings and Discussion**

In a first initial coding procedure of the forum entries, themes were collated. The first coding procedure led to 16 preliminary themes (e.g., "physical state of the player", "comparison to players on the same position", "contract duration affecting the market value", "recent performance data").

**Preview of Conclusion, Contribution and Implication**

This paper contributes to the empirical valuation of football players. A vast amount of existing research has attempted to find quantifiable measurements to value the true market value football players. As the true market value is a hidden value, market evaluations by experts and community members serve as a proxy for the true market value. This paper therefore highlights patterns that can be found in the discussion about the market value by players rather than finding quantifiable attributes of players to evaluate a market value. Investigating these discussions is of relevancy as in the case of transfermarkt.de the discussion by community members serves as a basis for the market values presented by transfermarkt.de as a portal, which has become a main source for media to report about market value of players and wage negotiations.

## Bundesliga Clubs on Instagram: Analysis of Posting Behaviour and Fan Interaction

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### 1. Aim and Research Questions

In the marketing of professional football clubs, Facebook and Instagram are common channels for communicating with fans. In 2022, the 18 Bundesliga clubs had a total of 80 million followers on Facebook and 60 million on Instagram underlining the importance of these two social networks.

The present study answers the research question of what content is posted by professional sports clubs and how this content is received by fans/followers. In contrast to several previous studies (see section 2), the focus is not on the wishes of the fans, but on the actually observable behavior of clubs and fans.

### 2. Theoretical Background and Literature Review

The question of the type and extent of social media use by (German) football clubs has been the subject of academic research for about ten years. Examples of early works include Bühler, Balzer, & Leibbrand (2013) and Römmelt (2017), which compared the importance of different channels. This concept has subsequently been implemented again and again.

More recently, various works have been published that have not dealt with social media in general, but specifically with Instagram. Machado, Martins, Ferreira, Correia, & Duarte (2020) investigated why fans follow Portuguese football clubs and identified entertainment, reward and social influence as motivators. Bohrer, Wagner, & Schubert (2021) asked FSV Mainz 05 fans about their needs and confirmed the results of earlier studies.

### 3. Research Design, Methodology and Data Analysis

The dataset at hand includes 3,711 Instagram posts from January 1 to June 30, 2022, which corresponds to all posts published by nine Bundesliga clubs (Borussia Dortmund, RB Leipzig, SC Freiburg, FSV Mainz, Borussia Mönchengladbach, VfL Wolfsburg, FC Augsburg, Hertha BSC Berlin, Spielvereinigung Fürth) during this period. The selection was based on the final table of the 2021/22 season, from which every second club was selected. A full survey of all Bundesliga clubs was not possible within a reasonable period of time.

The number of likes and comments was recorded for each post. Moreover, each post was assigned to one of a total of eight content categories (information, competition, training, transfer, sponsors/external advertising, general communication, self-promotion, other). The categories were derived inductively from the existing data material (publicly accessible posts on the Instagram account of the respective clubs). In the first step, a division was made into sport-related and non-sport-related posts. In the second step, both categories were further subdivided.

### 4. Findings and Discussion

The cumulative number of posts across all clubs is relatively constant from January to May (min.: 606, max.: 713), but drops sharply in June (431 posts). This can be explained by the end of the season. Only in the category "training" does the number of posts increase in June. Obviously, impressions from training serve as an option to continue generating sporting content.

In terms of the type of content posted, 75% of posts fall into the three categories of information (24%), competition (26%) and general communication with fans (26%). Sponsoring related content accounted for 5% of the posts.

A consideration of the teams' turnover shows no significant differences in the number of Instagram posts between clubs with high and low turnover. This applies to both the total number and number of posts in the individual categories. This contradicts the approach that high-turnover clubs can devote more resources to their Instagram channel, which would translate into a higher number of posts.

Sporting performance influences the interaction rate on social media posts: Clubs in the upper third of the table (final table season 2021/22) receive more likes (53 million) and comments (380,000) than clubs in the midfield (8 million likes and 119,000 comments) and the lower third of the table (4 million likes and 90,000 comments). One reason is the fact that top teams were able to publish around 60% more posts due to their participation in international competitions (such as the Champions League).

Major differences between the clubs can be observed in terms of interaction rates: Dortmund and Wolfsburg are the worst at activating their fan base; statistically, there are hardly more than two likes for every follower in the period under review. For Freiburg, this value is close to 20. Similar results can also be observed if the number of comments is used instead of likes (whereby the comment represents a stronger interaction requiring a higher activity level of the fans).

## 5. Conclusion and Implication

The initial results (to be elaborated further until the conference) show that the activities of the Bundesliga clubs on Instagram (number of posts, topics) are quite similar. At the same time, the different interaction rates indicate that some clubs are more successful than others in activating fans/followers. This may be due to the clubs' social media strategy or also because the fans/followers have different interests and/or a different affinity to their clubs.

## Managing Organisational Stress: The Case Of Elite Norwegian Skiers

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### Aim and Research Questions

The paper provides an analysis of the management of a serious conflict between the sport manager of 17 years and the federation board at a time when the elite team was preparing for Olympic competition. We ask: (a) How did the elite athletes perceive the ongoing conflict and (b) how did they cope with the stress arising from the dispute and the intense media coverage. This case study draws on an episode in which the Norwegian national ski team found themselves observing and indirectly involved in a dispute between senior staff in the national ski federation. The dispute began in the season leading up to the 2022 Winter Olympics in Beijing and continued, with almost daily media reports. Despite this intensive media attention and the acrimony engendered by the dispute the athletes won gold medals and the entire team appeared to display impressive coherence and mutual support.

### Theoretical Background and Literature Review

One of the major tasks of team management is to protect the athletes from distractions/stressors such as organizational conflicts. To protect athletes and let them stay in their training bubble, to cope with organizational stressors has become more important due to small margin between success and failure. We used transactional theory (Lazarus & Folkman, 1984) in this case study. An internal conflict may be categorized as an organizational stressor for those involved either directly or indirectly, and organizational stressors (e.g., sport organization politics, coach strategies and team selection criteria) (Fletcher et al., 2006), are together with competitive stressors and personal stressors the major categories of stressors. Lazarus and Folkman divided ways of coping into emotion-focused and problem-focused. In addition to individual strategies, more recent research highlight the use of the social environment (significant others) (Kerdijk et al., 2016), collective problem-focused coping (Rodríguez et al., 2019), or mastery climate (Kristiansen & Roberts, 2011) for coping effectively with different types of stressors.

### Research Design, Methodology and Data Analysis

Interviews were the primary source of information (Rahim, 2010), and we selected a purposeful sample of the NSF ski-jumpers from the national team and interviewed them after the season about how they coped with stressors. Interviews with five athletes (three men and two women) were conducted during a training camp abroad in October 2022. The interview guide consisted of four main sections: (a) what it is like being in the national team since you became aware of the issue of sports director's contract; (b) experiences with journalists and media reporting from last year; (c) to what extent did you follow and how did you cope with the dispute as it unfolded in the media; and (d), how was it to perform last year in the middle of the media storm. Less formal discussions were held with managers, board members and support staff. The interview data were supported by extensive field observations of interactions between federation members.

A generic qualitative driven approach (Bradbury-Jones et al., 2017) was conducted for the analyses, and we divided the stressors with an organizational origin from those with a media origin and linked them with particular coping strategies. The analyses revealed that the elite athletes' involvement in and information about the issue was on a continuum from high to

not/none at all, and from this we constructed two distinct alternatives to cope with the conflict. Several measures were taken to protect the athlete's anonymity in addition to ensuring trustworthiness by prolonged engagement, reflexivity and discussion of results with participants and collegues.

## Results/Findings and Discussion

The results revealed two main responses to the management of conflicts and the associated media coverage. One group avoided as far as possible hearing or reading about the conflicts and was determined to stay in their "bubble" and focus on preparing for competition. The other group chose to follow the conflicts and were more willing to interact with the media, and therefore experienced a higher degree of perceived stress and consequently needed to employ a wider range of coping strategies.

Those who chose the latter approach experienced a higher degree of perceived stress and consequently needed to employ a wider range of coping strategies such as seeking support from family, problem-focused coping, and avoidance coping. The team climate (mastery climate) also helped the athletes cope with the perceived organizational and media stressors.

## Conclusion, Contribution and Implications

The NSF ski-jump family perceived the ongoing conflict as an organizational stressor and even the ones that tried to avoid being affected by it noticed the effect it had on the support team in general and the sport manager more particularly. However, the case also indicates the resilience of the team members and the strength of the team values and culture. The findings highlight the importance of a consistent management team that helped the athletes succeed by protecting them from the ongoing conflict by providing enough coping opportunities.

**Esport, Innovation, and Technology**

**Investigating Consumer Motives to Play-to-Earn Games: Application of Analytic Hierarchy Process Analysis**

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**Aim and Research Questions:** The current study was structured to explore participants' motives in Play-To-Earn (PTE) games. For this overarching goal, first, we explored what motivates people to play PTE games and confirmed the priority of PTE gameplay among the factors. Second, provided basic data on the behavioral factors of PTE game players related to cryptocurrency, blockchain games, and e-sports.

**Theoretical Background and Literature Review:** With the development of digital technology, cryptocurrency technology has had a significant impact on the economy around the world. Game developers are creating new types of play-to-earn games that enable players to truly own their in-game assets and earn valuable rewards for their gameplay. These games use blockchain technology to create a secure and transparent environment where players can buy, sell, and trade the in-game assets like they would in a real-world market (Delfabbro et al., 2022). Developing a sustainable PTE game can usher in a new era of video games because PTE games are a new genre that can change the flow of the game including the payment structure. Therefore, it is necessary to explore salient factors that motivate people to play PTE games.

**Research Design, Methodology and Data Analysis:** The authors followed three steps. In Stage 1, a Literature review was conducted followed by Expert evaluation (Stage 2), and AHP analysis (Phase 3). AHP analysis (Saaty, 1983) helped prioritize motivation factors among players. Specifically, in stage 1, the authors conceptualized motives and established measurements associated with PTE game participation (DeVellis & Thorpe, 2021). In Stage 2, an expert evaluation was conducted on the PTE gameplay factors configured in Stage 1. By using the expert rating we modified, maintained, and deleted. In Stage 3, The AHP analysis was conducted for the purpose of confirming the relative importance and priority of the factors derived through Stages 1 and 2.

**Results/Findings and Discussion:** As a result of AHP analysis, 3 primary dimensions were derived with 12 sub-dimensions: Gaming experience (Fun, Game quality, Game genre, Challenge), Financial outcomes (Tokenomics, ROI, Reliability of game company, Coin price), PTE game Awareness (Management, Game entry timing, Game platform, Community). Among the gaming experience sub-factors, the fun factor showed the highest priority value, followed by game genre, quality, and challenge. Among the financial outcome sub-factors, the reliability of the game company showed the highest priority value, followed by tokenomics, coin price, and ROI. Among the PTE game awareness sub-factors, game entry timing showed the highest priority value, followed by management, game platform, and community.

**Conclusion, Contribution, and Implication:** The conclusions of this study are as follows.

First, gaming experience, financial outcome, and PTE game awareness were derived as the three factors that encourage people to play PTE games. In particular, the unique characteristics of PTE games were confirmed in that financial outcomes and PTE game awareness are difficult to find in traditional video games. Second, the gaming experience was found to be the most prioritized factor, ahead of financial outcome, and PTE game awareness. Third, a high fun factor and a genre suitable for PTE were found to be the most prioritized gaming experience subfactor. It was confirmed that the higher the company's reliability in the financial outcome

factor and the more appropriate the game entry timing as a PTE game awareness factor, the more PTE games could be enjoyed.

The results contribute to a clearer theoretical understanding of these newly emerged gamer markets. They also provide game companies with insights for developing market segmentation and product development strategies. More specific implications will be addressed in the presentation.

## The Emergent Community of Esports Fans in Japan: An Analysis of Motivations and Preferences

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### Introduction

Esports, a rapidly growing billion-dollar industry, has gained mainstream popularity and academic interest, yet research on emerging markets like Japan remains limited. This study aims to understand the Japanese esports market by examining player characteristics, segmenting the market based on psychological needs, and exploring differences between segments. Using the Uses and Gratifications theory (Katz et al., 1973), the study contributes to online community research. By examining the utility of the profile approach in understanding and explaining the motivations behind esports play and watching among Japanese players, this study seeks to uncover market segment nuances, and examine Japanese esports players' media interactions.

### Literature review

Online communities (OCs) are vital for esports success, yet little research has been done on esports participation motivation from both players' and spectators' perspectives. Esports communities are unique due to their commercialised nature and blurred identities of participants (Xue et al., 2019). Existing research on sports fan motivation and esports participation motivation has provided insights into this area, but with limited consistency. Self-determination theory (SDT) (Deci and Ryan, 1985) and Uses and Gratifications (U&G) theory (Katz et al., 1973) have been widely used to understand motivation in sports and esports.

Japan's esports market has lagged due to multiple cultural and legal factors, such as the popularity of JRPGs and strict regulations on prize money (Ishikawa et al., 2022). Despite challenges, interest in esports has been growing in Japan since 2018, with the establishment of the Japan Esports Union (JeSU) and government efforts to revise legal regulations. Understanding esports players and fans in Japan is crucial for its sustainable development, yet there remains a knowledge gap in this area.

### Method

The study used an online questionnaire survey, targeting Japanese residents who were existing esports fans. The survey was divided into three sections to assess behavioural-oriented variables, esports play and watching motivation, and demographic information. A total of 500 valid questionnaires were collected. Esports play and watching motivation measurements were adapted from Jang and Byon (2020) and Qian et al. (2020), using a 7-point Likert scale. The scales demonstrated high reliability with Cronbach's alpha values of 0.93 and 0.98.

### Analysis and Results

Cluster analysis was used to identify motivational profiles of Japanese esports players and viewers, revealing a three-cluster solution for esports play and watching motivations. The play motivation clusters are: All-Rounder Players (32.20%), Immersive Fun Seekers (51.80%), and Skill-Based Players (16.00%). The watching motivation clusters are: Casual Viewers (27.00%), Entertainment-Excitement Seekers (28.40%), and Skill Appreciation Seekers (44.60%).

Socio-economic factors did not differentiate play motivation clusters, but significant differences were found in hours played per week, years as an esports fan, and primary platform

used. Gender was a significant factor differentiating watching motivation clusters, along with hours watched per week, years as a fan, and primary platform.

Japanese esports market findings showed moderate engagement, with 60% playing or watching for less than three hours a week. Puzzle games were most popular, followed by sports and fighting games. Japanese players primarily use consoles and/or Switch for esports play, while live streaming platforms are favoured for watching.

The study provides insights for esports managers, marketers, and policymakers on promoting esports and related events in Japan. It highlights the importance of understanding market situation and consumer behaviour to effectively target different consumer groups and their unique preferences.

**Contributions and implications**

This study offers initial insights into the development and adoption of esports in Japan, highlighting the unique preferences of Japanese players, such as preference for console gaming and single-player titles. The growth of the esports market depends on player and fan engagement, as well as revenue generation from peripheral activities. The introduction of 5G allows smoother online and mobile gameplay, potentially strengthening Japan's global esports presence. Despite limitations, the study contributes to understanding Japan's emerging esports market and suggests future research on outcomes of participation motivations, like purchase intention and game loyalty.

**ID: 321**

E-Sport, Innovation, and Technology

## ESports Extensions Of Sport Brands: Implications For Brand Management

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Aim of the Research

Due to its vast economic potential and its attractive audience, sport brands increasingly extend their brands to eSports. They seek to attract the eSports audience, develop new revenue streams, and innovate established brand meanings (Lefebvre et al., 2020). However, research on eSports extensions of sport brands is scarce and little is known about the effects of eSports extensions from a branding perspective. Therefore, our research is guided by the overarching research question: *How do eSports extensions affect the management of sport brands?*

Theoretical Background and Literature Review

Introducing the multi-actor-dominant logic, sport brands are dynamic social processes, co-created in interactions among multiple actors (Ströbel & Germelmann, 2020). The concept of integrative branding represents a specific approach within the multi-actor-dominant logic. It comprises two interrelated sub-processes: (1) building brand identity and (2) co-creating brand meaning. Within the former, the brand owner develops and communicates intended brand meanings to the network of actors. Within the latter, the brand owner needs to facilitate brand meaning co-creation processes among multiple actors through providing brand engagement platforms (Brodie et al., 2017).

In the context of sport brand extensions, the preservation of the sport brand's tradition, culture, and values are key success-factors (Apostolopoulou, 2002). At the same time, however, eSports is characterised by a unique community with its own language, rituals, and culture that must be specifically addressed. Building on the concept of integrative branding, we therefore posit *RQ1: How do eSports extensions affect the building of brand identity?* The multi-actor-dominant logic further implies that eSports-specific actors become relevant for the sport brand through an extension, i.e. eSports-specific fans, sponsors, broadcasters, athletes or streamers, who participate in brand meaning co-creation in mainly digital contexts (Kunz et al., 2021). Yet, existing research indicates that eSports extensions do not initiate the co-creation of novel brand meanings (Bertschy et al., 2020). This observation, however, refers to the case of a single club and focuses on fans as one actor group. Further empirical research is necessary for a sufficient understanding of dynamic branding processes between multiple actors in the context of eSports extensions. This leads us to *RQ2: How do eSports extensions affect brand meaning co-creation?*

Research Design, Methodology and Data Analysis

To obtain deep insights into the branding processes of eSport extensions, our research draws on a mixed methods approach. We carry out semi-structured interviews (N=16) with representatives of German professional football clubs that extended their brand to eSports and representatives from leading sport marketing agencies. Additionally, we use netnography to observe and analyse branding processes on the social media channels of the clubs under research, i.e. Instagram, Facebook, Twitter, Twitch, and forums. First, we analyse the brand owner's communication on social media to understand brand-building efforts. Second, we analyse the comments of actors to examine brand meanings and interactions among actors.

Results and Discussion

Data collection is in progress and preliminary findings are available. Detailed results will be made available at the conference. We expect our study to reveal the brand-building strategies

of brand owners in the context of different eSports extensions (i.e. sport simulations vs. other gaming genres). Preliminary findings show that in the context of extensions to sport simulations, brand owners try to preserve and only slightly adapt the established brand identity. eSports is mainly perceived as additional opportunity to convey intended brand meanings. In the context of extensions to other gaming genres, however, sport brands try to adapt brand identity and translate it to the eSports audience. eSports extensions require additional brand communication channels (i.e. digital) and a bolder as well as more interactive communication.

Furthermore, we expect our study to show how novel brand meanings develop through eSports-specific actors who become part of the brand network. These emerging brand meanings might induce brand meaning co-creation processes between established and new actors, especially on innovative digital brand engagement platforms. Preliminary findings indicate that eSports extensions make the brand relevant to new actors. However, extensions to sport simulations attract little attention from extant actors and encompass similar brand meanings. These findings validate the results of Bertschy et al. (2020). Extensions to other eSports genres are more likely to change brand meanings and initiate conflicts and negotiation processes between extant and new actors.

Conclusion, Contribution, and Implications

Our study contributes to sport management literature by enhancing the understanding of eSports extensions of sport brands from a branding perspective. eSports extensions have to be evaluated depending on their characteristics. For extensions into sport simulations, brand owners do not have to adapt brand identity. Further, these extensions barely initiate brand meaning co-creation processes. Extensions into other gaming genres, however, seem to need such an adaption of brand identity and attract further actors from the wider eSport ecosystem that co-create innovative brand meanings.

**Digital Technologies in Action Sport: Blessing or curse?**

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## 1. Aim and Research Questions

Our research question is: *"How do various stakeholders perceive the introduction of digital technologies into action sports and what potential impact do they envision for such sports?"*

## 2. Theoretical Background and Literature Review

Action sports first appeared in the 1960s as a social movement and lifestyle among young people. This community represented a "counterculture," dissimilar to mainstream sports in many ways and characterized by a special ethos and "vibe" (Thorpe & Wheaton, 2011). Training for instance does not assume the accompaniment of professional coaches and competition is mainly focused on creativity, spectacularity, and uniqueness of the athlete's routine, rather than on an objectively measurable performance outcome (Harding et al., 2016).

Nevertheless, actions sports have become more professional and commercialized over time, which has entailed an increase of the emphasis on training for athletes, fan engagement, larger events, sponsorship, etc. (Thorpe & Dumont, 2019). An inflection point in this regard was the inclusion of actions sports (e.g., surfing, skateboarding, sport climbing, and BMX) into the Olympic sports program (Thorpe & Wheaton, 2011). This evolution of action sports also engenders a tension, as some find commercialization and professionalization to contradict the original spirit of action sports.

We observe that digital technologies have been widely adopted in mainstream sports. Prominent examples are the transition from traditional TV broadcasting of sports events to online broadcasting on digital platforms (over the top – OTT) and the initiation of data-driven services providing information about sports events and athletes (Stegmann et al., 2021). However, this digitalization trend is only starting in action sports, which may further impact the professionalization and commercialization of action sports (Thorpe & Dumont, 2019) and therefore intensify the tensions (Mazurova et al., 2022). Therefore, we aim to explore the expected impact of the introduction of digital and data-driven technologies in action sports.

## 3. Research Design, Methodology and Data Analysis

To address our research question, we take an affordance perspective: we consider the perceived possibilities and constraints related to technology use in a particular context (Strong et al., 2014). Also, we investigate stakeholders' opinions in the context of actions sports as a whole, rather than focusing on one specific kind of sport. We conducted an inductive qualitative case study involving 30 interviews (3 coaches, 3 athletes, 3 international judges, 4 representative of federations, 9 fans, and 8 representative from various organizations active in action sports). These stakeholders represented various sports, the majority of which were snow- and skate-boarding, but also roller blading and surfing were represented. The stakeholders lived across Westen-Europe and the interviews were conducted via video-conferencing. During the interviews, we were primarily focused on the open questions without asking leading questions or focusing on any specific technology as we wished to encourage the participants to share their broad opinions and perceptions. Using Nvivo, our analysis involved three steps: open coding to identify 47 individual codes from the interview transcripts; selective coding was used to group codes; and finally axial coding helped to unearth relationships among the codes.

## 4. Results/Findings and Discussion

Our findings show an overall positive perception of the introduction of digital technologies by the key stakeholders in terms of increasing the popularity and accessibility of action sports for fans, which are seen as mutually reinforcing. In particular, an important opportunity was identified related to using data and digital content to improve storytelling (e.g., history of an athlete) as well as to explain rules. Additional opportunities relate to fan engagement in terms of them sharing their own content or interacting with professional athletes. Furthermore, there are gamification and sports betting opportunities related to digital technologies. Such developments in turn may have a positive impact on monetization and individual sponsorship possibilities for athletes.

On the other hand, our results show that stakeholders also perceive potential negative impact of such technologies in action sports, in particular in terms of interfering with the special culture ("vibe") of action sports. In the opinion of some stakeholders, such aspects as creativity, unpredictability, and spectacularity of athletes' performances cannot accurately be captured and transmitted in the digital world. These opinions indicate that digitalization may kill the essence of action sports as a counterculture to mainstream (sports) and therefore also reduce their popularity. Another potential obstacle is the fragmentation of sources for content and data about various events, athletes, rules and regulations, as well as of fan communities.

## 5.Conclusion, Contribution, and Implication

Our contributions to research on the use of digital technologies in (action) sport are the following:

1. Identification of what dimensions of actions sports the digital technologies have an impact on (i.e., popularity, accessibility, monetization);

2. Identification of the positive and negative aspects of the introduction of digital technologies into action sports.

3. Recommendations for introducing digital and data-driven technologies into action sports in terms of the development of one centralized data and streaming platform.

**ID: 1208**

E-Sport, Innovation, and Technology - Revised Version

*Topics:* E-Sport, Innovation, and Technology

**Chinese Esports Towns: An Ecosystem Analysis**

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**Objectives and Research Questions**

On July 1, 2016, the Chinese government proposed to cultivate 1,000 unique "characteristic towns" (in Chinese*: TeseXiaozhe*n) across the country by 2020 (Chinese State Council, 2020). These towns, situated in local characteristics, feature themes such as sport, leisure, education, technology, or traditional culture Esports towns are, therefore, towns that focus on the esports industry, aiming to attract and support esports-related businesses in a clustered manner. Esports is of strategic importance nationally in China. Building esports towns aims to further push for the country's ambition to leverage esports for economic, social, and political gains.

Since 2017, China has successively established seven esports towns, such as Hangzhou in Zhejiang, Zhongxian in Chongqing, Wuhu in Anhui, etc... Despite billions of investments, some of these esports towns are currently facing problems of disappearing due to their unsuccessful business models and unsustainable ecological structures (NBD, 2019). Therefore, this study aims to investigate the factors that may lead to an unsustainable esports ecosystem through the comparative analysis of the two esports towns (Hangzhou, Zhongxian). Specific research objectives include: (1) mapping different types of organizations in the esports towns; (2) analyzing the existing cooperation model of the businesses inside the ecosystem; (3) evaluating the sustainability of these esports towns.

**Theoretical Background and literature review**

Moore (1993) proposed a business ecosystem to support economic groups, organizations, and individuals in the business world. Business ecosystems consist of a large number of loosely linked organizations that interact in complex ways (Iansiti & Levien, 2002). A sustainable business ecosystem is a collective action, often highly focused on meeting a specific, ongoing market need (Young et al., 2021). The life cycle of business ecosystem development has four consecutive stages, including birth, expansion, authorization, and renewal (Moore, 1993). Three different business strategies are often adopted by business ecosystems, including the keystone strategy, dominant strategy, and niche strategy (Iansiti & Levien, 2002). The concept of an esports town is similar to that of industrial clusters. A cluster is a geographical concentration of interconnected firms, specialized suppliers, service producers, firms in related industries, and related institutions in a particular sector that both compete and cooperate (Porter, 2000). Sport management scholars have studied extensively on this topic. For instance, Gerke et al. (2021) developed a conceptual framework for the detection and analysis of sports clusters through their study of French marine racing clusters

**Research Design, Methodology, and Data Analysis**

Esports towns in Hangzhou and Zhongxian were selected as case studies. The cases were selected due to their a) different geographical locations (south-eastern China for Hangzhou, southwestern China for Zhongxian), levels of urbanization (Hangzhou ranked as a first-tier city, Zhongxianas an underdeveloped county), transportation characteristics (Hangzhou is an inter-city transportation hub, Zhongxian is with limited transportation access). Data is collected through semi-structured interviews with 20 experts from the government, industry associations, investors, and business partners in both esports towns.

**Results/Findings and Discussion**

The initial mapping highlighted that the esports town involves organizations such as local governments, industry associations, esports clubs, game manufacturers, town resident companies (e.g., hotels), esports town management committees, and competition organizations. Our findings revealed that factors such as location, transportation, culture, and governmental policies have played a vital role in driving the success of esports towns. Furthermore, both esports towns have adopted unique strategies to build their ecosystem structure. Hangzhou Esports Town adopts the dominant strategy by utilizing esports events and content as the core business. It has combined the local characteristic of highly developed technology as part of its town development strategy. Zhongxian esports town employs education as the main strategy to attract young talents in this field to support the esports industry. The carefully selected strategies have brought some success for the esports towns; however, interviewees have raised concerns about the sustainability of their ecosystems. For instance, the Hangzhou esports town faces a variety of competitors in the region which leads to a loss of business. Whereas in Zhongxian, the focus on esports talent development also faces issues such as decreased student numbers due to uncertainty and changes in the government's esports industry policy.

**Conclusion, Contribution, and Implication**

Esports towns build on their own unique characteristics that underpin the initial success of their ecosystems. Specifically, the analysis of the business ecosystem life cycle of esports towns reveals that Zhongxian mainly adopts the keystone strategy whereas Hangzhou esports towns are the dominant strategy. We argue that the keystone strategy is preferable in this context because the keystone strategy encourages long-term innovation and niche creation of the ecosystem, and it provides a more efficient and sustainable operational model for businesses. This study is the first comprehensive and systematical observation of the esports ecosystem in China; it has implications for policymakers and esports-relevant business managers.

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**E-Sport, Innovation, and Technology - Revised Version**
*Topics:* E-Sport, Innovation, and Technology

**Exploring and Understanding Participative Sport Innovations as a Means to Achieve Sport-for-All.**

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Aims, RQ

Across different sports, games or means to gamify sports have become increasingly intertwined with sports itself (Westmattelmann et al., 2021), for example, interactive augmented (i.e. using projected graphics and tracking sensors) climbing wall games. To study this, we introduce the concept of participative sport innovations (PSIs). PSIs are services offered by non-profit sport organisations (NPSOs) that add new dimensions (e.g. gamification, social interaction) to existing sports offers by use of technology such as virtual reality or mixed reality sports games. Using the lens of PSIs, we first aim to explore the potential of PSIs to be used for leisure physical activities or training purposes.

Second, we aim to study if and how PSIs are a means to achieve and promote Sport-for-All (SfA) sports offers in NPSOs. Though SfA is argued to be a convenient umbrella term (Skille, 2011), it encompasses aspects such as participation, accessibility, enjoyment, qualitative guidance, social aspect of sports (Council of Europe, 2001).

Last, we aim to explore the patterns in and understand the reasoning behind the perceptions of PSIs as a potential means to develop and achieve SfA sports offers in NPSOs. Up to now, conclusion about the possible potential of PSI remains open. In fact, reasoning and perception may greatly vary, since NPSOs can integrate PSIs in many ways in their sports offers, such as developing new sports disciplines, enhance the hedonic value, or offer recreative-competitions (Westmattelmann et al., 2021).

Literature Review

Goebler et al. (2021) presents a continuum of physical-digital hybrid sports configurations that ranges from little to intense intertwining of both physical and digital sports activities. This continuum is divided into clusters of which two are relevant to study PSIs: (1) 'digitally augmented sport' in which physical input is augmented by technology and results in physical output (e.g., interactive augmented climbing wall games) and (2) 'digitally replicated sport' in which physical input is translated to a virtual environment (e.g., virtual cycling games such as Zwift). These two clusters appear relevant to study the technological means of PSIs because there is adequate intertwining of sports and technology. Only few studies set out a classification for the increasingly overlapping domain of (e)sports and games, while none - to our knowledge - have looked into the relation with and potential for NPSO's SfA Sports offerings. Insights in the role of digitally augmented sport and digitally replicated sport in individual sports practice (Tjønndal, 2022) may act as a starting ground for our study aims.

Methodology and Data Analysis

The mixed-method approach of Q-methodology will be used. This technique combines quantitative measures of a participant's statement-scoring exercise with a qualitative interview analysis. It ultimately allows to discern people's perceptions, capture these different viewpoints and seek patterns within existing perceptions (McKeown & Thomas, 2013). Based on the SfA charter of the European Commission (Council of Europe, 2001), we developed a set of statements where each statement represented a way of how a PSI (e.g. virtual cycling

games for a cycling NPSO) could help to achieve SfA sports offers in NPSOs. Two examples are "[PSI example] … can enhance the fun-aspect of our trainings" and "… allow people with physical disabilities to participate in club activities". The initial set of 21 statements was pilot tested which resulted in a final set of 36 diverse statements that aims to represents the 'PSI for SfA'-concourse. Board members, volunteers or athletes from NPSOs were asked to sort the statements ranging from "irrelevant for our club" to "relevant for our club". This sorting exercise was guided by an in-depth interview. At this moment, 12 of the 30 interviews with sorting exercise have been conducted, accounting for a variety of sports and NPSO so that maximum variability in participating NPSOs is ensured. Using factor analysis on the scored statements, clusters of clubs and their patterns of PSI perception will emerge and are qualitatively enriched.

Results/Findings and Discussion

Results will be ready to present by the time of the conference. Preliminary insights of our interviews reveal different patterns within NPSOs' perception on the potential of PSIs to achieve SfA sports offers. For example, clubs who seek to integrate disabled people may do so by embracing technological augmentation of their sport that can level out the difference in difficulty or skills required during a training or recreational competition. NPSOs offering youth trainings see for example more potential in both the fun and skill enhancing aspects of PSIs.

Conclusion, Contribution and Implication

Our contribution lies in presenting the richness of the 'perceived potential of PSIs as a means for SfA' concourse. This can provide useful insights for drafting strategies that aim to facilitate SfA sports offers in NPSOs using PSIs. Based on the common - though possibly mistaken – perceptions about PSIs, policy recommendations can be made on how to initiate and explain PSIs to NPSOs.

## Business Model Innovation through Digitisation in Fitness Social Enterprise: lesson from China

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1. Aim and Research Questions

As health consciousness and disposable incomes rise in China. However, compared to mature markets like the U.S. and Europe, challenges such as low propensity to buy fitness equipment, limited leisure time, extended work and commute hours, and restricted housing space hinder the industry's development (Tian, 2022). Although the number of fitness gyms has increased at an average annual growth rate of almost 5% in China from 2016-2021, subject to the business model, only 20% of these gyms earn a profit (iResearch, 2022).

The implication of digital technologies often leads to business innovation for improving capabilities and competitive advantages (Kittipanya-ngam & Tan, 2020). Based on the ecosystem view, this study aims to explore how digitalisation-facilitated business model innovation (BMI) of fitness social enterprises (FSEs) influences the co-creation of value with various stakeholders for achieving commercial strategies with the social mission. In order to achieve the research aim, this study addresses the following two research questions:

- How are FSEs utilising digital technologies to facilitate BMI?
- How does BMI in FSEs enable the alignment of commercial strategies with their social mission, engaging multiple stakeholders in the process?

2. Theoretical Background and Literature Review

Previous studies have examined the user's engagement and usage intention on the implications of digital tools, such as fitness APP, smart watches, heart rate monitors and GPS tracking devices. However, few studies have been done to explore how modern fitness gyms utilise digital technologies to achieve BMI. Studies on BMI have generalised findings on both non-profit and private ownership of fitness centres and identified the business models differ due to different resources (García-Fernández et al., 2018; Santacruz Lozano et al., 2021). Nevertheless, increasing competition for funding has pushed non-profit Organizations (NPOs) to adopt commercial practices for survival (Alshawaaf & Lee, 2021). This has led to the emergence of a hybrid organisational form, referred to as social enterprise that trades in order to fulfil its social mission (Barraket et al., 2016). Despite the acknowledged role of fitness entrepreneurship in promoting societal health and happiness, there is limited research on how FSEs are using digitalisation and BMI to achieve their commercial and social objectives (Heinze et al. 2016). Scholars have also introduced an ecosystem view to understand the dynamics of value co-creation in service systems (Vargo & Lusch, 2016). This view helps to explain how resources are integrated across organisations to co-create value. Despite its importance, how the ecosystem view can be applied to understand the BMI in the context of the FSEs remains largely unexplored.

3. Research Design, Methodology, and Data Analysis

A case study analysis of a FSE, HEHA Internet Technology Co., Ltd., in China, is adopted to examine the digitisation for the BMI outcomes. "HEHA" currently runs 241 smart community fitness gyms in Hunan Province, with 70 full-time employees and 250,000 registered users. The annual turnover of 2021-2022 is about 60 million RMB. An in-depth field interview

method was adopted for data collection. Three in-depth face-to-face interviews have been conducted with the CEO, marketing manager, and operations manager. The interview protocols were developed based on the research questions and using prior theory. The interview duration ranged from 1-2 hours. All the interview scripts were digitally recorded and transcribed into a spreadsheet. Direct observations were conducted at the company's headquarters and three of the company's fitness gyms gather additional qualitative data, including observing the usage of fitness equipment, IoT controlled facilitates, etc. The researcher also engaged with the company's app to gain insights into how the online platform contributes to commercial strategies. The reflective field notes were taken. The NVivo 12, was employed for data analysis.

4. Results/Findings and Discussion **

This study found that digitisation is revitalising FSEs by innovating the business model in two ways. The first is to co-create value of the social benefit. In the first layer, FSEs integrate social resources by cooperating with the government (financial investment), the community (infrastructure support and volunteers for site maintenance), and the residents (registration fees) to co-create the community fitness gyms by providing free digital technology support. FSEs introduce data monitory screens, face recognition devices, IoT, AI, VR, cloud computing, and so on to build unattended smart fitness gyms. The second is to develop a creative digital revenue stream in the commercial layer. FSEs can re-utilises the social resources of the community fitness gyms by introducing a series of commercial activities, such as paid online/offline fitness tutorials, E-commerce, selling online advertising space, and data management. Based on the synergy between the activities in the social and commercial layer, FSEs sought to improve financial performance while achieving the social mission.

5. Conclusion, Contribution, and Implication

This study introduces a digitally-facilitated business model for FSEs, highlighting how they can leverage technology to balance commercial goals and social missions with multiple stakeholders.

## Esports Media Contents Analysis: Understanding the Factors That Affect Channel and Video Popularity

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Esports, which refers to organized video game competitions, is gaining recognition as a form of entertainment that is on par with traditional sports. The industry has rapidly developed, with the establishment of national and international governing bodies to regulate and oversee competitive gaming (Seo, 2013). Corporate sponsors have taken notice of the increasing popularity of esports among both players and viewers. Their involvement has played a significant role in driving the global esports industry's revenue beyond $350 million in 2016 (Newzoo, 2017).

To provide easy access to esports media content, esports leagues use live-streaming services through platforms such as YouTube TV and Twitch (Gerber, 2017). In addition, to live streaming, esports leagues also provide game highlights, interviews, analysis, and other content. It allows esports leagues to reach a wider audience and generate additional revenue through advertising and sponsorships.

Despite the growing popularity of esports media, there has been a lack of research on the factors that influence the success of esports media content. Most existing research has focused on the gamers' preferences (Ji et al., 2020) and motivation for esports consumption (Qian et al., 2019), but little attention has been paid to the actual characteristics of esports media content that viewers are watching.

The purpose of this research is to provide the first comprehensive overview of esports media content on YouTube and examine the factors that affect the popularity of esports media. Specifically, we will examine the content factors of esports videos on YouTube to determine what will influence their popularity. The following research questions were asked:

(a) What factors influence the YouTube population of esports media?

(b) Which esports league content is popular in different regions (South Korea, China, North America, and Europe)?

For the literature review, this research will focus on content factors since it is useful in understanding drivers of popularity broadly and facilitating recommendations in the creation of esports content (Welbourne & Grant, 2015). Figueiredo et al. (2014) show that certain features of content can increase audience engagement. Previous studies also show what kind of factors influence the popularity of YouTube content. Statista (2019) argues that video length influences viewers' attention. The most popular average length of videos was 12 minutes and 3% of videos were over one hour in the channel (Kessel et al., 2019). Another study found that channel productivity and video length can affect video popularity (Velho et al., 2020). The number of subscribers and views received by the ten Spanish news channels with the highest web traffic were positively correlated with channel productivity (Lopezosa et al., 2020). On the basis of previous studies, we will make a selection of the factors that may affect the popularity of media content related to esports based on our study.

As we mentioned previously, we will examine the esports content on YouTube. We will collect data using a combination of automated data collection techniques (Zdravkovic, 2013) and manual coding using R Studio. We will code each esports league channel's information. The

following data will be coded: (a) Channel age, (b) Number of videos, (c) Channel views, (d) Channel subscriptions, and (e) Video length. For each video, we will collect data on (a) View count, (b) Number of comments, and (c) Number of likes.

We are planning to collect data from various esports leagues across four different regions (South Korea, China, North America, and Europe) by the end of August. Choosing these four regions was based on the fact that these four regions account for the majority of esports leagues. We will focus on collecting data on video factors from 2020 onwards, as data prior to 2018 is outdated and pandemic-related factors could potentially affect the analysis for 2020 and 2021. To analyze the data, we will use statistical methods such as Welch's t-test instead of Student's t-test, where unequal variance will be identified using Levene's test for homogeneity of variance.

As a result of this study, we will be able to identify any significant differences between esports leagues and the factors that contribute to the popularity of their media content on YouTube. This research will help esports leagues produce more engaging and profitable content for their audiences by analyzing the characteristics of successful esports media content. In addition, this research could contribute to the growth and sustainability of the esports industry.

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**E-Sport, Innovation, and Technology - Revised Version**
*Topics:* E-Sport, Innovation, and Technology

## Consumer Preference Analysis for Metaverse-Enabled Sports Offerings

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### Aim and Research Questions

The metaverse has gained enormous popularity in recent years. Likewise, it offers unprecedented opportunities for businesses (Weinberger, 2022). In sports, more and more investments are being made to offer consumers a virtual experience of digital sporting events. A small number are already actively using virtual models in their portfolio of offerings, while others are in the planning phase (Baker, 2022).

With the help of the study, revenue models will be created to support sports clubs or even sports providers in the optimal pricing of innovative models. The key questions in this study are to what extent different characteristics of the metaverse integration models reflect consumer preferences. The results of the work contribute to the optimal design and adaptation of pricing to customer needs when introducing metaverse offers in the sports industry.

### Theoretical Background and Literature Review

The research history on ticketing is focused on the stadium experience. In 2019, Kaiser, Ströbel, Woratschek and Durchholz investigated the preferences of spectators of sporting events for tickets. In order to individualize the offers to the customer and also to increase the number of sales, it is important to segment into different groups. Four segments of spectators could be defined, which include the characteristics price-sensitive, price-performance-oriented, seat-quality-oriented and top-game-oriented. The results of another research of Kaiser et.al. in 2020 also represent different spectator groups, which include different importance and characteristics such as relevance-oriented spectators, experience-oriented spectators and fan block spectators (Woratschek et. al., 2020). Offerings of content, ease of use of technology, obtaining knowledge and information are all important to consumers and the basis of various packages in using VR-offers (Rynarzewska, 2018).

In addition to the sports aspects, it is essential to include virtual experiences and attitude in the design of a model, because the spectators of virtual events differ from the spectators in the stadium in terms of values and attitudes. There are numerous publications on decision making when buying tickets in sports and mostly stadium attendance (Kaiser, Ströbel, Woratschek and Durchholz 2018). However, there are no studies on the topic of metaverse and willingness to pay in sports. This study provides a first directional point for this research in the football context in Germany. Eliminating barriers to VR-adoption and incorporating consumer adoption can define the preferences under study. For example, distraction by live experience, disruption of fan rituals in support of the team, reduced social interactions, reduced emotionality of discussions, risk of personal image loss, loss of stadium atmosphere, and inconsistency of fan identity may represent barriers to entry (Uhlendorf and Uhrich 2022). In the research, the topics of ticketing and preferences of real sporting events will be combined with virtual expectations.

### Research Design, Methodology and Data Analysis

The study uses conjoint analysis to examine the importance of different metaverse integrations in the sports industry. The conjoint research design includes variations of Metaverse packages. Technology (streaming, virtual stadium) and price are the primary variables. Additionally, the

attributes of interaction and VR-format will be tested. The analysis of the VR-format is divided into unlimited viewpoints, information gathering in the form of live data, and VR-shopping. By presenting different alternatives, participants will be asked to choose their preferred package.

Data collection will take place in Q2 2023 through an online survey of sports fans in Germany with a transparent design for the subjects. The aim of this study is to gain insights into consumer preferences regarding metaverse-based sports offers, which can help companies in the sports industry to optimize pricing and adapt to customer needs. Knowing the importance of different variables, different audience segments can be identified to create customized packages. Different viewer groups are willing to pay a price x more or less for certain characteristics. The key finding is to define an optimal pricing model for the introduction of VR-events.

**Results/Findings and Discussion**

This project is currently running and therefore there are no results until the deadline for the call for papers from the EASM. The conduction of the study has already started and will finish in the end of may. The completed project with all the needed results can be presented at the EASM conference in September 2023.

**Conclusion, Contribution, and Implication**

This study is expected to provide valuable insights into consumer preferences for metaverse-based sports offerings. The findings may be of great importance to companies in the sports industry, helping them to optimize pricing and adapt their offerings to meet customers' changing needs. By understanding what is important to consumers in metaverse sports offerings, companies can develop customized products and services that are better suited to their target audience. Overall, the results of this study can help develop more effective marketing strategies and business models in the sports industry, leading to greater profitability and success for clubs.

## Embedding ML/DL Applications in the Ecosystem of Mass Participation Tennis

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Machine learning (ML) and deep learning (DL) applications offer numerous ways of supporting players, coaches, teams, and other participants in sports and can co-create value for the entire system. They can be used to prevent injuries, identify talents, develop tactics, and many more. Amongst other sports, mass participation in tennis shows various operation areas for those applications, like supporting the relationship between players and coaches. Therefore, integrating ML/DL applications into the system can counteract problems like the lack of coaches or people playing with poor technique through their supporting role.

However, most endeavors in research do not reach practice since their thoughtful embedding in the system of mass participation in tennis fails. Therefore, we pose the question: How can ML/DL-based applications be embedded in mass participation tennis to co-create value in the system? We aim to answer this question by developing a framework that shows the relevant stakeholders and their relationships with the ML/DL application.

Much technology-oriented research shows that ML/DL applications can support sports stakeholders in multiple ways. Through the rapid development of technologies, computer vision (CV) technology can take over tasks that coaches currently perform. Existing artifacts enable ball tracking, injury prevention, stroke analysis, and more. It shows that ML/DL applications in sports can counteract the lack of coaches and tackle the problem of people playing with poor technique.

Despite vast research on optimizing the speed and accuracy of those ML/DL artifacts, the embedding in the system and the impact on value co-creation and stakeholder relations remain unexplored. Designing embedded applications is crucial for leveraging the possibilities of the technological approaches by nurturing its acceptance and, consequently, enabling its potential for value creation within the system. Therefore, we identify a gap in research dealing with embedding ML/DL applications in sports, which we address through mass participation in tennis.

Before dealing with the problem of embedding ML/DL applications in tennis, we developed an ML/DL human activity recognition (HAR) prototype trained to analyze a tennis player's stroke movements and provide real-time warnings and suggestions for improving stroke movement and playing technique. The high quality of the analysis and recommendation we drew from the prototype proved the feasibility of ML/DL applications to create value for the stakeholders of tennis sport. Following the guidelines and research design of Hevner (2007), we went on by identifying relevant stakeholders and their relations and, by drawing on the existing work of Raisch and Krakowski (2021), Diel et al. (2021), and Woratschek et al. (2014), built a framework for embedding ML/DL applications in the system of mass participation in tennis. After integrating justificatory knowledge from reviewing existing literature and integrating the researchers' experience and knowledge, we synthesize the framework from the foundations. In this step, we draw on the sport value framework (SVF) to explain how stakeholders and applications can co-create value (Woratschek et al. 2014). We use the automation-augmentation paradox to propose mindful handling of applications regarding coaches, who fear being replaced and might counteract the implementation (Raisch and Krakowski 2021). We use the differentiation between on-field applications and off-field

technology to describe the ML/DL application (Diel et al. 2021). We then evaluate and further develop the framework by interviewing experts from different areas. In this step, we use the developed ML/DL HAR prototype to explain and evaluate the framework with 12 experts. Based on the framework, we discuss the impact of ML/DL applications on value co-creation for all affected stakeholders in tennis and transfer the results to other sports.

The framework explains the proposed relationships between the stakeholders and the ML/DL application. The developed framework shows how the different entities interact with each other to co-create value on different layers using the ML/DL application as connecting layer. The framework includes the relevant stakeholders in mass participation tennis and shows their relationship between each other and ML/DL applications. Based on the framework, we discuss potentials for co-creating value on the intra-, micro- and meso-level (Woratschek et al. 2014) and discuss changes for the stakeholders after embedding the ML/DL application.

By proposing a way of embedding ML/DL applications in sports, the framework helps technology-oriented researchers to put their artifacts in the contextual environment. Further, it guides affected stakeholders how to deal with the rise of technology in their field of expertise. Through discussing the impact of ML/DL applications on value co-creation in sports, we contribute to the research community and practitioners in sport management and information technology by developing guidelines to successfully implement technology-based artifacts in the system of mass participation tennis and comparable sports.

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**E-Sport, Innovation, and Technology - Revised Version**

*Topics:* E-Sport, Innovation, and Technology

### Connecting the Worlds of Sailing and E-Sailing: The Structural Relationships Among Sport Gaming-related Variables and Sport-related Behaviour Intentions

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**Aims and Research Questions:** Behaviour including behaviour intention research on online games can be divided into three categories according to the academic disciplines employed: (a) the attractive features of virtual environments, (b) the psychology of players, and (c) the cognitive element that shape gaming user attitude and behaviour (Koo, 2009). Concerning the third category, it is intuitive that sport video gaming (i.e., e-sailing in this study) can affect user experiences toward sport (i.e., sailing in this study). However, the underlying mechanism explaining how sport gaming experience (e.g., emotion and satisfaction) can translate into sport-related behaviour intentions (e.g., fanship and media consumption intentions) remains to be understood. This lack of understanding led to two major research questions: First, are gaming experiences associated with sailing-related behaviour intentions? Second, what factors enhance sailing-related behaviour intentions? In addressing this deficiency in the literature, the present study aims to investigate the relationship between online community identification, emotion (positive affect), satisfaction, attachment, fanship, and media consumption intentions.

**Theoretical Background and Literature Review:** Drawing upon social identity theory, cognitive appraisal theory, attachment theory, and cognitive dissonance theory, along with the results of empirical research, the current study established seven hypotheses (e.g., [H1] Online game identification has a significant impact on positive affect; [H2] Positive affect has a significant impact on the satisfaction of the gaming experience). While existing literature has examined the development of media consumption and fanship among sports fans (e.g., Lewis & Gantz, 2019), it has not comprehensively addressed the underlying mechanism of how the gaming experience translate into them. Although previous research has employed attachment theory to investigate the precursors of loyalty (e.g., Funk & James, 2006), these studies have overlooked the impact of emotions on shaping behavioural outcomes. By investigating the relationships, the present research can make contributions to the existing knowledge.

**Research Design, Methodology and Data Analysis**: As the official video game of World Sailing, 'Virtual Regatta' is employed for the World Championships in e-Sailing. Data ($N = 593$) were obtained from Virtual Regatta online communities by conducting a convenience sampling technique, with the assistance of the National Sailing Federations (Poland, Sweden, and Turkey) and Virtual Regatta company. The measurement items of online community identification, positive affect, satisfaction, attachment, sailing fanship, and media consumption intentions were employed from existing studies (e.g., Mael & Ashforth, 1992; Yoshida & James, 2010). The items were measured using a 5-point Likert scale, anchored with strongly disagree (1) and strongly agree (5). A two-step procedure (Anderson & Gerbing, 1988) using structural equation modelling was employed to assess the quality of the measurement model and to examine the established hypotheses in the structural model.

**Result/Findings and Discussion**: Our findings revealed that online community identification exerted a significant influence on positive affect (H1: $\beta = .55$, $t = 16.20$). The direct relationship between positive affect and satisfaction (H2: $\beta = .56$, $t = 16.60$) and attachment (H3: $\beta = .43$, $t = 13.40$) were also supported. In addition, satisfaction directly and positively affected media consumption intentions (H4: $\beta = .14$, $t = 3.30$). The relationship between attachment and two

dependent variables (e.g., media consumption intentions and fanship were significant (H 6: $\beta$ =.31, $t$ =7.81; H7: $\beta$ =.32, $t$ =8.68). These findings corroborate and extend existing theoretical frameworks, such as cognitive appraisal theory and attachment theory, in elucidating the interplay among gaming experience-related variables and their associations with sailing experience-related dependent variables. However, the relationship between satisfaction and fanship was not supported (H5), warranting further in-depth discussion.

**Conclusion, Contribution, and Implication**: We believe that our findings offer valuable contributions to both academic literature and practical applications. The results highlight a positive correlation between playing sport video games and intention to participate in sport activities. Marketers can create strategic partnerships and campaigns between real-world sport and video game counterparts. Although future research on other sport is recommended to further substantiate this relationship, it is evident that traditional sport stakeholders can utilise sport video games to engage young people in sport, addressing the social issue of declining participation in sport and physical activities. Additionally, fostering mutual support and collaboration between traditional sport and sport video games is encouraged to promote sustainable growth and development in both domains.

## European Video Game and Esports Players: a Typology Study

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### Aim and Research Questions

The video game and esports ecosystem involves a range of stakeholders, including sponsors who are the main revenue generators for the industry. Nevertheless, they face challenges when trying to reach the core stakeholders in this ecosystem, namely the players, most notably a young and lucrative demographic, represented largely by Millennials and Generation Z. To address this challenge, sponsors need to understand the various motivations that drive players. Although there are existing conceptualizations of sponsorship in video games and esports, most have focused on an international target group, and more local research is needed.

This work aims to support current or potential sponsors, to better align their measures by identifying different types of European Esports and video game players. It focuses on the question of *what the different types of video game and Esports players are with a sole focus on the European market.*

### Theoretical Background and Literature Review

Existing conceptualizations of sponsorship in a video game and Esports context have opted to concentrate on an international target group (Hedlund, 2021). Taking note that sponsors rely on an elaborate target audience analysis (Meenaghan, 1983) and often struggle to reach the youth audience, who comprise a considerable part of the gaming and Esports industry (Nielsen, 2019), more local research is needed. Hamari and Tuunanen (2014) claim that previous typology studies have the potential to be applied as a basis for a new segmentation analysis. In this regard, having examined Hedlund's (2019) MSEP scale in juxtaposition to similar video game and Esports player typology studies, it turned out that the six psychographic characteristics offer a foundation for a further segmentation of players in Europe. Yet, there is an additional decisive psychographic dimension that needs to be considered namely the 'Completion' variable, as it has influenced the outcome for most previous segmentation analyses (Kahn et al., 2015). To better describe the player types after having identified them, demographic, behavioral and psychographic characteristics need to be consulted.

### Research Design, Methodology and Data Analysis

To answer the research questions, the content of this present typology study was based on a literature review and on the results of an empirical investigation, that was conducted by means of an online questionnaire (n = 283) using the survey software Qualtrics XM. The survey sample comprised European citizens who had previously gamed or played eSports and were mainly reached through a recruitment platform called Prolific. Out of the total sample the majority with 23.7% are based in Poland, followed by 18.0% in Switzerland and 17.3% in Portugal (Italy 8.13%, Spain 6,7%, UK 5.7%, Greece 3.9%, Others 16.6%). The quantitative research analysis was conducted through a two-step cluster analysis, comprising hierarchical and non-hierarchical clustering based on psychographic variables. Herewith, ANOVA tests revealed whether the identified clusters significantly differ among each other in relation to the different psycho- graphic variables. This was followed by a cluster profiling that allowed a clearer description of each identified cluster contingent on pre-defined behavioural, demographic and psycho- graphic variables. For this purpose, ANOVA and Chi-square tests were carried out to perform the cluster profiling.

### Results, Findings and Discussion

By extending an existing psychographic segmentation scale, six distinct video game players have been discovered. More precisely, the following: 'Social Crackerjack', 'Socializer', 'Hedonist Player', 'Competitive Player' which are rather Millennials, whereas 'Recreational Player' and 'Time Killer' are rather part of Generation Z and tend to play and consume video game content more often. Socialisation is one of the most pronounced motives among the six clusters, which contradicts the often-encountered stereotype that gamers are socially isolated. Besides, 'Social Crackerjack' is a wholly new player type, which sets itself apart from prior research due to its linkage between socialization and completion.

### Conclusion, Contribution and Implication

While international typologies of video gamers are readily available, there are currently no studies that explicitly examine the European market. Our study fills this gap and provides new insights into why Europeans play video games. Results support current or potential businesses in aligning their sponsoring measures to six distinct video game player types in Europe comprising a powerful cohort of Millennials and Generation Z. More specifically, it can facilitate an effective target group planning, before choosing a sponsorship entity in the video game market, as it helps to comprehend which audience is to be reached when for instance investing in a specific video game publisher for a brand integration. Furthermore, businesses can specify distinct personas for their endeavors based on the identified groups with four out of six being relevant for targeting Millennials and the remaining two primarily to address Generation Z. Future research should be conducted with a larger sample size to increase the representativeness of the results. Nonetheless, our research yields a first attempt in closing the research gap regarding European video game player typologies.

**Sport Funding and Finance**

## Creating Value In Football: Unveiling Characteristics, Rationale, And Strategies Of Financial Investors

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### Aim and Research Questions

Over the past decade, the number of investors in football has increased substantially, and more recently, a new class of investors who focus on direct financial returns has emerged. There is currently limited understanding of characteristics, rationale, and strategies of these financial investors. To address this gap, this paper seeks to answer three research questions: (1) what are the different investor archetypes, (2) along which dimensions do their investment strategies differ, and (3) how do they create value?

### Theoretical Background and Literature Review

Football's economic potential has made it an attractive investment opportunity. Rohde and Breuer (2017) have identified three stages of investor involvement in football: professionalization, commercialization, and internationalization. First, domestic companies built teams, while high net worth individuals later, and lately also foreign investors invested in football clubs. Academic literature suggests that these investors were mainly motivated by indirect returns such as spill-over effects on other businesses (e.g., Marin & Lee, 2020), building personal networks or gaining political influence (e.g., Xue et al., 2020).

However, the present study argues that a fourth phase in this evolution of football is commencing: An increasing number of investors seeking direct financial returns is acquiring football clubs' shares. As there is limited knowledge about these investors, it is necessary to understand them in-depth.

### Research Design, Methodology and Data Analysis

The study employs a grounded theory approach, drawing on Glaser and Strauss (1967) and Strauss and Corbin (1990) and analyzes 16 interviews, 76 press articles, and the web presence of investors. The study defines financial investors based on private equity companies' business activities' attributes, which align with football clubs' asset class characteristics. 71 transactions involving 37 investors observing the top 9 European, top 3 American, and top 3 Asian leagues (according to total market values of players per league) were selected based on the resulting definition criteria (i.e., existence of past investments, funding of investments by third-party partners, active investment strategy, and limited holding period). In a multi-step approach, codes were created and verified for these transactions and involved investors, followed by the development of themes and sub-themes. Through mapping, clustering and aggregation, archetypes and investment strategy dimensions are identified and a framework consisting of five value creation strategies is developed.

### Results/Findings and Discussion

This paper identifies eight different financial investor archetypes, which are classified based on their nature (institutional vs. individual), as well as the degree of their functional and industry focus. Their strategies differ along the dimensions investment horizon, investment target, investment synergies, and value drivers.

Furthermore, it finds five value creation strategies that financial investors apply in football. The first is the Phoenix Strategy, which refers to the financial restructuring of distressed football clubs. The second is the (Cash) Cow Strategy, where investors leverage overall market growth by rather passively investing in large clubs and their media and commercial revenues.

The third is the Gazelle Strategy, which involves betting on smaller clubs with large growth opportunities mostly captured by operational improvements and the increase of commercial footprint. The two last strategies both involve building a multi-club portfolio: The Eagle's Nest Strategy explicitly entails developing and monetizing talent, while the Ant Colony Strategy aims at realizing overall synergies between the clubs and the investor's broader portfolio (e.g., data strategy).

Upon in-depth analysis of these value creation strategies, certain generalizable findings become apparent. Investors in football tend to adopt long-term strategies, differing from industries with shorter holding periods. They prioritize operational improvements, player development, and increased commercial revenue over classical financial instruments for generating returns. Financial restructuring is mainly applied by investors specializing in distressed cases in other industries as well. Football and sports focused investors, whether individual or institutional, mostly apply multi-club-strategies based on the belief that they can substantially influence sporting performance. In contrast, investors with broader portfolios typically leverage overall market development, often with minority positions, or try to exploit growth of specific clubs, reflecting their high investment experience. The majority of investors betting on overall market growth stems from the USA, as they believe European football to be undervalued compared to US sports.

**Conclusion, Contribution, and Implication**

This study is the first to systematically investigate financial investors in football, contributing to a deeper understanding of their characteristics, rationale, and strategies. It achieves this in three ways: (1) classifying archetypes, (2) identifying investment strategy dimensions, and (3) developing a framework of actual value creation strategies.

The findings have managerial implications in three areas. Firstly, football club managers can better understand the motives and strategies of their owners and peers, enabling more targeted management decisions. Secondly, financial investors can grasp the football industry as a potential investment to develop their own strategies. Finally, regulators can tailor guardrails to financially driven investors' business activities in light of their increasing presence.

**ID: 370**
Sport Funding and Finance

### The Economic Impact of Covid-19 on the Japanese Sport Industry in the Use of a Satellite Account Methodology

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**Aim**

The Japanese Sport Satellite Account (J-SSA) is an accounting system for the sport industry of Japan based on the previous study in EU (Shoji et al., 2018). According to Whiltshire et al., (2022), the Covid-19 pandemic lockdowns made companies including sporting companies demand public financial support. Indeed, the Japan Times (2020) reported that the economic damage to the Japanese sport industry was €2.4 billion, assessing this decline though the J-SSA should produce a more accurate estimate of the Covid-19's impact on the sport economy. The aim of this research is to quantify how the Japanese sport industry is economically affected by Covid-19 for 2019- 2021. The J-SSA is consistent with the System of National Accounts (SNA), which at its core has the input/output (IO) Tables; their next edition is due to be published in the end of next year. Accordingly, the SNA IO table for 2021 was available in December 2022.

**Theoretical Background**

In Europe, the Vilnius definition of sport was created as the analytical dimension of SSAs. It was based on three layers: statistical definition, or core section of sport (i.e., "sporting services", as defined in the National Accounts); narrow definition of sport (i.e., Statistical definition plus products and services which are necessary as inputs for (doing) sport); and broad definition of sport (i.e., the two previous definitions, plus products and services that draw upon sport as an input) (Statistics Netherlands, 2012). Covid-19 delivered impacts for all layers of the aforementioned sports definition, but sporting services typically declined. Grix et al., (2020) mentioned that elite sports, grassroots sports and leisure clubs and organisations were financially hit for several reasons such as matches with no spectators and decreases in ticket sales. In 2019, the latest year that was available and relevant for this research, the sport Gross Domestic Product (GDP) was €74.4 billion, equivalent to 1.65% of all Japan's GDP. With these results, disclosing the financial effect of Covid-19 on the sporting services within the framework of an SSA, was the first step to expand the research to the whole sport industry.

**Methodology**

The analysis of this study is in accordance with the J-SSA, which is also consistent with European SSAs. The methodology focuses on sectors that are "100% sport" (mostly matching the core definition of sport in the Vilnius definition of sport) because of the clarity of the definition.

Three key points for this methodology are:

- Production based due to the limitation of the data (Value Added is not suitable in the analysis because the SNA IO Table is limited due to the schedule of its publication);

- Forecasting the growth rate of the production value of sectors in the sectors that are 100% sport for 2019-2021 based on the relevant data of sporting shares;
- Supportive surveys of the recent sport shares (for instance consumer spending on sports and sport participation).

**Results**

The production value of sectors associated with 100% shares in sport in Japan was proved to be measurable for 2019-2021. According to the predictions of our research, the generated GDP of these sectors in Japan was €35.2 billion in 2020, with the largest numbers in the combined group of bicycle and horse racing tracks and teams at €13.7 billion. In 2021, the total equivalent number for sport sectors with 100% sport shares was €38.1 billion, driven by the management and operation of sports facilities at €14.7 billion. Compared to the 2019 result (€39.8 billion), the GDP contribution of sport decreased by 4.7 billion (-11.7%) in 2020 but in 2021, it recovered by €2.9 billion and grew by 8.4% compared to 2020. Other components which contributed to the growth in 2021 were bicycle and horse racing tracks and teams at €14.2 billion (growth rate 2020/2021: 3.6I%), sporting goods and apparel at €3.3 billion (13.5% growth), sporting food and beverages at €2.5 billion (2.0% growth), sports and health teaching classes at €2.4 billion (11.5% growth) and racing horses at €0.5 billion (22.4%). Furthermore, surveys clarified trends of how much people spend money to participate in sports and watch sports, and how sport participation is changed. The number of people who did not pay for doing sports or watching sports increased between 2019 and 2021. In terms of sport participation, people who usually have a walk or light excise without equipment increased through Covid-19.

**Conclusion**

Our research successfully predicted the economic impact of Covid-19 using a Satellite Account methodology despite the restricted data environment. More research will be needed to further understand the effect of Covid-19 on the Japanese sport industry, and consider if the result of this study will be consistent with future research.

## Econometric Analysis of Temporary Housing Prices and Relocation of Local Residents During a Sport Mega-Event

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### Aim and Research Questions

This present study advances the body of research focused on the impact hosting sport mega-events has on the quality of life of local residents. Specifically, we examine apartment rent prices for low-income populations in three host regions (i.e., PyeongChang, Gangneung, and Jeongseon) from the 2018 Olympic Games. This event was chosen as the focus for this study, as these regions are relatively smaller communities than those that normally host mega-events, and thus may have experienced different impacts from urban development including new rail lines, and other such infrastructure created for the Olympics.

### Theoretical Background and Literature Review

To date, the economic impact literature has been concerned with understanding sporting events generate benefits to their local communities (Humphreys, 2019). Recent studies have noted the potential for financial benefits for communities based on increasing property values. However, these studies do not consider the potential that corporations and wealthy investors are the ones capturing these rents, leading to increased costs for residents and the gentrification of communities (Gaffney, 2018). In addition, prior research is plagued by the lack of empirical evidence on externalities from hosting mega sporting events in non-metropolitan cities (Wicker & Downward, 2019). While sport mega-events are typically hosted in large communities with a significant possession of wealth and resources, any potential influence emerging from an event may be subjective to the local economic condition (Agha & Taks, 2015).

Existing evidence from studies focused on purchasing houses does not fully explain residents' quality of life because low-income individuals are less likely to buy residential properties, but rather likely to live in rental units. This presents a critical gap in the knowledge regarding the impacts of large sporting events on a substantial portion of the population, especially those who are in situations where marginal increases in prices may displace them from their existing residences. In this manner, the current research advances the examination of economic impact by focusing on residents who may experience significant changes in quality of life because of the hosting of a mega-event.

### Research Design, Methodology and Data Analysis

In order to examine the temporary housing market, the present study utilized apartment rent transaction data from 2011 to 2022. This data, which ranges from seven years before and four after the hosting of the games, was obtained from the Korean government. Two-Way Fixed Effects regressions based on the hedonic pricing model (Rosen, 1974) were estimated. Using a quasi-experiment design, we assigned the three host regions as a treatment group and the rest of the fifteen non-host regions as a control group, as well as it included time-identifying groups: before and after the bid announcement and the Games. In order to account for the various ways that low-income individuals may be impacted by hosting a mega-event, we estimated models using several dependent variables. Specifically, we include models for (1) the net change in monthly rent prices, (2) the net change in rent deposit prices, and (3) the net change in the population of low-income residents in host regions.

### Results/Findings and Discussion

The results from our estimated models indicate a significant increase in rent prices, with host regions experiencing a six-percent increase when compared to non-host regions after the bid announcement in 2011. This effect seemed to dissipate after the Olympic Games ended in 2018. At the same time, the deposit for apartment rentals was also found to be around six percent higher in host regions, and this increase continued even after the hosting of the Olympics. Finally, although the number of lower-income individuals did not change in host communities before the Olympic Games, their population decreased significantly after the mega-event ended.

## Conclusion, Contribution, and Implication

The findings in this research highlight the complex dynamics of the temporary housing market in regions that host a sport mega-event. Notably, where rent prices increased in the time period before hosting the Olympics, deposit prices were higher before and after the Games were held. These findings suggest that while rental prices may impact residents in the short run, the deposits needed to secure a temporary residence remained higher even after a game, potentially making it harder for lower-income residents to find housing. Considering this alongside the decline in the population of low-income individuals after the end of the Olympics, it may suggest the potential gentrification of regions that hosted the Games, as the increased costs of living may have driven residents to move to non-host regions. As such, our findings extend the understanding of the impact that hosting sport mega-events may have on local residents and communities.

## Bidding Patterns of Teams in a Live Auction: Examining Six Years of the Indian Premier League Player Auction

<u>Tyler, B. David</u>[1]; Mendonça, Neil Douglas[2]; Star, Shaun[3]

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**Aim and Research Questions**

The means of player acquisition vary across each of the major professional sport leagues in the world, yet most share comparable characteristics; elements frequently include player transfers, reverse-order drafts, and free agency.

The Indian Premier League (IPL) is widely considered the most successful franchise-based cricket league in the world – it has led to the formation of numerous domestic cricket leagues in many other countries around the world, including leagues run by the main cricket playing nations – Australia, Bangladesh, England, Pakistan, Sri Lanka, South Africa, and the West Indies. The player acquisition process for IPL franchises is unique, in that they use the approach of a live, public auction to determine the players that are on their rosters. Constraints are placed on foreign players, in that there is an upper limit on the number of foreign players in the Playing XI, as well as on a roster.

There is considerable research on auctions, especially within economics, in industries such as real estate and high-end art. However, as the IPL is the first global sport league to find success in an auction system for player acquisition, there are few investigations of auctions within sport. Moreover, existing sport auction research focuses on player valuation or individual actors.

This research aims to contribute to existing scholarship by studying the dyadic interplay of the teams involved in the bidding process. This initial study is a descriptive examination of bidding patterns, looking at how one team bids based on which other teams are also bidding on a particular player. For example, how teams act when other bidders are considered rivals of the focal team.

**Theoretical Background and Literature Review**

Much of the existing research on the IPL auction focuses on asset factors influencing valuation. That is, the research identifies player characteristics that determine the price for which a player sells, such as international experience, high batting strike rates, and low bowling strike rates (Parker et al., 2008). Using hedonic pricing equations, Rastogi & Deodhar (2009) found factors such as player popularity and batting averages increased player values while player age results in a loss of value. Karnik (2013) also used hedonic price equations and found runs scored and wickets taken are the most important aspect of the equation. Kansal et al. (2014) took a somewhat different approach, developing a new model to predict the base price of a player by analyzing player performance using data mining techniques.

The player valuation work is helpful in developing somewhat objective measures of players' contributions to the team, especially toward on-field performance. However, valuation in the auction does not happen in isolation, nor is it based on purely objective, rational factors. Auction theory has long recognized the influence of auction actors, such as how prices rise as more bidders enter the auction (Klemperer, 1999). Yet regarding the IPL, there is an absence of scholarship regarding the interactions among teams during the auction.

**Research Design, Methodology and Data Analysis**

For the current study, a team of two researchers watched archival footage of IPL auctions. They entered each bid into a spreadsheet, recording details such as the player, bidding team, and bid amount. These data were cross-checked and supplemented by online data sources. Auction data was combined with player performance data from ESPNCricinfo, one of the leading sources for player performance data in cricket.

The data from six years of IPL auctions (2018-2023) were loaded into a graph database. Researchers are analyzing the data using python, Power Query, and Excel, looking at outcomes such as clusters of teams bidding together, the propensity of teams to enter and leave an auction based on the entrance of certain other teams, and relationship between rivalry and teams' behaviors in the auction.

**Results/Findings and Discussion**

The initial data analysis is ongoing – May 1 is the targeted date of completion. Early findings suggest that teams' bidding behavior may be altered based on other teams involved in the auction for a player, but further analysis is needed to gain a clearer understanding of auction landscape.

**Conclusion, Contribution, and Implication**

This is the first known study of dyadic actor behavior within a live sport auction, and thus this initial analysis is primarily descriptive. It aims to help researchers understand existing behaviors and patterns, particularly how teams bid differently against a *rival* versus other teams. For researchers studying the link between player performance and valuation, this is another step toward developing a better explanatory model, and toward building a predictive model driven by graph theory and machine learning.

**ID: 332**
Sport Funding and Finance

## Creating Value In Football: Unveiling Characteristics, Rationale, And Strategies Of Financial Investors

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### Aim and Research Questions

Over the past decade, the number of investors in football has increased substantially, and more recently, a new class of investors who focus on direct financial returns has emerged. There is currently limited understanding of characteristics, rationale, and strategies of these financial investors. To address this gap, this paper seeks to answer three research questions: (1) what are the different investor archetypes, (2) along which dimensions do their investment strategies differ, and (3) how do they create value?

### Theoretical Background and Literature Review

Football's economic potential has made it an attractive investment opportunity. Rohde and Breuer (2017) have identified three stages of investor involvement in football: professionalization, commercialization, and internationalization. First, domestic companies built teams, while high net worth individuals later, and lately also foreign investors invested in football clubs. Academic literature suggests that these investors were mainly motivated by indirect returns such as spill-over effects on other businesses (e.g., Marin & Lee, 2020), building personal networks or gaining political influence (e.g., Xue et al., 2020).

However, the present study argues that a fourth phase in this evolution of football is commencing: An increasing number of investors seeking direct financial returns is acquiring football clubs' shares. As there is limited knowledge about these investors, it is necessary to understand them in-depth.

### Research Design, Methodology and Data Analysis

The study employs a grounded theory approach, drawing on Glaser and Strauss (1967) and Strauss and Corbin (1990) and analyzes 16 interviews, 76 press articles, and the web presence of investors. The study defines financial investors based on private equity companies' business activities' attributes, which align with football clubs' asset class characteristics. 71 transactions involving 37 investors observing the top 9 European, top 3 American, and top 3 Asian leagues (according to total market values of players per league) were selected based on the resulting definition criteria (i.e., existence of past investments, funding of investments by third-party partners, active investment strategy, and limited holding period). In a multi-step approach, codes were created and verified for these transactions and involved investors, followed by the development of themes and sub-themes. Through mapping, clustering and aggregation, archetypes and investment strategy dimensions are identified and a framework consisting of five value creation strategies is developed.

### Results/Findings and Discussion

This paper identifies eight different financial investor archetypes, which are classified based on their nature (institutional vs. individual), as well as the degree of their functional and industry focus. Their strategies differ along the dimensions investment horizon, investment target, investment synergies, and value drivers.

Furthermore, it finds five value creation strategies that financial investors apply in football. The first is the Phoenix Strategy, which refers to the financial restructuring of distressed football clubs. The second is the (Cash) Cow Strategy, where investors leverage overall market growth by rather passively investing in large clubs and their media and commercial revenues.

The third is the Gazelle Strategy, which involves betting on smaller clubs with large growth opportunities mostly captured by operational improvements and the increase of commercial footprint. The two last strategies both involve building a multi-club portfolio: The Eagle's Nest Strategy explicitly entails developing and monetizing talent, while the Ant Colony Strategy aims at realizing overall synergies between the clubs and the investor's broader portfolio (e.g., data strategy).

Upon in-depth analysis of these value creation strategies, certain generalizable findings become apparent. Investors in football tend to adopt long-term strategies, differing from industries with shorter holding periods. They prioritize operational improvements, player development, and increased commercial revenue over classical financial instruments for generating returns. Financial restructuring is mainly applied by investors specializing in distressed cases in other industries as well. Football and sports focused investors, whether individual or institutional, mostly apply multi-club-strategies based on the belief that they can substantially influence sporting performance. In contrast, investors with broader portfolios typically leverage overall market development, often with minority positions, or try to exploit growth of specific clubs, reflecting their high investment experience. The majority of investors betting on overall market growth stems from the USA, as they believe European football to be undervalued compared to US sports.

**Conclusion, Contribution, and Implication**

This study is the first to systematically investigate financial investors in football, contributing to a deeper understanding of their characteristics, rationale, and strategies. It achieves this in three ways: (1) classifying archetypes, (2) identifying investment strategy dimensions, and (3) developing a framework of actual value creation strategies.

The findings have managerial implications in three areas. Firstly, football club managers can better understand the motives and strategies of their owners and peers, enabling more targeted management decisions. Secondly, financial investors can grasp the football industry as a potential investment to develop their own strategies. Finally, regulators can tailor guardrails to financially driven investors' business activities in light of their increasing presence.

**ID: 370**
Sport Funding and Finance

## The Economic Impact of Covid-19 on the Japanese Sport Industry in the Use of a Satellite Account Methodology

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**Aim**

The Japanese Sport Satellite Account (J-SSA) is an accounting system for the sport industry of Japan based on the previous study in EU (Shoji et al., 2018). According to Whiltshire et al., (2022), the Covid-19 pandemic lockdowns made companies including sporting companies demand public financial support. Indeed, the Japan Times (2020) reported that the economic damage to the Japanese sport industry was €2.4 billion, assessing this decline though the J-SSA should produce a more accurate estimate of the Covid-19's impact on the sport economy. The aim of this research is to quantify how the Japanese sport industry is economically affected by Covid-19 for 2019- 2021. The J-SSA is consistent with the System of National Accounts (SNA), which at its core has the input/output (IO) Tables; their next edition is due to be published in the end of next year. Accordingly, the SNA IO table for 2021 was available in December 2022.

**Theoretical Background**

In Europe, the Vilnius definition of sport was created as the analytical dimension of SSAs. It was based on three layers: statistical definition, or core section of sport (i.e., "sporting services", as defined in the National Accounts); narrow definition of sport (i.e., Statistical definition plus products and services which are necessary as inputs for (doing) sport); and broad definition of sport (i.e., the two previous definitions, plus products and services that draw upon sport as an input) (Statistics Netherlands, 2012). Covid-19 delivered impacts for all layers of the aforementioned sports definition, but sporting services typically declined. Grix et al., (2020) mentioned that elite sports, grassroots sports and leisure clubs and organisations were financially hit for several reasons such as matches with no spectators and decreases in ticket sales. In 2019, the latest year that was available and relevant for this research, the sport Gross Domestic Product (GDP) was €74.4 billion, equivalent to 1.65% of all Japan's GDP. With these results, disclosing the financial effect of Covid-19 on the sporting services within the framework of an SSA, was the first step to expand the research to the whole sport industry.

**Methodology**

The analysis of this study is in accordance with the J-SSA, which is also consistent with European SSAs. The methodology focuses on sectors that are "100% sport" (mostly matching the core definition of sport in the Vilnius definition of sport) because of the clarity of the definition.

Three key points for this methodology are:

- Production based due to the limitation of the data (Value Added is not suitable in the analysis because the SNA IO Table is limited due to the schedule of its publication);

- Forecasting the growth rate of the production value of sectors in the sectors that are 100% sport for 2019-2021 based on the relevant data of sporting shares;
- Supportive surveys of the recent sport shares (for instance consumer spending on sports and sport participation).

**Results**

The production value of sectors associated with 100% shares in sport in Japan was proved to be measurable for 2019-2021. According to the predictions of our research, the generated GDP of these sectors in Japan was €35.2 billion in 2020, with the largest numbers in the combined group of bicycle and horse racing tracks and teams at €13.7 billion. In 2021, the total equivalent number for sport sectors with 100% sport shares was €38.1 billion, driven by the management and operation of sports facilities at €14.7 billion. Compared to the 2019 result (€39.8 billion), the GDP contribution of sport decreased by 4.7 billion (-11.7%) in 2020 but in 2021, it recovered by €2.9 billion and grew by 8.4% compared to 2020. Other components which contributed to the growth in 2021 were bicycle and horse racing tracks and teams at €14.2 billion (growth rate 2020/2021: 3.6I%), sporting goods and apparel at €3.3 billion (13.5% growth), sporting food and beverages at €2.5 billion (2.0% growth), sports and health teaching classes at €2.4 billion (11.5% growth) and racing horses at €0.5 billion (22.4%). Furthermore, surveys clarified trends of how much people spend money to participate in sports and watch sports, and how sport participation is changed. The number of people who did not pay for doing sports or watching sports increased between 2019 and 2021. In terms of sport participation, people who usually have a walk or light excise without equipment increased through Covid-19.

**Conclusion**

Our research successfully predicted the economic impact of Covid-19 using a Satellite Account methodology despite the restricted data environment. More research will be needed to further understand the effect of Covid-19 on the Japanese sport industry, and consider if the result of this study will be consistent with future research.

**ID: 425**

Sport Funding and Finance

**Econometric Analysis of Temporary Housing Prices and Relocation of Local Residents During a Sport Mega-Event**

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**Aim and Research Questions**

This present study advances the body of research focused on the impact hosting sport mega-events has on the quality of life of local residents. Specifically, we examine apartment rent prices for low-income populations in three host regions (i.e., PyeongChang, Gangneung, and Jeongseon) from the 2018 Olympic Games. This event was chosen as the focus for this study, as these regions are relatively smaller communities than those that normally host mega-events, and thus may have experienced different impacts from urban development including new rail lines, and other such infrastructure created for the Olympics.

**Theoretical Background and Literature Review**

To date, the economic impact literature has been concerned with understanding sporting events generate benefits to their local communities (Humphreys, 2019). Recent studies have noted the potential for financial benefits for communities based on increasing property values. However, these studies do not consider the potential that corporations and wealthy investors are the ones capturing these rents, leading to increased costs for residents and the gentrification of communities (Gaffney, 2018). In addition, prior research is plagued by the lack of empirical evidence on externalities from hosting mega sporting events in non-metropolitan cities (Wicker & Downward, 2019). While sport mega-events are typically hosted in large communities with a significant possession of wealth and resources, any potential influence emerging from an event may be subjective to the local economic condition (Agha & Taks, 2015).

Existing evidence from studies focused on purchasing houses does not fully explain residents' quality of life because low-income individuals are less likely to buy residential properties, but rather likely to live in rental units. This presents a critical gap in the knowledge regarding the impacts of large sporting events on a substantial portion of the population, especially those who are in situations where marginal increases in prices may displace them from their existing residences. In this manner, the current research advances the examination of economic impact by focusing on residents who may experience significant changes in quality of life because of the hosting of a mega-event.

**Research Design, Methodology and Data Analysis**

In order to examine the temporary housing market, the present study utilized apartment rent transaction data from 2011 to 2022. This data, which ranges from seven years before and four after the hosting of the games, was obtained from the Korean government. Two-Way Fixed Effects regressions based on the hedonic pricing model (Rosen, 1974) were estimated. Using a quasi-experiment design, we assigned the three host regions as a treatment group and the rest of the fifteen non-host regions as a control group, as well as it included time-identifying groups: before and after the bid announcement and the Games. In order to account for the various ways that low-income individuals may be impacted by hosting a mega-event, we estimated models using several dependent variables. Specifically, we include models for (1) the net change in monthly rent prices, (2) the net change in rent deposit prices, and (3) the net change in the population of low-income residents in host regions.

**Results/Findings and Discussion**

The results from our estimated models indicate a significant increase in rent prices, with host regions experiencing a six-percent increase when compared to non-host regions after the bid announcement in 2011. This effect seemed to dissipate after the Olympic Games ended in 2018. At the same time, the deposit for apartment rentals was also found to be around six percent higher in host regions, and this increase continued even after the hosting of the Olympics. Finally, although the number of lower-income individuals did not change in host communities before the Olympic Games, their population decreased significantly after the mega-event ended.

### Conclusion, Contribution, and Implication

The findings in this research highlight the complex dynamics of the temporary housing market in regions that host a sport mega-event. Notably, where rent prices increased in the time period before hosting the Olympics, deposit prices were higher before and after the Games were held. These findings suggest that while rental prices may impact residents in the short run, the deposits needed to secure a temporary residence remained higher even after a game, potentially making it harder for lower-income residents to find housing. Considering this alongside the decline in the population of low-income individuals after the end of the Olympics, it may suggest the potential gentrification of regions that hosted the Games, as the increased costs of living may have driven residents to move to non-host regions. As such, our findings extend the understanding of the impact that hosting sport mega-events may have on local residents and communities.

## Bidding Patterns of Teams in a Live Auction: Examining Six Years of the Indian Premier League Player Auction

**Tyler, B. David[1]; Mendonça, Neil Douglas[2]; Star, Shaun[3]**

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**Aim and Research Questions**

The means of player acquisition vary across each of the major professional sport leagues in the world, yet most share comparable characteristics; elements frequently include player transfers, reverse-order drafts, and free agency.

The Indian Premier League (IPL) is widely considered the most successful franchise-based cricket league in the world – it has led to the formation of numerous domestic cricket leagues in many other countries around the world, including leagues run by the main cricket playing nations – Australia, Bangladesh, England, Pakistan, Sri Lanka, South Africa, and the West Indies. The player acquisition process for IPL franchises is unique, in that they use the approach of a live, public auction to determine the players that are on their rosters. Constraints are placed on foreign players, in that there is an upper limit on the number of foreign players in the Playing XI, as well as on a roster.

There is considerable research on auctions, especially within economics, in industries such as real estate and high-end art. However, as the IPL is the first global sport league to find success in an auction system for player acquisition, there are few investigations of auctions within sport. Moreover, existing sport auction research focuses on player valuation or individual actors.

This research aims to contribute to existing scholarship by studying the dyadic interplay of the teams involved in the bidding process. This initial study is a descriptive examination of bidding patterns, looking at how one team bids based on which other teams are also bidding on a particular player. For example, how teams act when other bidders are considered rivals of the focal team.

**Theoretical Background and Literature Review**

Much of the existing research on the IPL auction focuses on asset factors influencing valuation. That is, the research identifies player characteristics that determine the price for which a player sells, such as international experience, high batting strike rates, and low bowling strike rates (Parker et al., 2008). Using hedonic pricing equations, Rastogi & Deodhar (2009) found factors such as player popularity and batting averages increased player values while player age results in a loss of value. Karnik (2013) also used hedonic price equations and found runs scored and wickets taken are the most important aspect of the equation. Kansal et al. (2014) took a somewhat different approach, developing a new model to predict the base price of a player by analyzing player performance using data mining techniques.

The player valuation work is helpful in developing somewhat objective measures of players' contributions to the team, especially toward on-field performance. However, valuation in the auction does not happen in isolation, nor is it based on purely objective, rational factors. Auction theory has long recognized the influence of auction actors, such as how prices rise as more bidders enter the auction (Klemperer, 1999). Yet regarding the IPL, there is an absence of scholarship regarding the interactions among teams during the auction.

**Research Design, Methodology and Data Analysis**

For the current study, a team of two researchers watched archival footage of IPL auctions. They entered each bid into a spreadsheet, recording details such as the player, bidding team, and bid amount. These data were cross-checked and supplemented by online data sources. Auction data was combined with player performance data from ESPNCricinfo, one of the leading sources for player performance data in cricket.

The data from six years of IPL auctions (2018-2023) were loaded into a graph database. Researchers are analyzing the data using python, Power Query, and Excel, looking at outcomes such as clusters of teams bidding together, the propensity of teams to enter and leave an auction based on the entrance of certain other teams, and relationship between rivalry and teams' behaviors in the auction.

**Results/Findings and Discussion**

The initial data analysis is ongoing – May 1 is the targeted date of completion. Early findings suggest that teams' bidding behavior may be altered based on other teams involved in the auction for a player, but further analysis is needed to gain a clearer understanding of auction landscape.

**Conclusion, Contribution, and Implication**

This is the first known study of dyadic actor behavior within a live sport auction, and thus this initial analysis is primarily descriptive. It aims to help researchers understand existing behaviors and patterns, particularly how teams bid differently against a *rival* versus other teams. For researchers studying the link between player performance and valuation, this is another step toward developing a better explanatory model, and toward building a predictive model driven by graph theory and machine learning.

**Sport Law and Ethics**

## Compensating Tendencies in Free-Shot Awards: The Case of Hurling

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### Aim and Research Questions

There has been a significant increase in the collection and analysis of sports data, providing an opportunity to research the performance of competitors and officials in charge of the game. This paper investigates the presence of compensating tendencies among match officials in the awarding of free shots in hurling, examining the relationship between the awarding of a free shot at a given point in the game and the difference in cumulative scores, free shots, and disciplinary cards to that point.

### Theoretical Background and Literature Review

There is a strand of literature that finds compensating tendencies in the decisions of officials in multiple sports. Different sports present different issues in testing for compensating tendencies in the decisions of the officials. The rules of play and monitoring mechanisms differ between sports. There is less ambiguity of these effects in the literature on baseball (Moskowitz & Wertheim, 2001) and cricket (Adie et al., 2020)) because of the rules of the game, the errors measured, and the way the errors are measured. Errors on ball placement or trajectory that are statistically correlated with non-rule factors are called biases and attributed to the officials.

There is also support for the idea of compensating tendencies in other sports. In basketball, there is evidence that teams behind in the free count and score differential, or behind in a series, are favoured in fouls where the officials have greater discretion (Noecker & Roback, 2012). In soccer, there is evidence of compensating tendencies in the awarding of penalty kicks. There is also evidence that decisions on added time are influenced by the scoreboard.

The introduction of monitoring technology facilitates the identification of errors and biases. In some cases, technology is used as a check or balance on the discretion of officials, for example, allowing reviews, appeals and potential overturns (Holder et al., 2021).

However, in hurling, the awarding of free shots remains fully within the discretion of the referee. The literature would suggest that this situation allows greater opportunity for biases.

### Research Design, Methodology and Data Analysis

The paper uses a unique data set that is constructed from 75 games across three seasons (2016-2018) of the All-Ireland Senior Hurling Championship. A range of probit models are estimated to examine whether the awarding of a free shot is determined by the margin, net free count and net card count at the time.

Other in-game information collected included the time of free awarded, the score differential between the two teams when the free was awarded, when a yellow/red card was awarded to either team, and the time a yellow/red card was awarded. It was possible to identify the team awarded the free shot and the time it was awarded.

In addition, the effect of large attendances and home games on these compensating tendencies were studied using interaction effects.

### Results/Findings and Discussion

Results show that the probability of a team being awarded a free shot in hurling increases if the team is behind on the scoreboard and behind in the free count. There is no evidence to suggest that the yellow or red card count has an effect on the probability of a team being

awarded a free shot. If a team is behind by a large margin on the scoreboard, the compensating tendency effect is amplified. These compensating tendencies might help explain why approximately one-third of games are decided by one score or less.

The effects are consistent across different model specifications, and in terms of sign and significance if the team being examined is the stronger team or the weaker team. There is some evidence that the compensating tendency to award frees is statistically greater for stronger teams especially when they are behind on the scoreboard by a large margin.

When the game is played in front of large attendances the probability of a team being awarded a free shot if the team is behind on the scoreboard increases, suggesting a crowd effect reinforces this compensating tendency. In contrast, there are no observable differences in compensating tendencies when games are played at neutral or non-neutral venues. Interestingly, we also find no evidence of a home team bias in compensating tendencies when examining the subset of games that are played at non-neutral venues.

**Conclusion, Contribution, and Implication**

These findings on the presence and nature of compensating tendencies in free shot awards in hurling have important implications. Scores from free shots account for between one-quarter and one-third of all scores in hurling. Therefore, any potential biases in the awarding of these free shots can have a sizable impact on the outcome. Efforts should be made to minimise the compensating tendencies identified to ensure they do not undermine the credibility of the sport. However, administrators should tread carefully because the direction of the compensating tendencies are pro-competition.

**ID: 165**
Sport Law and Ethics

## Making the Case for Unionizing and CollectiveBargaining in the World of Functional Fitness

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*1) Statement the Abstract Relates to Professional Practice:*

The above-entitled abstract relates to the EASM's Professional Practice area of *Sport Law and Ethics*.

*2) Aim and Objective:*

The primary aim of this abstract/article is to provide a comprehensive legal analysis as to the feasibility of functional fitness athletes who compete in the CrossFit Games, Hyrox Fitness Competitions, the NGF Fitgest, Spartan Races, and Strongmen Competitions (to name just a few) to unionize and collectively bargain with the various companies, governing bodies and/or national and international competitions for which they participate so that they can overcome the unilaterally decided operational conditions and payment structures of the various contests, while at the same time securing better wages and benefits, hours, and working terms associated with competing in the events.

*3) Purpose and Background:*

What is commonly referred to as functional fitness involves a series of movements that condition a person's muscles, joints, and ligaments to work together in a way that prepares the human body for everyday tasks. The exercises involved tend to replicate common bodily activities done at home, work, or even while participating in sports. The dead lift is an example of a functional fitness exercise because it trains the muscles used when picking up an object from the floor. As a result of the considerable growth in this unique fitness area, numerous companies, governing bodies, and national and international competitions (CrossFit, Hyroxs, NFG Fitfest, Tribal Clash) have been established to tests an athlete's proficiency across a variety of movement patterns, activities, and energy systems. At the same time, however, these companies, governing bodies and competitions have complete control over who and what athletes or team of athletes can qualify to compete, if and how much a competitor or team will receive in monetary awards when competing, when and where the events will be held, what actual events will be scheduled during the competition, judging and scoring, equipment used, and the handling of any and all disputes and disqualifications.

*4) Design and Implementation:*

By looking at the historical evolution of union creation and collective bargaining both within and outside of professional sport, a discussion will be had about how athletes previously overcame oppressive working conditions and the monopsonistic labor market within their individual sport by uniting enough numbers to form a players association to represent their collective interest. An argument will then be made that functional fitness athletes as a whole constitute the legally required bargaining unit, i.e. 'community of interest', appropriate to unionize and engage in the collective bargaining process with the various entities – companies, governing bodies, or the competitions themselves, which oversee these contest. From there, the article will focus on the legal, step-by-step process for functional fitness athletes to formalize a union by analyzing the leading legal cases in the area of antitrust and labor law (including a discussion of both the statutory and non-statutory labor exemptions), and the inherent conflict between these two substantiative areas of law with respect to encouraging or prohibiting cooperation and collaboration among competitors. Finally, an evaluation will be

had regarding the collective bargaining process and how negotiating issues of hours, wages, and working conditions will serve not only to protect, but to advance the mutual interest of all athletes within this functional fitness 'community of interest'.

### 5) Output/Outcomes/Reflections and Future Developments:

The anticipated outcomes or future developments associated with the finished article will be to provide the legal 'blueprint' for functional fitness athletes to follow so that they, as a community of interest, can legally create for themselves an association and allow that association to collectively bargain on their behalf so that they can free themselves from the numerous unfair labor practices perpetuated by companies, governing bodies/national and international competitions.

## Power, Sex & Corruption in Sport: Sextortion, An International Examination Into A Silent Abuse Of Power

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At the intersection of gender-based violence and corruption, sextortion is a distinct predatory form of corruption where an abuse of entrusted power or authority is exerted to obtain a sexual benefit or advantage. This study reports the first empirical research on sextortion in sport, including data from 49 countries across the globe.

Despite growing awareness, limited research is available on sextortion in sport and current scholarship predominately relies on empirical data from sexual abuse. This study adopted a mixed-method and interdisciplinary approach and was conducted within the discipline of applied ethics. It combines principles from law, anti-corruption, gender studies, and sport governance aiming to quantifiably communicate the scale of the sextortion problem and explore what various sport-specific cultural and institutional enablers facilitated the international permeation of sextortion into sport.

This study analyses data from a dedicated online questionnaire from a sample of over 500 elite athletes, community sport practitioners, and sport industry professionals aged 17 and up with respect to their experiences surrounding the abuse of entrusted power to obtain sexual benefits or advantages.

The results found 20% (n=96) of global participants responded they had experienced a situation in which an abuse of entrusted power was used to exact a sexual exchange. 37 individuals were minors at the time of the incident; and included respondents identifying with diverse genders, disabilities, and Indigenous origins. Sextortion was identified in 41 of 49 nationalities, and within 19 of 26 sport categories surveyed from grassroots to elite levels.

Consistent with current scholarship, the findings suggested sextortion tends to go largely unreported, less than 1 in 5 respondents stated they disclosed their incident(s) to a reporting mechanism. Findings from this study contribute to the wider understanding of sextortion in sport and support informing the evolving of legislation, regulations and policy, while also emphasising the need for further conceptual, theoretical, and empirical research.

## Possiblities for Tax Optimization in Swedish Sport

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### Aim and Research Question

Ice hockey and football are two sports that are at the forefront when it comes to professionalization and commercialization in Swedish sport. Players in the top tiers of these sports are full-time professionals, and the top leagues in these sports (Swedish Hockey League [SHL] and Swedish Football League [SFL]) are the biggest in turn of financial turnover. A consequence of these leagues becoming increasingly professionalized and commercialized is that sport law has become more important in Sweden.

This juridification of sport is, however, more evident in other countries (e.g., the United States). The European Parliament has also drawn attention to this, and a sub-area that has recently received attention is taxes for football players (Houben et al., 2021). In their study, Houben et al. (2021) scrutinized the tax treatment of professional football players remuneration in 7 member states. Two of their conclusions were: 1) that the tax treatment differs widely between the countries; and 2) that "this topic of research is underdeveloped from a scholarly perspective" (p. 10). Against this background, the aim of this study is to analyze how sport clubs in Sweden can use Swedish tax legislation to create better economic conditions for their organizations.

### Theoretical Background

The concept of utility-maximization and the work by Houben et al. (2021) will be used as theoretical points of departure. According to Vamplew (1988), utility-maximization (also known as win-maximization) in a sporting context means that financial profitability is subordinated to the clubs' interest in achieving sporting success. Consequently, these clubs can well be financially unprofitable and make financial loss in favour of sporting success.

### Research Design, Methodology and Data Analysis

This study is based on what can be described as legal method (i.e., a form of document analysis). In this research, this means that Swedish tax law, preparatory work, case law and doctrines are analysed. These sets of data will provide knowledge of how tax legislation can be used to to create better economic conditions.

### Results/Findings and Discussion

Sweden is known for having a high tax burden. The main rule in Swedish tax legislation is that individuals are unlimitedly liable for tax (see SFS 1999:1229). Income that a player receives from a club is charged with municipal tax, which despite its name includes both a municipal tax and a regional tax. In 2023, this tax rate amounts to an average of 32.24 percent (SCB, 2022). Furthermore, if an unlimited taxable person earns more than SEK 554.900 per year before deductions, they also need to pay an additional state income tax corresponding to 20 percent of the part of the taxable earned income that exceeds the strata level. For players with a salary exceeding the strata limit, the tax is approximately 50–55 percent depending on which municipality the player lives in.

However, there are some tax solutions for sports clubs to attract professional players. Alongside the main rule of unlimited tax liability, there are two different tax solutions that can be used in Swedish sport. The first was introduced in 1991 and is called the Special income tax for foreign residents, artists, and athletes (A-SINK) (SFS 1991:591). This act stipulates that players who resides outside Sweden can play at a tax rate of 15 percent on their taxable

income, but they can only stay a maximum of 183 days during a 12-month period. Bonuses such as a signing bonus can also be taxed according to A-SINK. The second solution is the so-called "expert tax relief" (SFS 1999:1229). The aim of this tax relief is to attract foreign citizens carrying out particularly qualified tasks (e.g., researchers), and since 2012 this relief also includes professional athletes (Björkman, 2012). If the expert tax relief applies, players will get a reduced tax corresponding to 25 percent of their earned income. However, the employment and stay must be limited in time (maximum of 5 years).

**Conclusion, Contribution, and Implication**

In general, there are as presented possibilities for tax optimization in Swedish sport. Sport clubs can use A-SINK or the expert tax relief to cost-effectively attract skilled elite players who would otherwise be too expensive. As such, sport clubs can use the tax legislation to become even more "win-maximizers". However, even if Swedish clubs, especially in SHL and SFL, are using these solutions, they are still having difficulties competing and winning at the highest international level. Additionally, considering that both tax solutions are limited in time, and applies to foreigners only, clubs can have difficulties with their long-term planning if they use these solutions to a high extent. In sum, this study contributes to the limited knowledge on tax legislation in sport in general, and on tax legislation and possibilities for tax optimization in Swedish sport in particular.

**ID: 361**

Sport Law and Ethics

## Athletes Tolerate Fraud For The Benefit Of The Club: Examining The Role Of Pro-Organizational Intentions, Organizational Competitiveness, And Individual Moral Identity On Attitudes Towards Fraud In Sports

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### Aims and Research Question

Unethical pro-organizational behavior (UPOB) is a topic of growing academic interest in the field of management and business ethics. However, our understanding of the boundary conditions, underlying mechanisms, and consequences of UPOB remains limited (Mishra et al., 2022). This study addresses these knowledge gaps by examining perceptions about UPOB and comparing them with counterproductive work behavior in the form of different types of fraud. Moreover, this study examines the role of inter-organizational competitiveness and individual moral identity as respectively contributing and mitigating factors regarding the acceptance of UPOB. Given the increasing prevalence of fraud in sports and its competitive, hence, receptive nature to fraud, it is important and timely to examine the role of organizational competitiveness and individual moral identity on attitudes towards fraud in sports.

### Theoretical Background and Literature Review

UPOB describes behavior that benefits one's organization while simultaneously violating general ethical norms (Umphress et al., 2010). For instance, it is reported to be a major reason for corporate financial fraud (Mishra et al., 2022). Scholars have identified various antecedents for UPOB, among which (toxic) organizational cultures as well as individual moral traits seem to play decisive roles. In particular, so-called amoral cultures, where unethical behavior is implicitly accepted, and high levels of inter-organizational competition have been described as boundary conditions that can encourage UPOB, while moral identity, which describes the importance a person places on their individual moral beliefs, can act as a buffer against UPOB (Chen & Chen, 2020; Luan et al., 2022; Mishra et al., 2022).

In spite of its extensive application in the field of management research, UPOB has not received much attention outside the corporate, for-profit context (Mishra et al., 2022). Particularly the sports sector can benefit from research on UPOB, as it is characterized by strong competition between actors (e.g. sports clubs) and is frequently referred to as an environment where norms fail to promote ethical behavior. Indeed, this is evidenced by the widespread occurrence of fraudulent practices, such as match-fixing and doping, or abusive behavior, despite the increasing implementation of ethics policies, internal rules and sanctions, or the growing offer of integrity training (Kihl, 2023).

### Research Design, Methodology, and Data Analysis

In an experimental vignette study with a sample of athletes (N = 302), we compared aversion to fraud that was intended to benefit a respective sports club (pro-club condition) with aversion to fraud that was intended to benefit only the perpetrator(s) themselves (pro-self condition). Moreover, we examined the effects of perceived inter-club competitiveness and individual moral identity on fraud aversion. Each participant received four out of eight manipulated vignettes, accompanied by several items measuring aversion to the described fraud as the dependent variable and scales measuring moral identity and the level of competitiveness towards other clubs as independent variables. The vignettes contained four different types of fraud, randomly presented in a pro-club version or a pro-self version, and participants were asked to imagine that this behavior would occur in their own sports club.

### Results/Findings and Discussion

Our results suggest that participants had an overall more lenient attitude towards pro-club fraud in comparison to pro-self fraud. Moreover, moral identity showed to have a significant effect on fraud aversion, indicating that high moral identifiers had a higher aversion against all types of fraud. We were also able to find a significant negative effect of perceived club competitiveness on fraud aversion, showing that participants which perceived their club as more competitive had a significantly more lenient attitude towards fraud than persons in less competitive clubs. However, interestingly, we found two interaction effects between the condition and perceived competitiveness on the one hand and the condition and moral identity on the other hand. The differences between participants in high and low-competitive clubs were significantly different in the pro-self condition but not in the pro-club condition. A similar pattern was found regarding moral identity, whereby high and low moral identifiers showed significantly different mean values in the pro-self condition but not in the pro-club condition.

### Conclusion, Contribution, and Implication

In summary, our participants showed significantly less aversion to fraud when it was beneficial for a respective sports club. Consistent with previous research, we found a negative relationship between inter-club competitiveness and fraud aversion and a positive relationship between moral identity and fraud aversion. However, these two variables only showed strong effects when the fraud was self-serving. If the fraud was beneficial for the club the effects were much smaller. This indicates that the intentionality (pro-club versus pro-self) of fraud strongly influences how it is perceived, regardless of individual characteristics or organizational circumstances. As such, our findings are relevant to effective fraud prevention in sports, as they can inform sports managers about differences in fraud perceptions, leading to more accurate risk assessment and targeted intervention programs in sports clubs.

**ID: 362**
Sport Law and Ethics

## Recovering for Negligently-Inflicted Psychiatric Injury in Sports: Is it Possible?

**Cebula, Kerri[1]; Partington, Neil[2]**

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### Statement

This paper will assist sport law professionals and academics in determining whether or not athletes could recover for negligently-inflicted psychiatric injury caused by others involved in sport.

### Aim

The aim of this research is to examine if participants involved in competitive sporting activities may have a legal claim for negligently-inflicted psychiatric injury suffered by a during a competitive sporting activity and caused by the actions or inactions of others involved in the competition. This research will look at the United States and the United Kingdom.

### Purpose and Background

Courts in the UK and US have allowed recovery for physical injuries caused by the negligence of defendants during competitive sporting activities. Bringing a claim in negligence for psychiatric injury which is consequential upon physical injury, due to a breach of the duty of care owed by the defendant, is well established in common law jurisdictions. However, in circumstances where the harm suffered by the plaintiff athlete is purely psychiatric, bringing a legal claim is much more problematic. The restrictive approach towards recovery for psychiatric harm in law creates considerable tension with the growing awareness and importance of protecting the mental well being of all participants in the context of sport. Accordingly, this research critically considers the scope for a successful legal claim for pure psychiatric harm suffered during a competitive sporting activity caused by those involved in the competition in both the UK and the US.

### Design and Implementation

Plaintiffs bringing a negligence claim in both the UK and the US must show that the defendant owed a duty of care to the plaintiff, that the defendant breached that duty, that the breach caused an injury to the plaintiff, and that the plaintiff suffered damages as a result of the injury. Two potential classes of defendants in psychiatric harm cases brought by participants in competitive sporting activities include co-participants (e.g., other athletes) and sporting officials (e.g., referees).

In the UK, a psychiatric injury is defined as a medically recognized condition of a sustained nature that affects the normal functioning of the mind that may or may not be accompanied by physical symptoms (*White v. CC of South Yorkshire Police* [1999] 2 AC 455). In the US, psychiatric harm, called negligent infliction of emotional distress, is defined as "mental or emotional harm…that is caused by the negligence of another and that is not directly brought about by a physical injury, but that may manifest itself in physical symptoms" (*Consol. Rail Corp. v. Gottshall*, 512 U.S. 532, 545 (1994)).

Both jurisdictions require that the plaintiff show that the defendant has a duty of care to protect the plaintiff from psychiatric harm. In order for the defendant to have such a duty of care, the psychiatric harm (or physical injury) must be foreseeable, meaning that such harm is reasonably anticipatable (*Bourhill v. Young*, [1943] AC 92; Vetri, et. al., 2003). Special rules govern whether a duty of care is owed in circumstances of pure psychiatric injury (Mulheron, 2016). Simply applied, for participants in sport, plaintiffs in the UK would generally be

required to fall within the zone of danger created by a physical event (*Page v Smith*, [1996] AC 155 (HL)). Several states in the US have also adopted a zone of danger test, likewise requiring that the plaintiff who suffers a psychiatric harm be at an immediate risk of physical harm caused by the defendant's actions or inactions (Pearson, 1982).

**Outputs/Outcomes. Reflections and Future Development**

This research shows that under both US and UK jurisprudence, established legal principles may be incrementally developed to provide the scope to potentially bring a successful claim for pure psychiatric injury by those athletes who have not also suffered a physical injury when that harm has been caused by someone else involved in the competition.

However, the special rules and control mechanisms that operate in this specific area of the law of negligence, and the legal principles fashioned in the context of sports negligence cases more generally, create significant hurdles for such claims. Whilst this research reveals that establishing the existence of a duty of care remains the main obstacle for plaintiffs, broader policy considerations intended to prevent an opening of the 'floodgates' and a 'chilling effect' on participation in sport, including the evidential threshold to establish a breach of duty during a competitive sporting activity in the UK and US, must also be considered.

Nonetheless, the scope for future research regarding claims for pure psychiatric injury suffered by a participant during a competitive sporting event extends well beyond co-participants and referees.

### The Meaning of Ethical Leadership in Sport Clubs: a European Qualitative Study

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1. Aim and Research Questions

The aim of this study is to increase the understanding of the meaning of ethical leadership in sport. More specifically, we focus on the original perspective of leaders in sport organizations. The study addresses three research questions:: a) how do sport leaders make sense of ethical leadership in sport, b) what challenges do they perceive regarding ethical leadership and c) how can ethical leadership in sport be developed and promoted.

2. Theoretical Background and Literature Review

Ethical leadership in sport has received increasing scholarly interest due to its potential to tackle integrity issues in sport, such as violence, abuse, and corruption (Constandt, 2019; Ordway & Opie, 2017). At the same time, however, our understanding of the meaning of ethical leadership in sport remains limited. In particular, the perspective of those responsible for conducting ethical leadership -the leaders themselves – is little understood. According to the seminal and still dominant conceptualization of Brown and colleagues (2005, p. 120), ethical leadership relates to the demonstration and promotion of "normatively appropriate conduct". Given this definition's inherent vague nature, calls have been made – both in sport sciences specifically and in the social sciences more generally– to study how people actually understand ethical leadership. Or, in other words, what does "normatively appropriate conduct" really mean and how do people make sense of it in different contexts including sport?

3. Research Design, Methodology and Data Analysis

This study adopts an exploratory, qualitative research design. Two focus groups with four to six board members of voluntary, member-based sport clubs were organized in each of five European countries (Luxembourg, Belgium, Germany, Norway, and France), (n=10 groups, n=42 participants).

The focus groups were semi-structured and moderator-led as this method is designed to explore how sense-making occurs in action (Morgan, 2012). Furthermore, focus-groups have been advocated for their use in cross-country comparisons. The guidelines of Kreuger (2002) were used to establish a solid base between researchers to conduct the focus groups in the different countries. Careful instructions for the moderator and assistant-moderator were given to create an environment in which the participants felt safe to voice their opinions on ethical leadership.

Qualitative content analysis of the focus group data yielded innovative results around three central themes, i.e., (1) what does ethical leadership in sport mean?; (2) what are the challenges related to ethical leadership in sport?; and (3) how can ethical leadership in sport be developed and promoted? Data were analyzed using NVIVO.

4. Results/Findings and Discussion

Data analysis showed an ethical leader in sport is a person that; a) leads the club according to the values of the club/organization; b) acts in the interest of the club and not out of personal interest; c) acts as a role model and fosters fairness in the sport club; d) communicates about the values of the club.

The three most common challenges that emerged to be an ethical leader were: a) managing integrity issues including bullying, sexual harassment, or unfair treatment of boys vs girls; b)

dealing with resource constraints that affect the possibility to choose the right ethical leaders as trainers and board members, c) handling contextual difficulties such as generational differences in value and belief systems, or higher societal expectations of sport clubs.

Finally, the sport leaders indicated three major elements to develop ethical leadership in sport: a) agreeing on a shared set of values within the sport club, b) focusing on communication and education of those values, c) having a written-down ethical guideline that provides a basis for an ongoing discussion. These preliminary results will be further discussed during the presentation.

5. Conclusion, Contribution, and Implication

This study helps to bridge the gap between normative (i.e., how should it look like?) and descriptive (i.e., how is it understood?) perspectives on ethical leadership in sport, by offering much-advocated insights into the sensemaking processes, boundary conditions, and learning strategies regarding ethical leadership in sport (Constandt et al., 2020).

**ID: 1362**

Sport Law and Ethics - Revised Version

*Topics:* Sport Law and Ethics

### Recovering for Negligently-Inflicted Psychiatric Injury in Sports: Is it Possible?

**Cebula, Kerri[1]; Partington, Neil[2]**

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**Statement**

This paper will assist sport law professionals and academics in determining whether or not athletes could recover for negligently-inflicted psychiatric injury caused by others involved in sport.

**Aim**

The aim of this research is to examine if participants involved in competitive sporting activities may have a legal claim for negligently-inflicted psychiatric injury suffered by a during a competitive sporting activity and caused by the actions or inactions of others involved in the competition. This research will look at the United States and the United Kingdom.

**Purpose and Background**

Courts in the UK and US have allowed plaintiffs to recover for physical injuries caused by others during competitive sporting activities. Bringing a claim in negligence for psychiatric injury which is consequential upon physical injury, due to a breach of the duty of care owed by the defendant, is well established in common law jurisdictions. However, in circumstances where the harm suffered by the plaintiff athlete is purely psychiatric, bringing a legal claim is much more problematic. The restrictive approach towards recovery for psychiatric harm in law creates considerable tension with the growing awareness and importance of protecting the mental well being of all participants in the context of sport. Accordingly, this research critically considers the scope for a successful legal claim for pure psychiatric harm suffered during a competitive sporting activity caused by those involved in the competition in both the UK and the US.

**Design and Implementation**

Plaintiffs bringing a negligence claim in both the UK and the US must show that the defendant owed a duty of care to the plaintiff, that the defendant breached that duty, that the breach caused an injury to the plaintiff, and that the plaintiff suffered damages as a result of the injury. Two potential classes of defendants in psychiatric harm cases brought by participants in competitive sporting activities include co-participants (e.g., other athletes) and sporting officials (e.g., referees).

In the UK, a psychiatric injury is defined as a medically recognized condition of a sustained nature that affects the normal functioning of the mind that may or may not be accompanied by physical symptoms (*White v. CC of South Yorkshire Police* [1999] 2 AC 455). In the US, psychiatric harm, called negligent infliction of emotional distress, is defined as "mental or emotional harm…that is caused by the negligence of another and that is not directly brought about by a physical injury, but that may manifest itself in physical symptoms" (*Consol. Rail Corp. v. Gottshall*, 512 U.S. 532, 545 (1994)).

Both jurisdictions require that the plaintiff show that the defendant has a duty of care to protect the plaintiff from psychiatric harm. In order for the defendant to have such a duty of care, the psychiatric harm (or physical injury) must be foreseeable, meaning that such harm is reasonably anticipatable (*Bourhill v. Young*, [1943] AC 92; Vetri, et. al., 2003). Special rules govern whether a duty of care is owed in circumstances of pure psychiatric injury (Mulheron,

2016). Simply applied, for participants in sport, plaintiffs in the UK would generally be required to fall within the zone of danger created by a physical event (*Page v Smith*, [1996] AC 155 (HL)). Several states in the US have also adopted a zone of danger test, likewise requiring that the plaintiff who suffers a psychiatric harm be at an immediate risk of physical harm caused by the defendant's actions or inactions (Pearson, 1982).

**Outputs/Outcomes. Reflections and Future Development**

This research shows that under both US and UK jurisprudence, established legal principles may be incrementally developed to provide the scope to potentially bring a successful claim for pure psychiatric injury by those athletes who have not also suffered a physical injury when that harm has been caused by someone else involved in the competition.

However, the special rules and control mechanisms that operate in this specific area of the law of negligence, and the legal principles fashioned in the context of sports negligence cases more generally, create significant hurdles for such claims. Whilst this research reveals that establishing the existence of a duty of care remains the main obstacle for plaintiffs, broader policy considerations intended to prevent an opening of the 'floodgates' and a 'chilling effect' on participation in sport, including the evidential threshold to establish a breach of duty during a competitive sporting activity in the UK and US, must also be considered.

Nonetheless, the scope for future research regarding claims for pure psychiatric injury suffered by a participant during a competitive sporting event extends well beyond co-participants and referees.

## Taking a Knee: Examining Political Speech Policies Among IOC-Affiliated Organizations

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Statement

This case study can assist sport law professionals and academics in understanding and addressing the possible conflicts among neutrality regulations which forbid political speech by those involved in sport organizations recognized by the International Olympic Committee (IOC).

Aim

This case study examines the impact of neutrality regulations around political speech by those involved in IOC-recognized sport. The International Automobile Federation (FIA), an IOC-recognized International Federation (IF), announced a ban on speech deemed to violate the principle of neutrality in December 2022. FIA justified the change due to IOC compliance; Rule 50 of the Olympic Charter was adopted in 1975.

Purpose and Background

Rule 50.2 of the Olympic Charter states that "No kind of demonstration or political, religious or racial propaganda is permitted in any Olympic sites, venues or other areas" and applies to athletes as well as other participants such as trainers, coaches, and officials. (Rule 50, 2021, p. 2). And further, the Olympic Charter requires that "sport organisations within the Olympic Movement shall apply political neutrality" (Rule 50, 2021, Schedule 1). The IOC does not define neutrality or political speech.

The FIA has a statement of neutrality in their Sporting Regulations. During the 2020 and 2021 seasons, the FIA allowed drivers to take a knee, or make other gestures, during the pre-race ceremonies. At the start of the 2022 season Formula 1 removed such gestures from the pre-race ceremony, but allowed the drivers to continue making political statements during their time at the track. During these three seasons, drivers were not punished for making such statements.

In December 2022, the FIA added Article 12.2.1.n to the Sporting Regulations which forbid those involved in the FIA from making and displaying political, religious, and personal statements in violation of the "general principle of neutrality promoted by the FIA" (FIA, 2022). There was immediate pushback, with Formula One Management stating they would not enforce the ban. The FIA was surprised by the pushback and clarified the rule stating that it applied only to activities at the race track and drivers were free to make such statements outside of competition.

The purpose of this research is to examine potential policy conflicts among sport associations within the Olympic Movement, and further recommend strategies for approaching uniform enforcement going forward.

Design and Implementation

The FIA's Guidance on the Principle of Neutrality, which clarifies Article 12.2.1.n, states that the stewards of the race will determine, on a case-by-case basis, whether or not a comment or gesture is in breach. While the guidance gives a non-exhaustive list of examples of what could

be considered statements or gestures in violation of the principle, it does not define the term "political," leaving it up to each steward to determine what is a violation (Kalinauckas, 2023).

This lack of a definition by other IOC organizations with bans on political speech has led to unequal implementation. One such example is the Federation Internationale de Football Association (FIFA). Controversy arose after FIFA threatened yellow card sanctions if the captains of several Western European teams wore "OneLove" armbands supporting LGBTQ rights, specifically "to promote inclusion and display solidarity with people of different genders and sexual identities" at the 2022 World Cup in Qatar. (Ramsay & Woodyatt, 2022, para. 4). This stance seemingly contradicts FIFA's statement that it "believes in the freedom of speech, and in the power of football as a force for good," in response to "Human Rights - on and off the pitch" shirts worn by Norway's national team at a 2021 World Cup qualifier, despite Law 4 restrictions on slogans on shirts as well as restrictions on ambiguously defined political statements found in the Disciplinary Code (Evans, 2021, paras. 2, 6, 23). FIFA affiliated professional leagues in Europe allow their players to make political gestures with FIFA telling these organizations to "use their common sense" in handling player gestures ("Players have responsibility…," 2020).

And then, several IOC-affiliated federations do not have any policy related to political speech, including International Motorcycle Federation and the International Cricket Council, among others.

Outputs/Outcomes. Reflections and Future Development

The lack of a definition regarding what is political speech and the lack of a policy regarding political speech will continue to have implications on international sport.

Since the invasion of Ukraine, many IFs have banned Russian/Belarusian athletes from competing unless they sign a statement of neutrality. For instance, the International Tennis Federation (ITF) only allows such players to compete as "neutral athletes." Wimbledon is requiring a statement of neutrality and compliance with certain conditions, including not expressing support for the invasion or their home governments.

With the approach of the 2024 Olympics and beyond, this lack of clarity and inconsistent application of political speech regulations will continue to be problematic, and could potentially lead to legal ramifications. IOC consistency could be key to avoiding litigation.

**Sport Development and Socio-Cultural Perspectives**

**ID: 203**

Sport Development and Socio-Cultural Perspectives

**Relative Age Effect presence at Top 10 Football Soccer UEFA Clubs Youth Academies**

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**1 Aim and Research Questions**

To what extent is European professional soccer affected by the Relative Age Effect (RAE)? The relative age effect (RAE) consists of the lower presence in any given area, of those born in the last months closer to the cut-off date, from which a new age category is classified. In the scope of sports and, specifically soccer, the unequal representation of athletes according to their age and birth month is a matter of concern. This research aims to analyze the birth dates distribution and RAE by position in the top 10 clubs in the UEFA ranking at the end of the 2020/2021 season.

**1.1 Theoretical Background and Literature Review**

The effect of relative age occurs in different areas (e.g. sports, music), being sport, one in which it manifests itself most clearly. The first studies on this effect in sport were carried out by Barnsley et al. (1985), who found that 40% of youth ice hockey players in Canada were born in the first quarter of the year. In the case of soccer, much research has been developed since then to try to understand the phenomenon on a deeper level., fFor example, scientific literature has shown the presence of RAE at in different leagues, clubs, and national teams (Helsen et al., 2005; Pérez-González et al., 2020). This is something affecting not just youth categories but also can be often found at the senior level, since those who were born at in the first quarters of the year were influenced positively in their talent development pathway facilitating their reach to the elite senior level. Furthermore, previous studies have looked not just into the RAE of players collectively but the correlation between RAE and other interesting variables such as player- specific position or player market value.

**2. Research Design, Methodology and Data Analysis**

The analysis includes all players of the Aacademy of 10 first squads in UEFAs Ranking (at March 2021), in 2020 /2021 sSeason. We collect all the information available in open access from academy players (from Under-8 to Under-23) from the respective club's official websites, plus the specialized platform Transfermarkt (2021).

The Relative Age Effect (RAE) was detected through Poisson regression (Doyle & Bottomley, 2019). At this specific formula $y = e^{(b0 + b1x)}$ explains the frequency count of an event (y) by an explanatory variable x. The data used for Poisson regression were the week of birth (WB) whereby the first week in January was designated WB 1, and time period of birth (tB) describing how far from the beginning of the year a player was born. This last index ranging between 0 and 1 was calculated as $tB = (WB - 0.5)/52$. In the Poisson regression, the event (y) was the frequency of birth in a given week and the explanatory variable (x) was tB. The Iindex of discrimination (ID) was also calculated according to Doyle and Bottomley (2019) as $e^{-b1}$. This index measures the relative odds of a player born on day 1 versus day 365 of the competition year being selected. The likelihood ratio D2 was determined according to Cohen et al. (1996). All statistical tests, including descriptive analysis, were performed using the software package R (version 4.0.2). Significance was set at $p < 0.05$.

**3.Results,Conclusions, and Implication**

The study presents the incidence of the Relative Age Effect (RAE) in the Academy teams of the top 10 clubs in the UEFA ranking at the end of the 2020/20-21 season. The total sample was n=1,209 players aged between 8 and 23 years. To verify the presence of RAE, data on the births of players was applied in a Poisson regression. The existence of RAE was verified for the total sample ($p < 0.001$). Segmenting the sample, it was verified that RAE existed in all positions -goalkeeper, defender, midfielder, and forwards ($p < 0.001$). On the other hand, segmented by clubs: Real Madrid, Bayer Munich, Barcelona, Atlético de Madrid, and Sevilla presented RAE ($p < 0.001$), Juventus ($p < 0.004$), Liverpool ($p < 0.006$), Manchester City ($p < 0.0025$), Manchester United ($p < 0.011$), while Paris Saint Germain was the only club that did not present a statistically significant incidence of RAE.

If the world of football soccer seeks a more inclusive player participation without a selection bias affecting youth categories, football soccer governance (i.e. national federations, international institutions, and clubs) should create new regulations that contemplates different ways to avoid the Relative Age Effect from happening. To reach that purpose, future research should be developed involving all different stakeholders as well (e.g., coaches, players' associations, etc.).

## Balancing Conflicting Logics: Professionalization of Coaching at Swedish Upper-Secondary Ski Schools Since the 1970s

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**Aim and Research Questions**

Since the introduction of a national system for upper-secondary sport education in Sweden in the 1970s, these schools have been an important environment for developments in training and coaching. This is particularly true for cross-country skiing, a sport in which these schools quickly became an obligatory passage point (Svensson & Sörlin 2019) for anyone who wanted to be an elite skier. Coaches at these schools, often formally employed as PE teachers, were among the first professionalized coaches in Sweden. They were partly employed to oversee the training and development of the most talented skiers in the country, and thereby had a unique position to influence the training of would-be elite skiers. Yet, little is known about how ski school coaches have balanced between different logics of sport and education and how their work has developed over time in relation to the broad sportification of skiing.

This paper will focus on the coaches at the five Swedish national ski schools – Gällivare, Järpen, Mora, Sollefteå, and Torsby – and aims to answer the following research questions: How have coaches at Swedish ski schools organized training in relation to experiential/natural training and the increasing influence of theoretical/rational training ideas? How have they balanced between different logics in a context where elite performance and PE for all were inalienable entities?

**Theoretical Background and Literature Review**

Despite their important role, the history of the ski school coaches and their ideas on how to balance natural and rational training has not been subject to much research. While the sport schools as institutions (e.g. Kårhus 2019, Svensson 2021), and the tensions between natural and rational training (e.g. Svensson 2016) has been analyzed in detail, the work of the coaches need more attention.

**Research Design, Methodology and Data Analysis**

The study builds on archival sources from five upper-secondary ski schools (Gällivare, Järpen, Mora, Sollefteå, and Torsby) and on a combination of field visits and semi-structured interviews. In total, twelve current and former coaches have been interviewed. The semi-structured interviews where then transcribed and analyzed thematically. The professionalization of coaches within the ski school system was analyzed through the lens of sportification (Guttmann 1978), and the logics of practice in sport (Engström, Redelius & Larsson 2018). The field visits were conducted during the period 2017-2022 and were documented through field journals and photographs. These sources were then used in combination with the thematic analysis of the interviews and archival sources, to understand how local training landscapes influenced the work of the coaches.

**Results/Findings and Discussion**

The development of coaching at these schools from the early 1970s up until today show an increasing professionalization of ski school coaches. The focus has gradually shifted from a generalist role with responsibilities for PE in addition to coaching elite skiers, to a more specialized role focusing mainly on the pupils in the elite ski programs. Coaching roles have to some extent followed the general sportification process, with increasing rationalization and specialization. There has been a stronger emphasis on scientific performance analysis and

theoretical knowledge, as well as an increasing coordination between schools with recurring meetings between coaches and standardized test programs. However, coaches still have some maneuver space to use local landscapes and personal knowledge in their training setup. The local landscape at each school – once a key argument for placing the schools where they are situated – remains important for the training setup in spite of an ongoing sportification process that has increasingly put the emphasis on scientific knowledge and standardized performance tests. Maintaining a sustainable balance between the potentially conflicting logics of performance and health is still challenging, and the coaches are the ones who are expected to solve this in practice.

### Conclusion, Contribution, and Implication

Swedish ski schools have since the start been a compromise between a logic of performance (coming from elite sports) and a logic of health (coming from the school system and PE). Tensions between various logics have been identified in general PE and the specialized form of school sports conducted at these ski schools, such tensions are even more visible. Coaches at sport schools have been tasked with navigating a rather difficult terrain, where the ideas of the education system have not always aligned with the aims of the sports sector. Ski school coaches have gradually come to see themselves as professional coaches, rather than PE teachers. The blend of professionalization of coaches and the remaining connection to the upper-secondary education system is a crucial component in understanding coaches at Swedish ski schools. Their historical dual roles as coaches (preparing athletes for elite performance) and PE teachers (preparing everyone for a healthy lifestyle) paved the way for tensions and compromises regarding how and where to conduct training, and how to balance sport performance with school results.

**ID: 327**

Sport Development and Socio-Cultural Perspectives

**Gaining An Understanding On The Inner Workings Of Sport For Employability Programmes Through The experiences Of Former Participants**

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1. Aim and research questions

There is a large and growing interest in the use of sport as a tool to increase employability among youth who are not in employment, education, or training (NEET). However, this potential of sport is not unconditional and little is known about how and why such developmental outcomes occur. Therefore, the present study aims to gain more insight into how and when Sport for Employability (SfE) initiatives can be a promising vehicle in developing people's employability.

2. Theoretical Background and Literature Review

Recent statistics show that one out of six young people in Europe are currently not in employment, education, or training (NEET) (Eurostat, 2023). According to both policy makers and practitioners, sport might alleviate this situation as it is considered a tool to raise people's level of employability. This claim relies on the premise that (a) soft skills constitute a central component of the concept of employability and (b) soft skills are expected to improve by participating in sport. However, caution is needed as sports' developmental potential is dependent on how sport activities are designed, delivered, and integrated within structured SfE initiatives. An understanding of the critical success factors of such structured initiatives is missing, since research within SfE, and the broader field of Sport for Development, is predominantly interested in specific intervention outcomes (Whitley et al., 2018). Accordingly, there is limited information on how and when SfE programmes can be a promising vehicle in developing people's employability.

3. Research Design, Methodology and Data Analysis

This study adopted a multiple case study design, covering six SfE programmes located in five countries. All programmes are considered good practices, which target NEETs, use sport as key learning medium, and work towards employability. To address the need for a better understanding of how such programmes work, Jones et al. (2017) proposed to ask (ex-)participants about the working elements of the programme. As such, in-depth interviews were conducted with 24 former participants (13 females, 11 males). The interviews included open-ended questions related to (1) prior expectations regarding the programme, (2) factors which were perceived to be most useful in terms of development and why, (3) importance of sport within the programme, and (4) the possible contribution of the programme to participants' current (professional) situation. Inductive reflexive thematic analysis (Braun & Clarke, 2020) was used as a method to identify, analyse and report themes within the data.

4. Results/Findings and Discussion

Findings revealed six overarching themes relating to how these SfE programmes were experienced by the participants and how they affected their employability. First, participants commonly referred to specific coach qualities (i.e., approachable, non-judgemental, supportive, empowering) and the strong bond that was developed between the coaches and the participants. Second, participants experienced a welcoming, inclusive, safe, easy-going, and fun atmosphere. As a result, it was believed that this environment enabled them to relax and forget about the difficulties they encountered in their everyday life. Third, interviewees reported that the programme provided them the opportunity to meet and connect with new

people, gain insights from them, and eventually act as mentors for others. Fourth, the interviews revealed that the programmes were characterised by a facilitative learning approach which is focused on a strength-based approach, encourages participants to step out of their comfort zone, and combines learning-by-doing with reflection. Fifth, the participants indicated that the interventions contained specific elements to prepare them to enter the labour market (e.g., support in applying for a job). Mock interviews in particular ensured participants felt more confident to conduct a job interview. Finally, interviews revealed that the enhancement of healthy and active lifestyle was perceived as a key aspect of the programme to facilitate participants' entry into the labour market. The results of this study highlight the importance of social relationships. In line with a large body of research (e.g., Coalter et al., 2020), participants highlighted the importance of the qualities of and the relationship with their coach. However, relationships with fellow participants were also mentioned as crucial program factors. In this regard, some programmes even fostered peer mentoring or support. Additionally, this multiple case study shows the importance of balancing a warm and supportive environment with offering experiences which encourage participants to step out of their comfort zone. Finally, sport was considered as aiming towards goals outside of sport by putting a specific emphasis on incorporating and learning soft skills. It is argued that the link with life outside sport became evident through the practice of reflection.

5. Conclusion, Contribution, and Implication

In sum, this study provides insight into some of the potential critical success factors of SfE programmes. As it is important to adopt an intential and theory-based approach in the design and implementation of SfE programmes (Hartmann, 2003), this study can inform both new and existing initiatives to foster employability through sport.

## Evaluation Of Sports-based Practices In Prisons

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Aim and Research Questions

The International Covenant on Civil and Political Rights commits its parties to respect the civil and political rights of individuals, including those within the penitentiary system. The treaty requires prisons to focus on rehabilitation and they do so by providing services around sport, culture, education, employment, welfare, and health. Although research has demonstrated that prisoners participating in sport activities progressed in a positive way, insights in the organization of these sport activities is missing. This study seeks to elucidate how practices in EU member states use sport activities to prepare prisoners for life after prison.

Theoretical Background and Literature Review

The Good Lives Model of Offender Rehabilitation, developed by Ward and Stewart (2003), consists of a list of primary goods that are essentially activities, experiences, or state of minds that individuals pursue for self-interest as they increase their sense of fulfillment and happiness. The focus of the Good Lives Model is on the intrinsic needs of offenders, and not merely on managing risk factors such as other desistance approaches such as the Risk, Need, Responsivity Model of Andrews and Bonta (2010). Researchers in Spain (Moscoso-Sánchez et al., 2017), Greece (Psychou et al., 2019) and Turkey (Basaran, 2016), to mention a few, have investigated if sport in prison can contribute to mental wellbeing, attitudinal and/or behavioural change of prisoners, but did not always find significant improvements for all measured outcomes. Except for one study by Castillo-Algarra et al. (2019), researchers examined outcomes without identifying whether these outcomes relate to the objectives of the sports-based interventions for prisoners. This, however, is crucial information when evaluating the sport activities offered in prisons.

Research Design, Methodology and Data Analysis

The study is part of the 'Sports in Prison, a Plan for the Future'-project funded by the European Commission (2020-2022). Data collection was administered via an online survey between June and September 2020. The survey was developed for those working in the prison environment offering sport activities to (ex-)prisoners, including prison management, prison staff, and sport coaches. The survey consisted of three parts: 1) general information about the respondents; 2) descriptions of (max. 5) sport activities; and 3) general information about the prison context. In total, 198 individuals (64% male) from 12 countries completed the survey, providing 352 activity descriptions of which 243 focused on social integration. Most of the respondents (58%) had less than 10 years of experience in their current function, were mainly employed in closed regimes (71%) and were dealing with mid to high security levels (87%).

Results and Discussion

A wide variety of different sports are offered in prisons, covering power sports (weightlifting and boxing), skill sports (table tennis and karate), mixed sports (soccer and basketball), and endurance sports (running and cycling). Most sport activities (71%) are permanent activities and more than 85% of these sports-based interventions are not depending on external funding. It was apparent that sport activities serve multiple objectives. Social integration (68%) is often combined with health promotion (80%) and personal and social development (77%). To reach these objectives, prisons collaborate with external organisations in almost half of the activities (46%) offered. Many of the external organisations are sport organisations, followed by social

and governmental organisations. They are involved in coaching/teaching the activity, helping to connect prisoners to the outside world, and creating social benefits through education. For only 20% of all activities, there is a follow-up activity outside the prison walls. 66% of the activities are evaluated and this is mostly done by prison staff and prison management, and to a far lesser extent by prisoners and external organisations.

Conclusion, Contribution and Implication

The prison context is favourable for creating a sustainable sport offer that can be monitored and evaluated, although evaluations are currently not common. Moreover, the involvement of prisoners in the evaluation of sport activities is often lacking. While social integration seems to be a frequently mentioned objective of sport activities for prisoners, we need to dare to question the potential of reaching this outcome through sport as collaborations with external partners and follow-up activities are often missing. The results of this survey indicate that access to sport is often instrumentally used to maintain the social control within the detention context, whereby prisoners who behave well are rewarded with access to sport activities. When prisoners are involved in the organisation of activities, most participants take up roles that do not allow them to engage in experiential learning. This implies that the potential of sport as a means is not yet fully used. The results showed the limited extent to which sport is used to prepare prisoners for life after detention but at the same time indicates that there is still a lot to be gained when using sport more efficiently and effectively in a prison context.

## Decoloniality in Grassroots Sport for Development and Peace

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### Aim and Research Questions

The (mis)management of sport as a tool for social change is the subject of enormous institutional interest and action. However, much of the scholarly research of Sport for Development and Peace (SDP) offers compelling critique that is frequently devoid of actionable alternatives to spur SDP's desired socially transformative impacts. To redress this issue, this research aimed to explore decolonial pathways in both SDP practice and SDP research. This project took an original focus on research co-creation; working *with* Global South migrants who are activists in SDP organisations in the Global North (predominantly in the UK and Ireland).

More specifically, this research aimed to explore if/how SDP unsettles coloniality by answering three research questions focused on migrant SDP actors' conceptions, practices, and perceptions of (i) knowledge, (ii) power, and (iii) being in SDP. This comprehensive approach ensured that the research extended beyond SDP's ability to 'talk the talk' (i.e. conceptions); also unpacking its ability to 'walk the walk' (i.e. practices and how they are perceived) of alternative development.

### Theoretical Background and Literature Review

This work stands in contrast to the abundance of SDP literature denouncing the 'sector' or 'industry' as a vessel of neocolonialism (Darnell, 2012). Instead, this empirical research reinforces the need to consider not only the multifarious nature of organisations across SDP's policy domains (Giulianotti et al., 2019), but also the diversity of actors - and epistemologies - within specific domains such as the 'developmental interventionists' comprised of non-governmental organisations (NGOs) and community-based organisations (CBOs). Moreover, this research offers a fresh lens on SDP scholarship as it departs from the usual focus on Global *North-South* dynamics; instead it offers an original look at under-researched Global *South-North* dynamics.

This research draws upon both postcolonial and decolonial theories; believing that insights from both fields - in dialogue - can help unsettle and reconstitute processes of knowledge, power, and being (Bhambra, 2014). This research approach is part of the broader decolonial turn seeking to challenge coloniality. Readers must remember that if colonialism is widely regarded as a brutal *historical* practice, then coloniality is the term for the hegemonic modalities of knowledge, power, and being that are the brutal living legacy of colonialism (Maldonado-Torres, 2016).

### Research Design, Methodology and Data Analysis

This research was designed to embrace methodological and empirical innovation. Its findings were shaped through thematic analysis of ethnographic fieldwork data gathered using a 'strengths and hope' (S&H) methodological perspective (Paraschak, 2013, 2015). The S&H approach took form through partnerships formed by the researcher to work *with* three separate SDP organisations over a three-year period. Critically, as stated above, all three organisational partnerships were purposively formed to offer a window into *Global South agency and leadership* (primarily young migrants) *within SDP organisations located in the Global North*. The who, the how, and the why of both SDP practice and SDP research are analysed through postcolonial and decolonial lenses to provide deeper explorations. The dynamic of *Global*

*South development of the Global North* (this is not a typo) was previously overlooked in SDP research.

**Results/Findings and Discussion**

This research found, and advocates for, an SDP movement which rebuffs *development as coloniality* and instead promotes the socially transformative possibilities of *decoloniality as development*. The research identified and exemplified an SDP that challenges coloniality's propositions of (i) knowledge as proprietary content, (ii) power as adversarialist miserabilism, and (iii) being as adjudged against the referent point of ethnoclass Man. Alternatively, the SDP movement of this research supports, legitimates, and fosters fresh logic and worldviews where (i) knowledge is an intersubjective and purposeful pursuit of community goals; (ii) power is rooted in mutualistic interdependency, and; (iii) 'humans being' is a celebration of humanity as an open-ended plurality. In short, this research presents a clear alternative to the master status of deficit perspective SDP research. Instead, it gave primacy to the agency, resources, and desires of SDP's actors – as they expressed and demonstrated them through Global South-North dynamics.

**Conclusion, Contribution, and Implications**

Critically, this research extended across SDP's ability to both conceive of, and then practice/implement, alternative development. Here, alternative development speaks specifically of SDP as projects of decoloniality; diverging from the hegemonic organising logic of coloniality. This research empirically and theoretically juxtaposes with the eminent academic critiques of SDP as a vessel for neocolonialism. This project can prove itself as seminal work by opening new research avenues that provide tangible alternative propositions and workings of knowledge, power, and being. Global South-North SDP (and its migrant leaders) do offer socially transformative conceptions and practices that give SDP a rightful place within the broader decolonial turn. These findings connect this work with broader social and scholarly debates on migration, globalisation, and development.

**Managing Welfare in an English Professional Football Academy**

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1. Aim and Research Questions

The aim of this study is to examine how and in what ways welfare work is enacted in one professional football club academy in England. The research questions framing the study are:

- How do academy staff variously understand player welfare and how do they seek to support it within their respective roles?
- How and in what ways are professional football academy employees facilitated and constrained to enact welfare policies and provision?
- How and why do the social interactions between academy employees shape the extent to which welfare policies and practices are prioritised and enacted?

2. Theoretical Background and Literature Review

Approximately 12,500 young males between the ages of 8-18 are currently partaking in professional football academy youth development programmes in England (Sothern and O'Gorman, 2021). Operating within the framework of the Elite Player Performance Plan, football academies must demonstrate adequate welfare provision for young footballers during and post programme engagement. Ultimately, the success of academies is judged on the number of youth footballers that transition through the development programme into full time professionals. Research centred on professional football academies has demonstrated that such contextual demands influences employees and youth footballers to prioritise the development of football expertise often at the expense of welfare provision (Webb et al., 2020). Research has demonstrated the consequences for some youth footballers have been a lack of preparation for careers other than football (Webb et al., 2020), poor mental health and wellbeing, psychological distress if deselected from the programme and crises of identity (Sothern and O'Gorman, 2021). Whilst such research has demonstrated costs to welfare of young footballers, to date, other than the work exploring how religious chaplains provide emotional support to academy players (e.g., Roe and Parker, 2016), much research has ignored how welfare provision in football academies is managed. In order to address this gap, this research project has sought to engage with employees in one football academy to establish how and in what ways they are constrained or facilitated to enact adequate welfare support for young footballers on academy development programmes. In addressing this lacuna, we draw upon Crossley's (2011) relational theorising to examine how, why and in what ways employees interact with one another to support player welfare in one professional football academy. Taking account of welfare being the responsibility of everyone in a sporting environment (Lang, 2020), we particularly draw upon the concepts of strategic interaction involving staff who (1) have a conflict of interest given the focus of their respective roles, either partial or total; (2) (inter)act rationally and, thus, (3) seek selfishly to maximize their own gains; and (4) anticipate that the other will do likewise.

3. Research Design, Methodology and Data Analysis

An Interpretivist approach to a case study research design was adopted. This allowed for a reflexive endeavour emphasising experiential knowledge extrapolated from research participants' accounts of enacting welfare work for the purpose of generating rich data. Employees from one professional football club academy inclusive of the roles welfare,

safeguarding, sports science, coaching and management roles, were recruited using a criterion-based sampling strategy. This resulted in the recruitment of 15 participants for the study to date. An interview guide was devised to structure to the interviews while permitting the participants and interviewer to explore additional issues and topics deemed relevant to the study. Elaboration, clarification, and detail-oriented probes were utilized during to elicit clear and comprehensive descriptions, but also to enable the participant to confirm, correct, and/or build-on the interviewer's (Sparkes & Smith, 2014). Each interview lasted approximately 60-90 minutes in duration. Data is to be analysed thematically adopting Clarke, Braun and Hayfield's (2015) six stages.

4. Results/Findings and Discussion

This is an ongoing research project. Full results will be available prior to conference date. The Initial findings suggest academy staff are engaging in social exchanges which are shaped by hierarchical power relations. As such, staff with less direct responsibility for welfare provision (e.g. coaches) appear to be adapting their player welfare practices for the approval of significant others and to avoid punishment. Such actions appear to be underpinned by subtle forms of conflict about player welfare work. Here, academy staff with less direct responsibility for player welfare are operating strategically to fulfil perceived norms and duties regarding player welfare work. Other academy staff appear to be effectively cooperating to complete player welfare work based upon varying levels of trust and/or distrust and displays of empathy towards the positions of others with respect to responsibility of player welfare work.

5. Conclusion, and envisioned contribution and Implication

The study aims to provide original insight into how welfare is enacted by employees in one professional football academy in England. It is hope findings will inform and shape future welfare provision in the case study club, and other professional football academies in England.

**ID: 1131**
Sport Development and Socio-Cultural Perspectives - Revised Version
*Topics:* Sport Development and Socio-cultural Aspects

### Understanding How People's Attitude and Behaviour Towards Sport and Exercise Participation Changed in Tokyo After the 2019 Rugby World Cup and During the Pandemic

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Aim and Research Questions

International sport events represent major undertakings by the host cities and countries that expect their citizens to be inspired to engage in more sport and exercise activities. The 2019 Rugby World Cup (RWC) and the 2020 Tokyo Olympic Games were both expected to take place in Japan. The COVID-19 pandemic, however, disrupted public health and postponed the 2020 Olympics to 2021, and led to restrictions on how people could participate in sport and exercise. Given that this is a unique case, previous studies have not examined how a public health crisis may affect host citizens' attitudes and behaviours towards sport and exercise. To address this gap, this research aims to explore how people's attitudes and behaviours changed after the 2019 RWC and during the pandemic.

Theoretical Background and Literature Review

While international sport events may have an important impact on sport and exercise participation, hosting such events is not, in itself, enough to increase participation (Weed et al., 2015). Previous research suggests the important role of people's pre-event behaviours towards sport and exercise on how people feel inspired by events (Ramchandani et al., 2017). Inspiration generated from the event, in turn, often affects attitudes towards participation (Gucciardi & Jackson, 2015). On the other hand, the cancellation and/or postponement of sport events with relevance in people's lives may be negative for their relationship with sports (Hayes 2022).

The theory of planned behaviour (TPB; Ajzen, 1991) and self-determination theory (Deci & Ryan, 1980) are appropriate lenses to explore how people's attitudes and behaviours changed after the 2019 RWC and during the pandemic. The TPB helps explain how changes in an individual's attitudes towards sport and exercise may lead to changes in behavioural intentions and subsequent related behaviours (Madden et al., 1992). It has been used in previous studies (e.g., Naia et al., 2017) to argue that the more favourable the attitudes an individual has towards sports, the stronger his/her intentions to perform related behaviours will be. However, constraints may exist between people's intentions and their actual behaviours. Such constraints may be partially explained by self-determination theory (Deci & Ryan, 1980), which suggests that if people are not self-determined, various constraints may assume an important role in people's lives preventing them from being active (Edmunds et al., 2006). However, if individuals are self-determined to be active, they will likely overcome these constraints and engage in sport and exercise (Edmunds et al., 2007). This helps understand whether some individuals could overcome constraints, including those resulting from the 2020 Olympics postponement and the pandemic, to participate in sport and exercise.

Research Design, Methodology and Data Analysis

Following a longitudinal approach, two waves of 106 semi-structured interviews were conducted in two Japanese cities (Tokyo and Oita). The first wave (n=57) explored the impact of hosting an international sport event (2019 RWC) on the attitudes and behaviours of citizens towards sport and exercise participation. The second wave (n=49) explored the impact of the

postponement of the 2020 Olympics amid the COVID-19 pandemic and its impact on individuals' attitudes and behaviours. This study used a convenience sample and explored people's attitudes and behaviours throughout the two data collections. All interviews were recorded and transcribed verbatim, before being coded on NVivo and analysed.

Results/Findings and Discussion

In the first wave of data collection, some participants reported to have improved their attitudes and behaviours towards sport and exercise due to the inspiration by the 2019 RWC. In the second wave, some respondents purchased their weight exercise equipment or switched to different sport and exercise to maintain these improved attitudes and behaviours despite constraints caused by the pandemic in terms of access to sport facilities. These results indicate that one's determination to participate in sport and exercise was key to maintaining positive attitudes and behaviours, which aligns with previous research (Teixeira et al., 2012) suggesting that when participating in sport and exercise becomes an autonomous behaviour it often leads to long-term participation.

In the first wave of interviews, many respondents (mainly in their 20s) also identified work commitments as their main external constraint to participation. Many of these people then reported, in the second wave of interviews, that the changes in life due to the pandemic - including an introduction of, and increased, remote working – had positive impacts on their attitudes and behaviours towards participation. This could be related to the workstyle changes observed across the world, but particularly in Japan, with the implementation of longer and less flexible working cultures.

Conclusion, Contribution, and Implication

This study contributes to the understanding of how international sport events and the pandemic affect people's attitudesand behaviours towards sport and exercise. This research highlights that the 2019 RWC inspired some people's attitudes and behaviours towards participation, and most of them maintained these improved attitudes and behaviours during the pandemic.

## Elite Athletes And Parenthood: A Clash Of Commitments

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### Aim and Research Questions

The aim of this study is to explore and analyse the relationship between elite sports and parenthood. Being an elite athlete and being a parent – what happens when two time-consuming life choices compete for attention? Both elite sports and parenthood require time and commitment. How do elite athletes think about this combination? How does it affect them regarding planning, financial conditions and support?

### Theoretical Background and Literature Review

Elite athletes as parents have received greater attention in recent years, which has raised questions regarding the possibilities of combining an elite sport career with family life. Research in this area has increased during the 2000's especially research on motherhood and sport. Palmer and Leberman's study (2009) of mothers found that balancing between family and elite sports was difficult regarding time, identity and support. This is also found in other studies that include men, where parenthood also trigger stereotypical gender roles (Andreasson et al, 2018). This combination of elite sports and parenthood is something that disturbs everyday life. The chosen analytical tool is organisational culture. Hatch (2018) writes that the organisational culture is the lifestyle in the organisation. There are shared beliefs, norms and values that shape how to be in the organisation. Sports have a specific culture that is hard to disrupt. Particularly the organisational culture of elite sports. Competing and winning are most important and winning requires sacrifices (Tangen, 1997). This idea of sacrifices might clash with the responsibilities of parenthood. Sports' culture in combination with a gender perspective will highlight the complexities with this combination. The culture affects men and women differently due to gendered norms in society (Connell, 2021).

### Research Design, Methodology and Data Analysis

An online survey directed to active elite athletes was used. The survey consisted of questions about financial conditions, support from sport organizations and family, and the planning of their sporting activities in relation to parenthood. Most questions had space for additional comments, which added qualitative material. I received 27 answers from athletes who had children and 11 from those who did not have children. From these 38 answers I created five narratives. I analysed the pattern of their answers, found similarities in some answers depending on other answers, and I used their comments. From this, five stories were created that consists of two men who have children, one woman who have children, one woman who do not have children and one man who do not have children.

### Results/Findings and Discussion

Results indicate that combining elite sports and parenthood are complicated, both structurally and financially. Help from family is important whether it is the partner or the child's grandparents. The woman expresses a collegial support from other athletes but also express societal pressure to prioritize children above sport, which is in line with gendered expectations (Connell, 2021). One of the male narratives feel pressure from both family and sport. The three male narratives have not considered parenthood a problem, they have not thought about this. Maybe in relation to financial conditions some think the federation could be helpful, but not structurally. The men are more in line with the organisational culture of elite sport where

winning and commitment are praised. The men show commitment to their sport by not letting family life get in the way, also in line with gendered expectations (Connell, 2021). One interpretation is that the organisational value to commit to sport are equal to not complaining or demanding anything from the sport federation. This may be an expression of masculine ideal to sacrifice for sport and may not have anything to do with where priorities actually lies (cf Connell, 2021). Hatch (2018) means the organisational culture becomes the code of conduct and in this case part of the identity as an elite athlete. The women have thought a lot about what they need to continue as athletes after childbirth, both from their families and from their sport federation. They challenge the organisational culture of elite sports by needing and demanding support form the sport organisations and not accepting their situation as their own private problem.

**Conclusion, Contribution and Implication**

This study shows that some elite athletes must figure out how to combine elite sports with parenthood on their own. One interpretation is that the organisational culture of elite sports is a strong culture where distractions are not tolerated, and children are a distraction. Some athletes (men) conform to the culture and make it their own responsibility to solve their situation. Other athletes (women) think their sport federation could support them more. These athletes challenge the culture by trying to do both.

This raises a question: what are the sport federations' responsibility? And can the federations refuse the responsibilities without it becoming a gender inequality issue? And can elite sport environments become more child friendly?

## The Development and Application of Dance Festival Evaluation Model for Sustainability in Urban Regeneration

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**Research Objectives:** The practice of the sustainable development of cultural cities has recently received considerable attention among scholars (e.g., Kagan, 2022; Michalina et al., 2021). Despite its importance in community revitalisation, there is a lack of clarity in terms of how to evaluate cultural urban regeneration. Accordingly, this study aimed to provide a direction for sustainable convergence of urban development and management by proposing a sound evaluation tool, based on the socio-cultural perspectives. Specifically, the purpose of this study was to develop two versions (administrative and civic) of the Dance Festival Evaluation Model (DFEM), one for practitioners and the other for customers, respectively.

**Literature Review:** A comprehensive range of literature on concepts, characteristics, policy trends, business types, and practical case related to cultural cities and urban sustainability (e.g., Cerisola & Panzera, 2022; Kaur & Garg, 2019) were reviewed. In addition, prior studies (e.g., Lynch & Quinn, 2022) on the evaluations and assessments of local dance festivals were examined. A cultural city is defined as a city that promotes sustainable growth and development on its unique cultural resources and creative capabilities. A local dance festival is defined as a festival centered around dance on the local uniqueness. Grounded on the conceptual framework of Park (2021), this study proposed four factors (i.e., local singularity, convergent creativity, sustainability, and community involvement) in the administrative model and four factors (i.e., cultural participation attitude, brand image, cultural identity, and community trust) in the civic model. This conceptual model is designed to evaluate the value of dance festival for sustainability and sport management.

**Method:** The overall research procedures are as follows: Firstly, a thorough literature review and a modified Delphi technique including 10 experts were conducted to conceptualise the domains and to generate the measurement items with respect to each domain. For the administrative model, 20 items measuring local singularity (five items), convergent creativity (five items), sustainability (five items), and community involvement (five items) were prepared. For the civic model, 30 items measuring cultural participation attitude (12 items), brand image (six items), cultural identity (six items), and community trust (six items). For data purification (internal consistency and factor structure) of the measures in both models, 50 public administrators involved with local dance festivals and 50 event participants were recruited, respectively. For the measurement model testing (overall model fit, reliability, and validity), 106 event administrators and 147 event participants were recruited.

**Results:** The Delphi survey supported content validity of the items in both models (1.00 content validity ratio, which were higher than .62). A two-phase study was conducted to validate the proposed measurement models. Firstly, EFA supported the four-factor structure of the administrative model; all 20 items loaded on their proposed factors. However, the second EFA supported the three-factor, rather than four-factor, structure of the civic model. All items in cultural identity, brand image, and community trust correctly loaded as conceptualised, except for cultural participation attitude. This may be because cultural participation attitude was too broadly defined, thus most items in this dimension seemed not homogeneous, representing various aspects of cultural experience, such as cultural activity, interest in culture, and cultural opportunity. Next, CFA was employed to test the overall and internal model fit of each model. In terms of the goodness-of-fit, both models showed satisfactory adequacy:

$\chi^2(164) = 341.08$, $\chi^2/df = 2.08$, RMSEA $= .08$, CFI $= .98$, TLI $= .96$ for the administrative model; $\chi^2(132) = 210.05$, $\chi^2/df = 1.59$, RMSEA $= .07$, CFI $= .94$, TLI $= .93$ for the civic model. Regarding reliability, CR values for the administrative dimensions ranged from .87 to .93 and those for the civic dimensions ranged from .89 to .93, supporting internal consistency of the measures. Convergent validify was supported; the AVE values ranged from .58 to .74 and from .56 to .65 for the administrative and civic models, respectively, indicating all factors had more variance explained by the construct than the variance derived from the measurement errors. Discriminant validity was also achieved as the squared correlations between any two factors were less than their respective AVE values in both models.

**Conclusions:** This study provides empirical evidence of the psychometric properties of DFEM and contributes to better identification of assessment components determining positive and negative perceptions towards a local dance festival and their relative importance. From an administrative perspective, the scale would enable practitioners to develop better event management strategies targeting the evaluation components that are found to have a positive impact on the sustainable development of local culture. From a civic perspective, the expanded access to improved regional dance festivals provides individuals with increased opportunities to directly experience cultural enjoyment and exchange. Through these experiences, individuals can establish their cultural identity and gain a deeper understanding of cultural diversity.

## Football-based Initiatives As Services In Refugee Camps: An Assist To Refugee Resettlement Goals

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Recent research agendas in marketing and public policy have called for more studies to focus on refugee experiences, systems, and journeys, to increase our understanding of refugee needs and implement useful public policies (Boegnik et al, 2021). Similarly to what is advocated in the sport for development and peace (SDP) field, current transformative attempts and policies should aim to tackle refugee crises at their root causes (Giulianotti et al, 2019). With resettlement currently considered one of the major solutions to tackle refugee crises (Esses et al, 2017), particular attention should be given to refugee camps, especially after the advent of the Covid-19 pandemic has created hostile environments for asylum-seekers (Finsterwalder et al, 2020; Norrito & Mason, 2022).

This paper investigates the functions and benefits of football-based initiatives in assisting the positive resettlement of refugees across their journeys, with particular reference to refugee camps. Looking at SDP initiatives, this paper seeks to understand the way in which such programs and initiatives integrate with the different services offered to refugees in refugee camps. Moreover, it seeks to understand in which way SDP could be understood as transformational toward refugee experiences and services, conceptualizing SDP as a component of a refugee service systems journey.

Particularly, it looks at refugees in the context of the Mediterranean crisis, examining Sicilian refugee camps and associated football-based SDP initiatives. Sicily presents a unique context, as a territory of transition for the many asylum-seekers crossing the Central Mediterranean from North Africa. As of April 2023, more than 550,000 asylum seekers have arrived in Italy (IOM, 2023), with Sicilian shores being the main port of arrival due to their proximity to the African content. It is for this reason that the region hosts numerous refugee camps, with many SDP initiatives happening in conjunction with the other services offered, such as accommodation, legal assistance and basic health care.

Conceptualizing football-based initiatives within a transformative refugee service experience framework (TRSEF) (Boenigk et al, 2021), two organizations and three refugee camps in Sicily (Southern Italy) are taken into examination in relation to their use of football for the positive resettlement of refugees. Data has been collected through interviews and focus groups with refugee (n=29) and non-refugee (n=16) actors, purposefully sampled for their expertise on refugee journeys and SDP, and analysed through the application of the TRSEF framework. The TRSEF framework is here applied to guide the exploration and increase understanding of refugee service journeys within a unique football-based context. Through this qualitative examination, this paper aims to explore the application of such programs in support of the activities and functions of refugee camps, as well as critically discuss the transformative potential of the application of sport to refugee systems.

Following the TRSEF framework, results are presented across three experiential phases of refugees. Namely, these are the entry phase, transition phase, and exit phase, with experiences in refugee camps being prominent across the last two phases. These two phases are then analysed across three different dimensions (macro-, meso-, micro-), to see where and how the application of SDP initiatives retains transformational power.

The results show that SDP programs are an important tool to achieve transformational results that can strategically influence the exit phases of refugees. These can enhance refugee employment and entrepreneurship, providing a foundational base for resettlement and prolonged well-being. Nonetheless, results also show that SDP initiatives are also particularly fragile in the context of refugee camps, and are significantly difficult to realize within a hostile environment. Moreover, competing meso-urgencies of first aid and emergency accommodation, as well as micro-pressures of finding employment and sustainment, can limit the provision of and participation in SDP.

To conclude, this paper contributes to the knowledge on service systems for refugees, conceptualizing SDP programs as such. SDP initiatives contribute to the health and well-being of refugees within transition phases. Moreover, sport-based initiatives can accelerate processes of acculturation and integration. While there is a necessity to re-evaluate these findings across a given context, such implications on well-being and integration can influence public policies addressing refugee camps. Furthermore, managerial implications enable service providers to understand the potential of SDP initiatives in refugee camps, as an innovative way to navigate challenges and favour a hospitable refugee service journey. Overall, sport-based initiatives in Sicilian refugee camps possess transformative value in terms of both inclusion and well-being, improving refugee experiences within transitions and improving their chances of positive resettlement.

**ID: 1222**

Sport Development and Socio-Cultural Perspectives - Revised Version

*Topics:* Sport Development and Socio-cultural Aspects

### Youth Participation in Gaelic games: A State of Play Review

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### Aim & Research Questions

The main aim of this research is to provide empirical evidence on current levels of participation and experience of sport and physical activity among Gaelic Games participants, aged 13-20 years, as the basis for informing player and coach development and retention policy. The following questions guided the research:

1. What are Gaelic games youth participants' levels of involvement in Gaelic and non-Gaelic games sports and physical activities?
2. What are their satisfaction levels in Gaelic games and how is this influenced by the coaching environment?
3. What are their intentions with current and future Gaelic games involvement?

### Theoretical Background & Literature Review:

National sport organisations are aware of the benefits of sporting participation, such as enhanced self-esteem, positive social development, fewer depressive symptoms, and increased likelihood of meeting physical activity guidelines (Bruner et al. 2017; Donnelly et al. 2023). Equally, not all young people experience sport positively (Vella et al., 2016) and attrition from sport is high across adolescence (Eime et al., 2016; Lunn, Kelly, and Fitzpatrick, 2013). In Ireland, the CSPPA study (Woods et al., 2018) indicates that 58% of post-primary school pupils participated in community sport at least once a week, down from 64% in 2010. To date, there has been no engagement with youth players (aged 13-20 years) on their playing and/or coaching experience in Gaelic games, with this study paving the way for further research to better understand the lived experiences of adolescent sport participants.

### Research Design, Methodology, and Data Analysis:

Following institutional ethical approval, a draft survey was developed and pilot tested with 80 youth players. Subsequently, the survey was finalised and circulated using online methods, with 5, 049 valid responses recorded.

All data analysis were conducted using SPSS version 28. Crosstabulations were produced, with accompanying statistics ($Chi^2$) indicating the degree of association between groups/variables. The magnitude of these associations was interpreted using the Cramer's V statistic. Independent samples t-tests were computed to examine mean differences, and binary logistic regression models were computed to examine results, simultaneously adjusted for other variables.

### Results/Findings & Discussion

Participants were evenly split between males and females, with the ages of participants biased in favour of younger players. Participants reported that they participated in Gaelic games across multiple codes, levels, and units. Almost all participants reported currently playing for a club (99.2%). A greater proportion of males than females indicated having played underage inter-County Gaelic games.

Overall, 60% of participants reported that they also currently participate in a sport other than Gaelic games, decreasing with age. Among those aged 13 to 15 years old, 65.8% reported at least weekly involvement in another sport. This decreased to 43.5% among 18 to 20-year-olds.

Participants indicated that they undertook an average of 5.7 days per week (5.8 males v 5.6 females, $p < .05$, $d = .127$) of moderate to vigorous physical activity for at least 60 minutes, inclusive of organised sport, with 23.6% of males and 17.7% of females achieving the WHO guidelines

Overall, 81.3% of the group rated their past 12-month Gaelic games experience as very good with little difference between males and females.

Participants were asked to rank their coaches' autonomy supportive behaviours. Scores across all items were averaged to give a composite coaching environment score, with the average score across was 5.15 (SD = 1.71), (5.23 males v 5.07 females, $p = .002$), indicating a strong score in favour of coaches displaying autonomy-supportive behaviours.

Overwhelmingly, participants indicated that they intended to continue participating in Gaelic games (96%), with the key reasons for continuing to participate reported as "I enjoy being competitive"and „my friends are playing" the most common reasons cited.

**Conclusion, Contribution & Implication**

This study aimed to provide insights into participation in Gaelic games by players aged 13- to 20. The findings indicate a high level of engagement in Gaelic games amongst young players. Given the relative lack of gender differences in responses and experiences, joint initiatives across the GAA, LGFA, and Camogie Association should be possible.

The findings illustrate that young players dedicate a considerable amount of time to participating in sport and physical activity, often participating in multiple sports and for multiple teams. Trying to provide such a broad programme of activities while ensuring that players have opportunities to rest and recover is challenging.

Overall, participants reported a positive experience of playing Gaelic games, with findings concerning the relationship between the coach/coaching environment and past 12-month player satisfaction noteworthy. That such a significant majority of participants wish to continue to participate is indeed a positive finding for Gaelic games.

This research contributes to the academic literature by broadening the knowledge base in relation to youth participation in team sports. It also provides an insight into the contribution that Gaelic games make towards achieving the WHO physical activity recommendations.

*Football Culture In Leipzig – From Tradition to Commerce?* **A Qualitative Empirical Analysis Of The Competitive Situation Between 1. FC Lokomotive Leipzig, BSG Chemie Leipzig And Rasenballsport Leipzig.**

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## 1. Aim and Research Questions

Leipzig has a long football tradition. The German Football Association was founded here on January 28, 1900 (Michel & Barutta, 1999). In 1903, VfB, as the predecessor of 1. FC Lokomotive Leipzig, won the first German football championship ever (Franke, Hofmann & Löffler, 2019). The duel between Lokomotive and Chemie is the most frequently played German football derby (Fuge, 2016). The fan sympathies were distributed between these two member-run clubs.

This changed in 2009 after Red Bull took over the playing rights of SSV Markranstädt in the 5th league and founded Rasenballsport (RB). In addition to rejection, RB is also experiencing an increase in supporters who are focused on the Bundesliga and European Cup.

So far, there have been no studies on how RB influences Leipzig football culture. Thus, the following *overarching research question* was derived:

*What influence did the appearance of RB have on Leipzig football culture?*

Based on theory, *nine sub-research questions (SRQs)* were developed.

A first complex deals with the status quo of the football city (SRQ 1), changes in Leipzig's football culture (SRQ 2) and reactions of the fan scenes of Lok and Chemie to the appearance of RB (SRQ 3).

A second area is dedicated to fan identity (SRQ 4), identification with one of the clubs (SRQ 5) and reasons for the migration of fans to RB (SRQ 6).

The third part focuses on attitudes towards the sponsorship concepts (SRQ 7), the threat to football tradition through commercialization (SRQ 8) and fan resistance to RB (SRQ 9).

## 2. Theoretical Background and Literature Review

Passion and commitment from fans are crucial to the value of sporting events (Zagnoli & Radicchi, 2010).

According to Bauer et al. (2005), club history, tradition, logo, colours, stadium atmosphere and supporter affiliations are often more important to the fan experience than success. Thus, fan loyalty differs from brand loyalty, because fans often remain loyal to their club even in the face of prolonged failure.

There are several motivations for fan identification, with the region of origin effect being a central one. (Gómez-Bantel, 2016), because sports clubs are ambassadors of regional identity (Collins et al., 2016). However, social media makes it possible to follow geographically distant clubs. (Hutchins et al., 2019).

Social identity and group membership are essential for becoming a fan (Tajfel, 1974).

Instead, the bandwagon effect (Lazarsfeld et al., 1944) is a psychological distortion caused by pressure to conform and favoring an already successful football club.

Myth transfer (Bär, 2013) includes the passing on of legends - memorable successes, outstanding goals and fascinating personalities - staged across media.

**3. Research Design, Methodology and Data Analysis**

15 semi-structured exploratory expert interviews with an average duration of 45 minutes were conducted from June 7th to July 6th, 2021 with five fans each of Lokomotive, Chemie and RB.

The experts were members of the fan scene, scene connoisseurs and journalists who have exclusive knowledge of their clubs and the Leipzig football scene. Social networks, messengers, e-mails and personal contacts were used to acquire them.

The interview guide included *five main categories*: *(1) fan biography, (2) status of Leipzig football culture, (3) strategies of one's own club, (4) culture of Leipzig football clubs, (5) RB model*.

The interviews were conducted via ZOOM. Based on qualitative content analysis according to Mayring (2019), a system of main and subcategories was deductively formed.

Transcription and qualitative content analysis were carried out with MAXQDA 2020. Subcategories were adjusted inductively.

**4. Results/Findings and Discussion**

Lokomotive fans associate football culture with fan loyalty and active engagement. For them, tradition is very important. Tradition plays no role for RB supporters. RB is denied by the Lokomotive and Chemie fans as a "pure marketing tool".

Lokomotive and Chemie fans respect the traditions and achievements of their respective local rival and feel a strong aversion to RB.

They justify becoming a fan with social identity, region of origin and myth transfer.

Fans switched to RB because of the prospects for the Bundesliga and European Cup.

Lokomotive supporters advocate limiting the influence of sponsors in order to preserve the sovereignty of the association. Hence, Lokomotive and Chemie fans welcome the focus on local sponsorship.

They evaluate non-violent protests against RB positively.

**5. Conclusion, Contribution and Implication**

The appearance of RB radically changed the Leipzig football scene. There are many parallels between Lokomotive and Chemie, whereas the commercially oriented concept of RB is strongly criticized by the supporters of the two traditional clubs.

Commercialization is seen as a threat to football tradition by them. Lokomotive fans are offended that sponsors are paying attention to RB as a driving force.

Even if the RB club structure is viewed by RB fans as important for success, it is still perceived negatively by the RB supporters themselves, so that the criticism is understandable.

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**Sport Development and Socio-Cultural Perspectives - Revised Version**
*Topics:* Sport Development and Socio-cultural Aspects

**The Fans Supporting Foodbanks network: critically proactive scholarship and civil society activism.**

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Spanning the past 2 years across multiple sites in Liverpool and UK, this research is uncovering and learning from the origins and motivations of the Fans Supporting Foodbanks (FSF) movement utilizing ethnographic and participatory methods.

The aims of the study are twofold:

a) To uncover the origins, meanings and potential surrounding the Fans Supporting Foodbanks movement.

b) To employ critically proactive scholarship in strengthening the Fans Supporting Foodbanks impact on issues pertaining to social justice and the right to food.

This study poses the following research question:

How can civil society activism and critically proactive scholarship be partnered in the reduction of food inequality?

　　　1.　Theoretical Background and Literature Review

'Critical proactivism' itself is emergent from the pragmatism of Dewey (1927), who foregrounded experience in learning, built on an ability to 'reflect in action', to problematize the systems, frames, and influence of power, within which we are entombed. When related to research into fan activism and food insecurity critical proactivism can act as a theoretical engine that drives change through engaged research and scholarship that begins with critical reflection on the status quo.

For example, the Trussell Trust charity is the UK's leading supporter of foodbanks. Between 2014 and 2015, for the first time, over one million people received an emergency food parcel from one of their food distribution centres (Trussell Trust, 2015). Between 1 April 2020 and 31 March 2021 this number had increased to 2.5 million, a 33% increase on the previous year with 980,000 of these parcels going to children. England's Northwest has been badly hit by such levels of food insecurity, with people accessing these support services more over the last year than any other region of the UK outside of London (Trussell Trust 2021). It is perhaps due to this grim reality that the FSF network was first set amongst Liverpool's most deprived boroughs. Both areas have become synonymous for both poverty and football hosting as they do the home stadia of bitter rivals Everton and Liverpool football clubs.

It was from an unlikely alliance between two grassroots supporter groups – The Blue Union (Everton) and The Spirit of Shankley (Liverpool) – that the movement emerged in 2015. These organisations have looked to step into the vacuum left by nearly a decade of austerity and to, as one of their founders said 'put aside their rivalry and foreground their common sense of humanity' (Cocoran 2021).

At the time of writing, UK households continue to feel the economic pinch of the Covid-19 pandemic, inclusive of higher utility bills and cuts to welfare (Hestwater, Glover and Mcrae 2023). Considering this, the work and activism of the FSF network, and the activism of football supporters more broadly (Zheng and Garcia 2017), is set to be more crucial than ever, with critical scholarship to play an important role herein as this study will show.

　　　1.　Research Design, Methodology and Data Analysis

The project has employed ethnographic methods within a participatory action research framework that seeks to empower participants in the belief that 'people from socially vulnerable backgrounds have the capacity and agency to analyse their social context' (Luguetti and Oliver 2018: 2).

An online survey has been designed alongside FSF volunteers to assist in measuring the impact of the foodbanks across Liverpool initially. This has been conducted alongside the volunteers with foodbank users (approx. 250) as participants.

Semi-structured/in-depth interviews alongside participant observation have also been employed to answer broader sociological questions. This was conducted face-to-face with key stakeholders of the Liverpool FSF and organisations from across Europe. A proposed sample of 15 adults will be targeted for this first phase before the sample widens to stage 2 targeting another 15 stakeholders from the wider UK-based FSF network. The final stage will look to engage with European efforts of fans in Germany and Belgium with a proposed sample of 10 from each network.

1. Results/Findings and Discussion

The research has thus far been successful in measuring the impact of the FSF movement in Liverpool and in researching a more in-depth understanding about the nature and potential of civil society activism amongst fans. In the UK, at least, football fans have shown a real disdain for the political status quo and have expressed a desire to play a role in effecting change in a way that is at once performative and counter-hegemonic. The data from the surveys, for example, is being employed by a local member of parliament in his pleas to central government (UK) as part of the 'Right to Food' campaign.

1. Conclusion, Contribution, and Implications

This research has thus far shown the potential in partnering critically proactive scholarship with civil society activism in pursuit of change at local and governmental level. The research also indicates the strength and potential breadth of fan activism in the UK and the potential across Europe.

### Chinese People's Collective Memory as a Potential Olympic Legacy of the Beijing 2022 Winter Olympic Games

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**Research** **Aim**

Adopting Beijing 2022 Winter Olympic Games as a case study, this article examines the socio-cultural impact of the Beijing 2022 Winter Olympics from the perspective of Chinese people's collective memory.

**Theoretical** **Background**

The emergence of Asia, and in particular, China, as a growing market for sport and sport events has had a significant impact on the world of sport and the Asian region. A growing body of literature has moved to analyse the impacts of sport mega-events (SME), particularly Olympic Games, after the release of the Olympic Agenda 2020, the Olympic Agenda 2020+5 and the 2030 Agenda for Sustainable Development. With China hosting the first Winter Olympics and Beijing having become the first "Dual Olympic City" in Olympic history, the Beijing 2022 legacy has been drawn a lot of attention. Despite growing scholarly interest in analysing the tangible legacy of Olympic Games, there is an increasing demand for research that focuses on intangible Olympic legacy (Chen et al., 2021; Girginov & Preuss, 2022) and elaborates the socio-cultural impact of Olympic Games in the host country (Chen et al., 2022). To address this research gap, memory has been included as a construct in this article to better understand the socio-cultural impact of the Beijing 2022. Theoretically, the application of the concept of collective memory provides a new perspective into the research on event impact and legacy of sport mega-events (Halbwachs, 2020; Wang et al., 2022). It is worth noting that some scholars have highlighted the value of investigating memory in the sport context (Bairner, 2015).

**Method**

Guided by interpretivism to describe and understand social life, qualitative data were collected one year after the Beijing 2022 via oral transcripts from semi-structured interviews with 35 participants. In total, there are 15 females and 20 males from all walks of life in China. 15 participants live in Beijing and others live in different provinces. Because of closed-loop management, 30 participants watched the Games virtually (Linear TV and Digital) and 5 participants were on site as volunteers. Participants (1960-1989 group) watched both the Beijing 2008 and the Beijing 2022 Olympics. Participants (1990-2000 group) watched the Beijing 2022 Olympics. The in-depth online interviews cover the average duration of 40 minutes in Mandarin. All transcripts were translated from Mandarin to English by the researcher for data analysis. Thematic analysis was used to examine what stories, and what shared beliefs, are represented in, and through, Beijing 2022. Emerging themes from the interviews reveal the geographic and demographic features of Chinese people's understandings and memories about Beijing 2022. The discourses reflect local people's emotional connections between Beijing 2008 and Beijing 2022 from the perspective of symbol, history, and memory.

**Results**

The findings indicate that Chinese people's collective memory on Beijing 2022 is mainly shaped and mixed by the official motto of the Games, the mascot of the Games, certain Olympic champions "Eileen Gu and others" and their personal involvement in winter sport. The memory content is framed by both the socialist core value and patriotism promoted by the government and the reflection of people's daily lives in relation to Beijing 2022. All

participants gave strongly positive comments on the Games itself, even if they were spectators virtually. However, participants from 1960-1989 group, described Beijing 2008 as "unforgettable and unbeatable" compared with Beijing 2022 "safe and successful". In terms of their role to the Games, participants who volunteered for the Beijing 2022 got stronger feelings when mentioning their experience in the closed-loop management and cried when mentioning "tired but happy" and "special Chinese New Year's Eve with volunteering family". The Millennials and Generation Z showed more interest in skiing and described it as "white opium". They highlighted personal charisma of Eileen Gu and half of them viewed her as a role model directly or indirectly because of her winter sport achievements and passion to pursue her dream as a young girl. In terms of gender, some females from 1960-1989 group were worried about getting injured when mentioning participation in winter sport. But females from 1990-2000 group expressed same strong interest in skating and skiing, compared with males from 1990-2000 group. The young generation's posting online behaviour about their skiing experience presents a foreseeable skiing trend in the era of post-Winter Olympics.

**Conclusions**

Interpretation and discussion of those results and managerial recommendations for National Sport Organisation are not yet complete. They will be complete by the time of the conference. In terms of the contributions, this article empirically tests the concept of Intangible Olympic legacy in relation to a specific public. It provides a new perspective for understanding the impact and legacy of sport mega-events in a hosting country. It also elaborates how collective memory as a potential legacy could guide the maintenance and sustainability of dual Olympic legacy in China.

## "You've Reached So Many People, But How Many Have Actually Benefitted?" Understanding The Referral Process Of A Sport For Development Programme

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Aims and Research Questions

The aim of this research was to investigate the referral process of a sport for development (SfD) holiday programme for children from low socio-economic backgrounds, with two research questions: How do internal and external stakeholders navigate the referral process?; and how might existing referral processes affect programme impacts?.

This aim was explored utilising input from different stakeholders involved in the programme. This included the participants' parents; the organisational staff who managed the programme; the external referrers, who referred children into the programme; and operational staff, who worked at a programme delivery site.

Theoretical Background and Literature Review

Within existing SfD research, there has been an extensive focus on programme outcomes. However there has been a call to move beyond this and focus on the 'who' and 'how' of the sector (Collison et al., 2017; Spaaij & Schaillée, 2020), to focus on targeting those most marginalised in society. A key aspect of this is to critically engage with recruitment and referral practices as part of the management of this SfD programme. It has been noted that research on this has been limited (Haydn & Costas Battle, 2019), to which this study aims to contribute.

This research was framed using Coalter's (2012) approach to participant recruitment to help better understand the referral process. He suggests there are three types of recruitment: open access, relatively open access and targeted recruitment. The study focuses on a programme that would be considered relatively open access, in that there were set eligibility criteria but with some flexibility.

The programme was a holiday programme for children (aged 7-12 years) who were eligible for free school meals. This programme ran in every holiday period across 10 programme sites in a local geographical area, with three key aims: to mitigate holiday hunger, reduce the educational attainment gap and increase physical activity during holiday periods.

Research Design, Methodology and Data Analysis

A participatory action research (PAR) design was utilised for this project. It has been noted that this research approach is relatively sparse within the sector, with calls for its further utilisation (Spaaji et al., 2018).

The project undertook this research design over a three-year period, with two defined stages. Firstly, a programme evaluation was undertaken. This involved conducting five focus groups (n=16) with parents/carers of the youth participants across the programme sites. The second stage of this study enacted a key recommendation from this evaluation, to better understand the referral process, to ensure those most marginalised were being targeted for engagement. During this second stage, a documentary analysis was first conducted to understand the referrers involved in this programme, particularly the type of organisations engaged with this process. Upon completion, individual interviews were undertaken with key stakeholders (n=9). This included organisational staff, referrers and operational employees. In addition to the

interviews, ongoing conversations with the organisational staff managing the project were held, with key points feeding into the future programme planning and delivery.

Thematic analysis was utilised throughout to develop the findings.

Findings and Discussion

Five main themes were developed from the interview data, with numerous sub-themes. The key themes included communication, the appropriateness of eligibility criterion, issues with referral processes; and training and support of operational staff.

The data analysis is in the final stages of completion and the discussion content will be finalised before the Conference. At present, there are some preliminary discussions to explore. Overall, the programme was widely praised and appreciated by all stakeholders. However there are some critical discussions required. A key discussion point relates to determining who the target group actually were and the apparent disconnect of who each stakeholder identified as this target group. This was likely due to different priorities and the limited alignment of agreed aims and proposed outcomes between the referrer stakeholders. Although some aspects of communication were reported to be strong, the research suggests that this apparent mismatch may have negatively affected the ability to engage those most marginalised. Thus the relatively open access approach to referral processes could be deemed problematic, as the desire to support a broad spectrum of children in need was likely to result in more limited outcomes for those most marginalised.

Conclusion, Contribution and Implication

Whilst the data is yet to be fully analysed, there are some key conclusions that can be conferred. This data can help to better understand and improve referral processes in the SfD sector, particularly relating to the importance of aligned aims and proposed outcomes of programmes, whilst also recognising the challenges of doing so. Furthermore, it can assist in improving the management of referrer relationships.

At present, the knowledge from this research has been related back to stakeholders (Spaaij et al., 2018). Further workshops are planned imminently as part of this knowledge exchange, which will also feed into the conference presentation.

### A Place Based Approach To Corporate Social Responsibility In The Sports Industry, The Case Of The Manchester United Foundation.

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Abstract

Aim and Research Questions:

The aim of this paper is to examine the strategic implementation of a place based approach to corporate social responsibility (CSR) programmes in the sports industry. Place based approaches have been used in the UK and internationally since the 1960s, (Taylor and Buckly, 2017) this study will specifically explore the Manchester United Foundation as a case study. The research questions addressed are: (1) What is the concept of CSR in the sport industry, and how does it relate to a place-based approach? (2) How has the Manchester United Foundation implemented a place-based approach to CSR, and what are the outcomes and challenges of this approach? (3) What are the implications of the Manchester United Foundation case study for the broader sport industry and beyond?

Theoretical Background and Literature Review:

This paper is grounded in a place based approach (Taylor and Buckly, 2017) to CSR through the Community Sport Trust (CST) model developed by Walters and Chadwick (2009). The model emphasises the importance of community engagement, partnerships, and collaboration in delivering sustainable social impact, and adopting the unique characteristics of sport (Smith and Westerbeek, 2007) and models of CSR in sport (Zeimers et al, 2018). A place-based approach framework has been adopted as the lens to assess this single case study.

Previous research has shown the importance of partnerships (Walters and Panton, 2014), collaborative co-creation (Castro-Martinez and Jackson, 2015) that CSR programmes in the sports industry can have a positive impact on the well-being of young people, particularly those from disadvantaged backgrounds. However, there is a need for more research on how organizations can strategically implement CSR programmes to deliver sustainable social impact over time.

Research Design, Methodology, and Data Analysis:

The paper adopts a qualitative single case study approach, using the Manchester United Foundation as a case study to examine the implementation of a place-based approach to CSR in the sport industry. The research draws on both qualitative data from semi structured interviews with key informants and triangulating these with the secondary documentation including impact reports and annual reviews covering activities and program outcomes. The data is analysed thematically and compared with the existing literature on CSR in the sport industry.

Thematic analysis was used to analyse the data, which involved identifying patterns and themes in the data and interpreting their meanings in relation to the research questions. Trustworthiness of the findings was ensured through member checking and triangulation of data sources.

Results/Findings and Discussion:

The findings of this study suggest that the Manchester United Foundation's place-based approach to CSR in the sports industry is highly effective in delivering sustainable social impact over time. The foundation's programmes are tailored to meet the specific needs and

assets of each area, and are designed in collaboration with local schools, colleges, and community organisations. The foundation's approach is also highly inclusive, providing opportunities for young people from all backgrounds to engage in sports, education, and employment activities.

The foundation's programmes have had a significant positive impact on the well-being of young people in areas of high deprivation, and these outcomes have been sustained over time. Participants who began their engagement in primary school, then secondary school, undertook volunteering, gained work experience, casual employment, and full-time employment at the foundation reported improvements in their physical and mental health, as well as their social connections and sense of belonging. The foundation's programmes have also helped to improve educational outcomes and employment prospects for young people in these areas.

The discussion highlights the importance of the CST model and the place-based approach in delivering sustainable social impact in the sports industry over time. The foundation's success in delivering sustainable social impact provides a compelling argument for the adoption of this approach by other organisations in the sports industry and beyond.

Conclusion, Contribution, and Implication:

This study contributes to the literature on CSR in the sports industry by demonstrating the effectiveness of a place-based approach to delivering sustainable social impact over time. The findings of this study provide valuable insights for organisations looking to implement CSR programmes that are tailored to the specific needs and assets of a place, and to sustain the outcomes over time. The implications of this study are significant, as they suggest that a place-based approach can help to address the social, economic, and environmental inequalities that contribute to health and well-being disparities, and to create pathways for participants to engage in meaningful activities. This research provides practitioners, other sports club foundations and other corporate foundations, with an example of strategic interconnected approach to CSR implementation. Limitations, this is a single case study and to improve further research is required on the subjects, specifically longitudinal research.

## Football Club Environments In Europe: An Analysis Of Organisational Capacity And Culture.

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### Aim

Participation in grassroots sport leads to a healthier and generally more inclusive and sustainable society in Europe (Council of the European Union, 7875/15). Grassroots club level has been referred to as 'the backbone of the sport delivery system' (Slack 2014, p. 459), with further research on club capacity being encouraged (Millar & Doherty, 2016). The aims of this study were to investigate the organisational capacity and culture of football club environments provided to 6-12-year-old children within the clubs of seven UEFA federations.

### Literature Review

Efforts to arrest age-related decline in physical activity should begin well before adolescence yet much of the sport participation literature relates to older children and adolescents, with less research on young children (Eime et al., 2018). A key determinant of the quality of youth's sport experiences may be the sport context, which includes an individual's physical and social environment and the capacity of such a context. Capacity is the ability of an organisation to draw on various assets and resources to achieve its mandate and objectives (Doherty et al., 2013). Understanding the nature of these resources allows capacity to be assessed and to allow subsequent capacity building in necessary areas. These capacities and capacity building processes will be different across contexts (e.g., geography, community characteristics), so understanding the specific nature of that context is important.

### Research Design

This empirical approach utilised a cross-sectional online survey which was completed by an adult youth coach or head of development with knowledge of the club functioning across grassroots football clubs (N= 2,136) in seven European countries (Republic of Ireland, Germany, Italy, Malta, Norway, Portugal and Wales). The content of the survey was derived from a thorough literature review of the factors impacting the initial football ecosystem provided to children within clubs (including capacity, club resources, culture).

Statistical analyses were performed on items and scales, and club and community characteristics. This included descriptive statistics, ANOVAs and measures of effect size.

### Results and Discussion

Clubs tended to be the owner, or long-term lease holder of their facilities and tended to be based in small communities, in relatively average areas of affluence, with contrasting patterns of coach remuneration patterns across countries.

A culture of valuing grassroots participation was evident in clubs (89%). A broader culture of social engagement was evident too, with clubs valuing community engagement, noting their function as being positive role-models and perceiving themselves as having a role to play in improving the health of the local community.

Over 89% of clubs try to offer football to as many groups as possible, yet it appears that this intention is being hampered by organisational capacity, with over 52% saying that a lack of resources impact on their ability to provide football opportunities to those interested. This was most prominent in the Rep. Ireland (69% of clubs). This is concerning when we see that for

almost 30% of communities, this was the only football club available for 6-12-year-olds to engage with football. Clubs from higher affluence areas had less of a problem recruiting volunteers and had more coaches, were more financially stable and were less hampered by a lack of resources impacting their ability to provide football opportunities.

Grassroots clubs need organisational capacity to fulfil their mandates, in this case to provide a positive sporting experience for children. There was a medium correlation between financial stability of the club and its perceptions of the physical environment being appropriate to meet the needs of children. Organisational capacity issues were noted amongst clubs, for example, almost 13% of clubs disagreed that the physical environment of their club was appropriate for children's needs, while over 66% of clubs have a problem recruiting and 54% have a problem retaining volunteers, yet infrastructural deficits and a lack of coaches can increase intention to dropout from youth football (Nagel & Vogel, 2012). Despite player retention being seen as an important outcome for clubs, dropout from the 6-12-year-old age category was identified as a problem for over 40% of clubs. This rose to over 66% of clubs when referring to the 13-16 age groups. A correlation was found between drop-out being viewed as a problem for the club and a lack of resources.

**Conclusion**

This study is significant in terms of the additional knowledge and insights about the relationship between organisational resources in clubs, the local community context, and the preconditions for a healthy youth sport experience. The findings provide UEFA and National Associations with an insight into the resources, culture and capacity of over 2,000 clubs who provide football opportunities to over 300,000 children aged 6 to 12 years old across Europe. Dropout concerns, combined with insights into an initial lack of playing opportunities due to organisational capacity, should focus the efforts of all stakeholders to proactively address the football environment provided to children.

**Sport Tourism and Leisure Management**

**Mountain Bike Tourism in Greece: Profiling Tourists Based on Demographic and Psychographic Variables for Developing a Smart Phone Application**

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Research Questions

This study aimed to: a) profile mountain bike tourists in Greece, based on socio-demographic and psychographic variables; b) explore their mountain bike involvement levels; c) investigate their motives and constraints on mountain bike tourism participation, and d) find out the attributes of a new smart phone application for mountain bike tourism planning and navigation. The final goal of the project is to develop such an application for commercial purposes.

Background and Literature Review

EuroVelo (2012) reported that there are an estimated 2.3 billion cycle tourism trips in Europe every year, with an economic impact of €44 billion. With potential economic benefits at this scale, it is expected that there will be a growing interest on how to develop cycling routes to attract visitors and tourists, and how to market these effectively (Sustrans, 2021). The increased popularity of cycling tourism is justified by its proven benefits on physical and psychological health (Ciascai, et al., 2022). It is also one of the alternative forms of tourism, which can help economic development of local communities and promote sustainability values and goals.

Simonsen et al. (2021) define a cycling tourist as a person who, during his/her holiday, uses a bicycle as a mean of transportation and for whom cycling is an important part of that holiday. In the current study we focused on mountain biking. It has been reported that most mountain bikers are aged 26-45 and are well-educated. They enjoy challenging themselves physically as well as developing their mountain biking skills. Mountain bike tourists sometimes enjoy going on organised tours, but most mountain bikers prefer to organise their trip themselves. This shows the value of smart phone applications which can be valuable tools for them on planning their trips.

There are some clear trends that have been reported for cycling tourism. Increased social media, blog usage and the increased use of navigation apps are among those proposed. Apps to navigate cycling trails are becoming more popular. While some commercial applications exist today, there is still limited research on bikers' attitudes and preferences for such applications and in relation to their psychographic profile (Lee & Sener, 2021).

Research Design, Methodology and Data Analysis

The data was collected with a quantitative study in 2022, with the use of an on-line questionnaire. The on-line questionnaire was posted in Greek social media and blogs related to mountain biking. Involvement was measured with Kyle et al.'s (2007) questionnaire, motives for bike tourism were measured with an adjusted version of Manfredo et al., (1996) scale and constraints were measured with an adjusted version of Alexandris et al.'s (2007) questionnaire.

Results/Findings

In terms of the demographics, the majority of the sample were males (68%), graduates and post graduates (50% and 34%, respectively), and married (55%). In terms of the motives, enjoying the nature (mean 6.2%) and improving the health (mean = 6.1%) were the most

important motives. In terms of the constraints, the lack of trained bike tour leaders (mean = 5.0) and trails with the reliable navigation (mean = 5.0) were reported as the most important ones. A cluster analysis revealed two groups, the high and the medium involved (61 and 44 individuals, respectively). The enjoying the nature and improving health were the motives with the most statistically significant differences (p<.01) between high and low involved individuals. In terms of the smart phone applications, the vast majority of mountain bike tourists agreed that it is important to use (95%) and will be willing to subscribe to one (90%). They proposed a list of 19 main attributes, with the most important ones being: showing trail elevation difference, warning of obstacles and showing level of difficulty.

Conclusion, Contribution and Implication

These results show first of all that mountain tourism activities in Greece have perspective, as it has also been proposed in other European reports (Ciascai, et al., 2022). They can help local tourism development, following the principles of sustainability (Han et al., 2020). Motives related to enjoying the nature, fun and health were reported as the most important ones. The demographic profile of mountain tourists fits with reports in other countries, since it includes young to middle aged and well-educated individuals (Sustrtrans, 2021). The challenge to attract families is one of the important issues. It seems that there is a lot of work that needs to be done from policy makers, since the tourists reported several important constraints, most of them being related to lack of bike tour leaders, bike tourism programs, info and limited bike trails. Using technology on promoting mountain bike tourism is important today, supporting previous research (Lee & Sener, 2021). Since the final goal of the project was to develop a smart phone application for mountain bike planning and navigation, that was a promising finding of the project. Such an application is currently under development

### Active Through Football: Sport for Development Practitioners Perspectives On Programme Design and Innovation

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Introduction:

The case presented here is of interest to those concerned with areas such as programme management, organisation management and approaches to learning, and the field of Sport Development. The case Active Through Football (ATF), is a Sport Development project funded by the National Lottery and jointly managed by Sport England and the Football Foundation. The primary goal of the programme is to engage adults in the 'pre-contemplation' or 'contemplation' stages of change (Prochaska & DiClemente, 1982) of physical activity who live in the areas of England with the highest levels of deprivation. Prospective project areas across England began community engagement and consultation in 2021 to fulfil the demands of the bidding process, with 25 locations across England then selected with project delivery commencing in 2022. The 25 projects established locally defined community outcomes through their community engagement work and bottom-up model of delivery. The presentation straddles session themes such as strategy, leadership and stakeholder management; critical aspects of sport management; and sport governance and policy.

Aims and Research Question:

As part of the monitoring, learning and evaluation team, the researchers have been contracted to work with the successful programmes to understand how and if programmes are leading to significant change in their areas. However, the reporting process is not, as is typical, centred around participation in numbers, but rather each project reports on a range of objectives not typically associated with sport. Examples are the funders emphasis on whole systems change, co-creation, 'place-based' approaches, and innovation. The main emphasis of this presentation and central research question is 'how have programme managers responded to changes in reporting focus, new opportunities, and additional resources made available through ATF programme architecture?'

Literature Review:

In the UK the use of sport in the pursuit of wider social outcomes has been characterised by shifting flows of funding and political support, a simplistic view of the transformative potential of participation, and with a tendency to over-emphasise facility development rather than community development (Bates & Partington, 2023). This has led researchers to lament chronic issues in the field such as; short-termism, top-down approaches, a lack of understanding community needs, a lack of targeted focus at those most in need, and the ongoing challenge of demonstrating impact (Coalter, 2007; Draper & Coalter, 2016; Harris, 2018). ATF has been conceived to overcome the above noted issues in the use of sport for development: the 25 projects are funded for 5 years; a flexible 'place-based' 'bottom-up' approach to service delivery is fundamental; co-creation and a whole systems approaches are actively encouraged; and opportunities to 'test and learn', reflect, innovate and share new ideas have been central from the beginning.

Research Design & Methodology:

The presentation draws on both online and in person interviews and focus groups, as well as field work carried out by both authors with all ATF projects over the first 18 months of programme development and delivery. Furthermore, the authors also facilitate a monthly

online learning event and bi-annual in-person workshops as part of a 'Community of Learning'. This level of engagement with the programme suggests an active-participatory research approach which emphasises an active-iterative immersion in a programme, reflexivity and flexibility on behalf of the researchers. For the purposes of this presentation relevant field notes and interviews have been transcribed and thematically analysed utilising a 'data led' thematic analysis (Braun & Clark, 2022) based upon programme managers perspectives of changes they have consciously made, and also unconscious/unintended responses to the additional resources and shift in programme focus.

Findings:

Firstly, we aim to establish aspects of ATF programme delivery that are demonstrably different from previous forms of community sport development. Following is a discussion of key thematic areas of change such as 1) programme flexibility 2) behavioural responses such as increased uncertainty engagement, innovative approaches and learning 3) systems integration and streamlining 4) relationship-based investment, among others.

Conclusion:

Active Through Football is currently in the second of its five-year programme, as such findings at this stage are tertiary and largely based on the impacts of initial community engagement work. However, through the above noted themes we explore how changes in program 'architecture' has led to changes in project managers' behaviours in the field, and we explore their perspectives of the long-term implications of these changes in regards to the broader impacts of their work. The central remit of Active Through Football is the engage the hardest to reach inactive audiences or those most in need who have co-morbid health complications due to a lack of movement. Not all projects have succeeded in this regard, however, our main focus is to explore exemplary projects who have clearly indicated that changes in programme architecture have resulted in successful new approaches to their work.

## What Is The Score: Looking At Sport Betting In Nigeria From a Serious Leisure Perspective?

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### Aim and Research Questions

The aim of this study was to put a humanist, sociological, lens on what is traditionally considered as a negative, destructive, and selfish activity. This study specifically sought to answer the question; to what extent is sport betting in Nigeria a serious leisure activity?

### Theoretical Background and Literature Review

Despite the long history of sport betting, the focus around sport betting is still largely pathological (Prentice &Woodside, 2013). It is generally viewed as negative and harmful to both the participants and their families. Reith (2007) believed there are indications that the economic, cultural, and social footprint of sport betting would increase with more people engaging in the activity in the society. This footprint is visible today with the advancement in technologies, including online betting and payment system (Chóliz, 2016). The possibility of transferring funds from bank accounts and e-wallets to betting sites have made it readily available and easier for people to engage in the activity.

The Serious Leisure Perspective is a theoretical framework that traverses the three key types of leisure, these being serious leisure, casual leisure, and project-based leisure (Stebbins, 2020). According to Stebbins (1992), "serious leisure is the systematic pursuit of an amateur, hobbyist, or volunteer core activity that is highly substantial, interesting, and fulfilling and where, in the typical case, participants find a career in acquiring and expressing a combination of its special skills, knowledge, and experience" (p.3). The "serious" encompasses attributes such as intensity, seriousness, value, and caution. Serious leisure is however different from casual leisure that focuses on enjoyment and short-term. There six defining attributes that differentiates serious leisure from casual leisure; perseverance, progress in leisure career, effort to acquire skill and knowledge, sustainable benefits, special ethos, and identity (Stebbins, 2007).

### Research Design, Methodology and Data Analysis

Through utilising serious leisure perspective as a lens, this study took the conversation and research on sport betting to a different direction by steering the focus to a more positive, sociocultural, and humanistic perspective. To achieve this, the study utilized a qualitative research approach, employing semi-structured interview and netnography to gather rich data from 45 participants aged between 18 – 50. Their social interaction and activities were also observed through a social media platform (WhatsApp). Thematic analysis was employed to analyse the data gathered and NVivo was used for coding, transcribing, and managing the data.

### Results/Findings and Discussion

The findings suggest that sport betting in Nigeria has all the trappings of a serious leisure. Furthermore, the findings indicate that the noticeable increase in Nigerian sports betting witnessed over the past decade is largely fuelled by the population's passion for watching football on TV, especially the English Premier League. In Nigeria, the proliferation of sport betting has been driven by the advancement in technology and digitalisation of sport betting. In Nigerian society, however, it is still presumed that most people that engage in sport betting are jobless and with no prospect. Applying the serious leisure perspective as a lens, the

emergent themes of dedication, experience, language, social identity, skills and knowledge, support and enjoyment indicated that sport betting indeed has become a popular serious leisure activity in Nigeria. Participants noted the need for long term investment in effort, skills, knowledge, dedication. Betting was also seen to have its own unique values, sentiments, identity, and community.

**Conclusion, Contribution, and Implication**

The study argues that sport betting research and focus should not be limited to the pathological, and individual psychological standpoint, but rather broaden to the sociocultural and community leisure perspective. This paper, therefore, has implications on the discourse and study of sport betting, as it is set to contribute to the existing body of knowledge from a different perspective. Also, viewing sport betting as a serious leisure, provides opportunity to develop a more robust picture for a comprehensive management and regulation of the activity within the community.

**Keywords:** Serious Leisure Perspective, Sport Betting, Serious Leisure, Leisure Management, Sociocultural Perspective

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*Topics:* Sport Events

## International Sport Tourists' Value Co-Creation Through Social Media: A Mixed-Methods Netnography Approach

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### Aim and Research Questions

Social media has become a vital platform for facilitating user interactions in various settings, including sport tourism. Although there has been considerable research on face-to-face interactions among sport tourists (Shipway & Jones, 2008; Larsen & Bærenholdt, 2019), the literature on the potential of social media to facilitate such interactions remains scarce. With the emergence of social media and advancements in digital technology, the social boundaries of sport tourists have expanded, and ethnographic research can now delve into the online realm (Ma & Cai, 2023). Therefore, to obtain a comprehensive understanding of sport tourists' experiences, their online interactions should also be taken into account. This study addresses these research gaps by investigating how international sport tourists engage in value co-creation through social media. Specifically, the study focuses on a chat group on the instant messaging app LINE created by Taiwanese runners who share a common interest in participating in the 2023 Tokyo Marathon.

### Theoretical Background and Literature Review

This study draws on the concept of value co-creation to establish the linkage between sport tourists' online interactions and the values being co-created. Coinciding with the development of the service economy and the service-dominant logic (Vargo & Lusch, 2004), value co-creation has gained prominence in marketing literature, and has been applied in various fields including tourism studies.

### Research Design, Methodology and Data Analysis

The globally renowned Tokyo Marathon is considered one of the top "Six Star" marathons, favoured by elite and amateur runners alike. This study specifically focuses on its Taiwanese participants, who represent the third largest nationality group in the 2023 Tokyo Marathon, behind only Japan and the United States. The study adopted a mixed-methods netnopraphy approach, which involved onsite fieldwork, 11 interviews, and a six-month participant observation in the online chat group created on LINE, the most popular instant messaging app in Taiwan, by over 400 running enthusiasts who are interested in participating in the 2023 Tokyo Marathon. Ethnographic techniques were applied in an online context. As an observer, I joined the chat group and witnessed its members' communications. As an experienced runner and one-time Tokyo Marathon finisher, I was able to immerse myself in these members' running subculture. The study involved two stages. First, the online communications of group members, which totaled 14,190 messages over the 6-month study period, were content analysed to identify and categorise their themes. The results were then quantitatively analyzed to show the distributions of themes and the temporal trends of the participants' online interactions. Second, semi-structured interviews were conducted with 11 participants using purposive and snowball sampling, to investigate the values being co-created and to establish the linkage between different categories of online interactions and values. Thematic analysis of the online communications and interview transcripts followed a qualitative coding process, which was carried out using NVivo.

### Results and Discussion

The study's findings revealed significant insights. First, it outlined the basic quantitative characteristics of runners' online interactions. Text messages constituted the majority of online interactions, followed by pictures, stickers, and other forms of media, such as links, videos, and files. Additionally, the study identified patterns in the temporal distribution of these interactions, which indicated that trending topics generated greater levels of activity. Group members were particularly active at certain crucial events, such as the COVID-19 countermeasures and the race weekend. Second, this study identified three distinct online value co-creation practices: (1) organising social gatherings, (2) sharing and interpreting information, and (3) sharing and interpreting the sport tourism experience. While the findings share similarities with sport tourists' practices identified in the context of the Berlin Marathon (Chen, 2023), the relative significance of these practices differs in each case. The findings suggest that the cultural and physical distance between tourists and the destination may mediate sport tourists' behaviours. Third, the value co-creation practices identified in the study result in four categories of values, namely, social identity, enjoyment, functional value, and efficiency value. In particular, the findings add an additional dimension of online value co-creation, namely, social identity, to the value structure identified in a general outbound travel setting (Fan, Hsu, & Lin, 2020). The online community serves as a virtual space for runners to establish, affirm, and reinforce their social identity as marathon runners. The study findings show that both face-to-face and online interactions can facilitate social identity formation through a sense of communitas.

## Conclusion, Contribution, and Implication

This study combined onsite fieldwork, interviews, and online participant observation to advance a holistic understanding of international sport tourists. As part of an ongoing series of studies that explore sport tourists' online behaviour, this work offers insight into the role of the online community in international sport tourists' value co-creation. Future research will focus on examining other types of online communications as applied in a variety of sport and tourism settings.

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*Topics:* Sport Events

## Drivers Of Outdoor Recreational Conflicts In The Context of Mountain Biking And E-Mountain Biking

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*Aim and Research Questions:*

The aim of this study is to gain deeper insights into recreational conflicts in the growing sport segment of mountain biking. The number of mountain bikers and e-mountain bikers* has increased substantially in recent years, as indicated by a) sales and market figures (Statista, 2022), b) biking as major theme on social media platforms (Statista, 2022) and c) calls for research in academia (Chaney et al., 2019). Scientific and practical relevance leads us to the following research question: "What leads to outdoor recreational conflicts among mountain bikers and e-mountain bikers in alpine urban destinations?"

*Theoretical Background and Literature Review:*

In the lives of residents and tourists in alpine urban destinations, recreation and leisure have been becoming a cornerstone of life. This growing outdoor recreationist target group leads to increasing concentration of outdoor and leisure activities in the alpine environment resulting in outdoor recreational conflicts, conceptualized as goal interference (Jacob & Schreyer, 1980). On the one hand, so called human-nature conflicts (biker vs nature) emerge, on the other hand, this "fight" for leisure space leads also to "human-human" conflicts (mountain bikers vs. e-mountain bikers) and/or intragroup conflicts.

Academia has intensified the focus among groups of leisure activists and resulting conflicts, new user groups or categories lead to conflicts with existing or traditional user groups (e.g., Jacob & Schreyer, 1980; Vaske et al., 2000). Conventional mountain biking has been investigated in academia, but there is limited research on e-mountain biking and conflicts (e.g., Chaney et al., 2019; Moesch et al., 2022).

*Research Design, Methodology and Data Analysis:* to answer the named research questions, a qualitative association study (=interviewee is asked open-ended questions about their associations) was conducted in the Austrian Alps. Data from 30 e-mountain bikers and 30 mountain bikers were conducted online (1st of October 2022 to 1st of December 2022). Sociodemographic data: 48.3% female, 51.7% male; averagely aged 34.5 years; 75% mountain biking end consumers, 25% mountain biking coaches, guides or professionals. The questionnaire was developed on the literature (Jacob & Schreyer (1980) and Vaske et al. (2000) built the base) and together with mountain biking experts, the approach of crowding was added. 163 statements were analyzed referring to qualitative content analysis according to Mayring (software: MaxQDA).

*Results/Findings and Discussion:* Firstly, the group of mountain bikers: the most statements (55) are on the topic of safety, followed by the topic of crowding (29) and tolerance (21). Out-group results regarding safety show that (self-)overestimation (10) and uncontrolled riding (13) are important topics, representative statements are: "E-mountain bikers overestimate themselves and underestimate the device".

If it comes to the topic of crowding, one can see an in-group effect, different performance levels lead to a crowding effect (6 statements). Looking at the topic of crowding and e-bikes, we see statements such as "e-mountain bikers are new to the scene", "they are everywhere, and it has happened so quickly" (9). About tolerance, one sees predominantly out-group effects, "do not want to have any disadvantages in comfort and are too convinced about themselves" (3) or "mountain bikers tend to see e-mountain bikers as 'lazy'".

Secondly, for the group of e-mountain bikers: the prioritization here was the same as for the mountain bikers; safety (26 statements), then crowding (18) and tolerance (14). In terms of safety, e-mountain bikers see above all an in-group effect (6 statements) in uncontrolled riding, "e-bikers do not always have the bike under control but can/must overtake". In the area of crowding, mainly in-group effects can be seen (10) "due to the e-bike everyone can get up the mountain". Out-group effects are predominant in the area of tolerance - jealousy/lack of understanding (5) and lifestyle/values (3) stating e.g., "overweight e-bike riders are laughed at".

*Conclusion, Contribution and Implication:*

To conclude, first, the topic of safety is perceived by both groups as the most important topic, which is confirmed by the findings of Vaske et al. (2000), Happ and Schnitzer (2022) and revealed in the e-bike context. However, it is noteworthy that mountain bikers have mainly out-group concerns about safety, and e-mountain bikers in-group concerns. This in turn would confirm the findings of Vaske et al. (2000) that out-group effects apply primarily to existing recreationists. Second, crowding is mentioned by both groups in second place. In practical terms, destination management organizations need to adapt their strategies and respond with adequate marketing tools for bike destinations (e.g., visitor flow management, information/campaigns on safety/crowding analog and digital, infrastructural adjustments e.g., separate uphill and downhill trails). Theoretically, this study contributes to the scientific knowledge of outdoor recreational conflicts in the context of mountain biking, including the e-mountain biking trend.

*Note: e-mountain bike in this context is a conventional mountain bike with a small electric motor that functions as a pedal-assist, only engaging when the individual pedals (Chaney et al., 2019)

**Sport Management Education**

**ID: 152**
Sport Management Education

### Perceptions Of Female International Students' Lived Experience As College Athletes

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International athletes account for over 20,000 of the roughly 500,000 NCAA athletes that compete currently in college athletics. In NCAA Division I, the prevalence of international athlete participation is even greater, representing over 14% in the year 2020 ($n = 14,291$ international athletes) (NCAA, n.d.). While international athlete participation is prevalent, and increasing, little extant literature has examined the unique adjustment made by international athletes participating in NCAA Division I athletics. Furthermore, even fewer studies have examined the college adjustments unique to female international athletes specifically.

Female college students experience an adjustment to college that is unique from males. While financial burden and academic rigor are common adjustment stressors affecting both female and male college students, females face added social, physical, and sexual stressors (Enochs & Roland, 2006). Another marginalized population, international athletes, face unique components related to college adjustment as well (Popp et al., 2010; Ridinger & Pastore, 2000). International female athletes face the combination of these adjustment components; all of which can potentially alienate them from the campus community.

Accordingly, the present study sought to explore the perceptions of female international athletes competing at NCAA Division I member institutions. Utilizing a qualitative research design, researchers conducted semi-structured interviews with 25 female international athletes from a national sample of NCAA Division I member institutions. A combination of purposeful and systematic snowball sampling methods was used to identify participants on a national scale. Through the use of in-vivo coding, emerging themes were coded into the five components of adjustment ([1] academic, [2] athletic, [3] social, [4] personal, and [5] institutional) (Ridinger & Pastore, 2000). Findings reveal that college enrollment in the United States was often the first-time participants had visited the United States and that athletics competition was the primary factor motivating enrollment in the United States. While perceived ease of socialization varied widely among participants, many athletes expressed dissatisfaction with their collegiate experience. Accordingly, this dissatisfaction resonated in a reluctance to recommend enrollment in United States higher education and NCAA competition to international athletes considering collegiate athletic opportunities at NCAA institutions. Given that word-of-mouth serves as an influential determinant to international enrollment in United States higher education (Bale, 1991), negative experiences adversely affect NCAA institutional members (e.g., administrators, coaches) ability to recruit international athletes.

Such understanding of the experiences of female international athletes competing in the NCAA hold significant ramifications domestically in the United States and abroad. As athletic administrators are often contractually incentivized for success across an aggregate of sponsored sports, the value of a positive experience among an international athlete population that comprises a significant proportion of participants in *Olympic* sports (e.g., track & field, swimming & diving, soccer) is directly related to the compensation of athletic administrators. Internationally, many countries have increased efforts to retain their most intelligent students and motivate matriculation through a national college or university (Douglass & Edelstein, 2009). As 96% of participants in this study are from Europe, the negative experiences and sole motivating factor of NCAA competition determining enrollment in the United States may

serve to the benefit of European college and universities seeking to retain students and increase enrollment within the continent.

A greater understanding of the unique adjustments that international female athletes make upon enrollment, and sustained attendance, at NCAA Division I member institutions is valuable and important. Findings may serve to inform both practitioners (i.e., NCAA, Division I institutions, coaches) and academicians (i.e., faculty, advisors, researchers) in assisting international female athletes as they transition and adjust to life as a college athlete in the United States.

### Internationalisation at Home: A Sport Management Case Study

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***Statement that Abstract links to Professional Practice***

The continual growth of sport management education around the globe has seen a plethora of initiatives evolve to diversify and enhance the provision across higher education. Whilst the internationalisation of higher education is not a new topic of discourse, the recent shift in institutional policy has required sport management education practitioners to be adaptive in how they frame curriculum design and practice in order to fully embrace the requirements of an internationalised curriculum (Rayner & Webb, 2022, p. 2). However, LeCrom and Naylor (2020) suggest that despite this increase in profile and demand for an internationalised curriculum, very little scholarship exists in sport management related to international education or curriculum design. In short, we know little from a pedagogical perspective about the growth of the international agenda, the associated changes to higher education and the impact and opportunities that these changes have brought for students in particular.

***Aim***

One element of the internationalisation of higher education agenda has been the evolution of the 'Internationalisation at Home' concept (Rayner et al, in press). Beelen and Jones (2015, p. 76) suggest that 'Internationalisation at Home' is the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students, within domestic learning environments. The implementation of this strategy can be through cross-institution paired projects in processes known as virtual exchange or virtual mobility. Consequently, this presentation provides an insight into a case study of a cross-institutional virtual exchange project designed to internationalise an aspect of the sport management curriculum. By providing a voice to both the academic and student experience, we hope to highlight a unique perspective on this subject.

***Purpose and Background***

Sport is no longer a sideshow of global business activity and is now an independent global industry. Consequently, it is fast emerging as a career choice for millions across the world to be part of an industry that has no borders, or barriers and one that today rivals entertainment in value. With the growing demand of professionals in this field, the industry needs experts with a wide range of managerial skills in subjects such as finance, law, analytics, human resources and many other traditional business competencies but with a specific focus on the diverse dynamics of the sports industry. Therefore, devising and implementing sport management education is an important process in establishing the learning journey for these future sports practitioners, particularly in a time when the management of sport is becoming increasingly global, complex and demanding. Furthermore, sport management programmes need to recognise the sports industry's role in the global marketplace and consider providing students with the competencies to compete for positions within the industry on a global scale; an 'Internationalisation at Home' strategy is one specific approach to consider these factors.

***Design and Implementation***

Using a case study approach, the population for the study were students of a sport management postgraduate programme at both a UK and Australian Higher Education institution. Focusing on the Football World Cup as a central theme, a series of 'guest lectures' in the form of podcasts, blogs and pre-recorded lectures were used within a Human Resources themed *non-*

*credit* bearing module. The virtual exchange approach paired students from the two institutions in a live classroom via Zoom throughout a single semester which required sessions to be scheduled at 0900 BST and 1600 AWST. The assessment strategy also required the students to pair with a peer at the opposite institution.

Framed within a critical realist perspective, the study was explorative in nature focussing on the lived experiences of both the staff and students involved in the virtual exchange. Consequently, an inductive research design using semi structured interviews was employed to ensure there was flexibility to discuss different topics if desired and allow participants to be the expert of their own narrative (Smith, 2019). Additionally, Interpretive Phenomenological Analysis (IPA) was utilised to analyse the data. Critical realism provided a theoretical framework for understanding the social and cultural factors that shaped the participants' experiences, whilst IPA provided a methodological approach for exploring and interpreting those experiences (Patomäki & Wight, 2000).

### *Outputs/Outcomes, Reflections and Future Developments*

Whilst it was evident that a virtual exchange illustrated an approach to 'Internationalisation at Home', it did come at a price. From an academic perspective, the project was practically challenging, time consuming and required a significant amount of effort to produce the resources. From a student perspective, the integration with another institution was well regarded and the growth of a 'global mindset' was contextualised within their academic development. However, the opportunity did not replace or even replicate the opportunity to study overseas. Nonetheless, the data from both staff and students discusses alternative suggestions for future practice including, but not limited to, short-term overseas visits, the value of co-creation and vocational pedagogy.

## Learning by Pinning: Introducing Pinterest in a Sports Equipment and Facilities Course

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**Statement that Abstract relates to professional practice**

The authors confirm that the educational experience presented in this work is practical in nature, and it is valuable for the congress attendees as it shares a pedagogical proposal for introducing Pinterest in sport management classes, which can be applied by other professors.

**Aim**

The aim of this study is to explore sport management students' perceptions of the educational potential of Pinterest based on a two-assignment experience grounded in learning-by-doing learning theory.

**Background**

Social media has revolutionized how individuals and organizations interact, becoming a significant aspect of personal and professional lives (Barrot, 2021). This trend also extends to the university context, where online and blended learning models have made social media a valuable tool for educators. Social media has been shown to foster interaction among students, between students and teachers, and to develop students' professional profiles (López-Carril et al., 2021). However, there are two issues in the literature that require further attention in terms of teaching and research: 1) the focus on studying only Facebook and Twitter, neglecting other social media platforms with unknown educational potential (Manca, 2020); and 2) the limited studies on social media in the field of sport management education (López-Carril et al., 2021).

Among the various social media platforms, Pinterest stands out for its educational possibilities in the context of sport management education (Huntington, 2022). Pinterest allows users to upload videos and photos as "pins" and organize them into thematic boards and subboards (Hambrick & Kang, 2015), providing opportunities for learning new concepts while pinning. Students can play an active role in teaching-learning by collecting necessary materials through their mobile devices, organizing them according to the teacher's instructions, and exchanging pins with classmates or external individuals. Additionally, Pinterest can foster creativity and aesthetics in students' work. Despite these potential benefits, the educational use of Pinterest in sport management education has not been explored.

**Design and Implementation**

This ongoing study adopts a quasi-experimental quantitative design with convenience sampling, conducted during the 2021-2022 academic year. Students from three Spanish universities, namely the University of Valencia, the University of Seville, and the University of Castilla-La Mancha, participated in the same educational experience with Pinterest, coordinated by the same faculty. To measure the impact of the experience, all students completed a pre-test and a post-test, involving an online questionnaire administered through LimeSurvey. The questionnaire included scales to measure students' perceptions of the educational potential of social media adapted from López-Carril et al. (2021), as well as the scale adapted from Adams et al. (2018) for the Pinterest context.

Concerning the pedagogical implementation, sport management students completed two assignments using Pinterest. Both assignments involved students visiting a sports facility, such as a fitness center, swimming pool, sports hall, or tennis complex, to map it by taking pictures

and videos that they transformed into pins. In the first assignment, all students visited the same sports facility accompanied by teachers, with the aim of helping students learn to observe the facility from the perspective of a sports manager rather than as simple users. In the second assignment, students chose and visited a facility independently, ensuring that each assignment was independent and unique. Finally, the second task was co-assessed by students from a university other than the home university using a rubric. This approach created a connection between students from different universities and provided an opportunity for students to learn by evaluating and giving feedback on a sports facility of a different typology than the one they had pinned. At the end of the experience, all the Pinterest boards were shared internally.

Throughout the assignments on Pinterest, students were required to demonstrate their ability to properly recognize and describe different sport venues and facilities through pins and boards, including accompanying text. Additionally, students had to identify possible problems in the management of sports facilities, such as user flow, maintenance, and construction, and propose changes to improve the facility's management. This way, the assignments aimed to connect theoretical aspects covered in the course and real-world analysis of sports facilities in operation.

### Outputs, Reflections and Future Development

The analysis of the results is currently underway and will be presented and discussed at the EASM Conference. Nevertheless, the findings of this study are expected to contribute to the literature on social media in sport management education, particularly by exploring the educational potential of Pinterest, which has been under-explored. Furthermore, the results will provide insights for sport management teachers to design effective learning proposals utilizing the full potential of Pinterest as a social media platform.

### Enhancing Employability Amongst Sport Management Student: Critical Reflections On A Metacognitive Intervention

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**Statement that Abstract links to Professional Practice**

Graduate outcomes have become a key measure of quality within degree level Sport Management education. This is particularly so in the United Kingdom (UK) where such metrics have been employed to compare and rank institutions through the increasing use of popular league tables (e.g. the Good University Guide). Indeed, this has led to the Office for Students increasingly focusing on degree classification and the employment outcomes as a measure of undergraduate course programme success. However, this is not solely a UK based phenomenon and such metrics can equally be seen as becoming increasingly relevant more globally (see Gourlay & Stevenson, 2017). Therefore, models of good practice in respect of improving graduate employability would be widely beneficial across all providers of undergraduate training in the area of Sport Management.

**Aim**

The aim of this poster presentation is to provide educators with an example of best practice for the development of in-curriculum provision aimed at enhancing employability and readiness for professional practice amongst undergraduate Sport Management students.

**Purpose and Background**

In their systematic review, Miragaia and Soares (2017) emphasised the need for employability to be a central focus in Sport Management curriculums. Additionally, course teams have a duty of care to develop their student's employability. However, employability itself should not be viewed simply as the achievement of a professional role of employment. As Yorke (2006) explains, post-degree employability represents an individual's potential to fulfil the requirements of a graduate role and in effect represents an individual's readiness to work (see Light & Dixon, 2007). However, as student outcomes have emerged as an increasingly politicised mechanism for judging undergraduate course level success, that ultimately impact upon course league table positions, Sport Management course teams should be cognisant of the need to embed employability either directly or indirectly within their programme structures.

**Design and Implementation**

The design of the intervention took shape within the context of the development of a new professional development module embedded within year two of a three-year undergraduate Sport Management programme. Whilst such content is common across such degree pathways, the design of this module differed significantly to usual practices. The structure itself was student led and individualised to the needs of each learner, thus allowing for significant differentiation to occur. Within the module, students worked across five progressive areas of study including:

1. Analysing their own professional skills, areas of knowledge and personal characteristic
2. Investigating careers and the requirements of initial graduate roles in industry
3. Mapping current personal deficiencies in terms of professional skills, areas of knowledge and personal characteristic

4. Developing a career action plan with short, medium and long-term goals and, importantly, associated actions to enhance employability
5. Committing to a set short term, self-designed, employability enhancing activities in order to improve their standing for prospective graduate level employability

These areas of study were linked via series of critical reflection exercises designed to enhance student awareness of their own current professional standing and their development needs, whilst also developing their critical reflection skills thus making them more autonomous managing their career planning. All activities were aligned to the seven metacognitive skills of evaluation, metamemory, metacomprehension, monitoring, planning, schema training and transferable strategies described by Gorrell, et al (2009), whilst also forming a learning experience which was critically transformative (see Harvey & Knight, 1996).

**Outcomes, Reflections and Future Developments**

Based on staff reflections, student assessment work and feedback (from pastural tutor session, direct module feedback and the school Student Voice Committee) seven key outcomes were observed, including:

1. Increased student awareness of graduate opportunities within the field of sport or other industries
2. Increased student appreciation for the requirements of professional roles and an understanding of how to equip themselves with the skills and knowledge to enter specific careers
3. An increase in placement and internship activity for students over the summer period prior to commencing the final year of study
4. A substantial upturn in interest in pursuing placement year opportunities in industry
5. A significant increase in the number of students seeking to continue into postgraduate study to aid their careers
6. The developing ability amongst the students to devise and plan their own activities to enhance employability in the short, medium and long term.
7. A tangible awareness of an increased level of self-criticality, self-reflection and self-reliance in terms of career management amongst the students

The success of this intervention has led to a widening of the professional development programme across the school in which it was based. This includes, the instigation of a further 'work-based learning' module within the final year programme of the Sport Management degree, as well as a rolling out of this conceptualisation of a metacognitively focused professional development module to other undergraduate sports programmes (e.g. Sport, Health and Exercise Sciences).

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Sport Management Education

## Learning While Playing: Thematizing Sports Management Classes with Among Us Videogame

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**Statement that Abstract relates to professional practice**

The authors confirm that the educational experience presented in this paper is practical in nature and valuable for conference attendees, as it proposes a pedagogical approach to introduce a treasure hunt game inspired by the video game "Among Us" in sports management classes. The detailed steps for implementation make it applicable to other sport management faculty.

**Aim**

The aim of this work is to share an educational experience conducted in sports management classes, where students learn about different sports facilities and equipment through game-based learning by incorporating the narrative flow of the video game "Among Us".

**Background**

Innovations are an integral part of higher education, leading to new ways of enhancing the teaching-learning process (Afthinos et al., 2021). Game-based learning is one such pedagogical approach that utilizes games as a means of student-centred instruction to facilitate the development of specific topics or lessons (Coleman & Money, 2020). The literature suggests that game-based learning promotes active learning, motivation, and student engagement (Bado, 2022; Del Moral et al., 2018; Sailer et al., 2017). Therefore, it is relevant for sport management teachers to introduce these types of learning methodologies in their classes. However, practical experiences incorporating game-based learning methodologies in sports management classes are limited.

**Design and Implementation**

The educational experience was conducted during the academic years 2020-2021 and 2021-2022, with students enrolled in the "Sport Management" course at the University of Castilla-La Mancha (Spain). In response to the issue of lack of motivation among students in previous courses regarding the theoretical and technical aspects related to the course topic of "Infrastructure resources: uses of space, classification of sports facilities and equipment", the instructors aimed to transform the proposal into a more practical and experiential approach for the students. To achieve this, a treasure hunt game was designed, where students worked in teams and went through various sports facilities on the university campus, incorporating roles and dynamics inspired by the popular video game "Among Us" which gained popularity among young people during the early stages of the SARS-CoV-2 pandemic.

The educational experience was conducted over two class days, independently with each of the four practical groups of the course, comprising approximately 25 to 30 students each. In the first session, the game was played, and in the second session, a reflection activity was conducted in the classroom to consolidate the learned concepts. During the game, each team of students received a map with a unique sequential order of points to visit. At each point, a hidden QR code had to be located by the team to unlock a mission related to the subject content to be covered. To demonstrate the completion of the mission, teams had to record themselves and upload the evidence to the ClassDojo platform. The teams that completed all the missions

in the shortest time were declared winners. Additionally, all students were assigned roles to play during the game, emulating the roles from the "Among Us" video game.

**Outputs, Reflections and Future Development**

A rubric and a brief questionnaire were used to evaluate the results of the proposal. Most students reported that the game based on "Among Us" helped them learn the content of the course syllabus related to sports facilities and equipment in a fun and experiential manner. Moreover, students highly appreciated the introduced proposal and expressed interest in learning other course contents through similar methodologies.

Based on the positive feedback from our students, we believe that sharing this practical teaching experience at the EASM Conference 2023 can stimulate positive discussions among the sport management teaching community and inspire new didactic experiences. Furthermore, we consider that this proposal can be adapted to other courses related to sport management, thus generating innovative teaching practices based on the presentation of this proposal. Lastly, we highlight the positive use of digital technologies in this innovation, including the utilization of students' mobile devices, QR codes, and the ClassDojo platform, which can aid in the development of digital skills highly valued by employers.

### Challenges and Opportunities in Delivering a Multifaceted Culminating Experience

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**This abstract is concerned with professional practice.**

### Aim

A multi-year curriculum re-design process within our Sport Management program revealed areas of growth, need, and opportunity for our undergraduate students (Fowler et al., 2016). This information came from self-study, research, and current educational best practice. With the intent of staying current with industry needs and improving our student product (Authors, 2020), the re-design was also bolstered by input from industry leaders. Among many curricular and delivery changes, the re-design process led us to create a four option Culminating Experience to encapsulate the application of student learning. In its ideal form, the various forms of this Experience would be flexible and valuable to student learning and career development. The current format of the Culminating Experience includes Capstone, International, Internship, and Research options. Any curricular change comes with both challenges and opportunities. The purpose of this session is to examine those challenges and opportunities through the first year of delivering this multifaceted experience within a large undergraduate program.

### Purpose and Background

Within the Capstone Experience, students can choose from two directions – business project and entrepreneurial. The Business Project direction allows students to gain practical industry experience working on problems or projects in partnership with sport organizations. This option allows students to interact with an organization without relocating to that organization's place of business. The Entrepreneurial direction provides students with the practical skills necessary to start and run their own business in sport. The students are provided with individual coaching throughout the process of developing a business plan, fundraising for capital, and implementing their plan.

The International option allows students to choose between foreign language minors, study abroad, foreign internship, short term international field trips, on campus international course work, and various combinations thereof. This option has been attractive for students who want to increase their global awareness and capacity for global citizenry and impact.

The Internship Program is a traditional internship track, where students intern 13 weeks and 520 hours in the field of sport in one semester. It allows students to have an immersive experience while preparing for the job market.

The Research option allows students to enhance their communication, research, and data analytic skills, all transferable skills vital for career and post-graduate success. A faculty member guides the students through the entirety of the research process. Research students learn how their voices and efforts can impact something larger than themselves.

Every option within the culminating experience requires students to complete 13-credit hours prior to graduation. The students learn about each experience option in an introductory career seminar class at the beginning of their second year. In this seminar, students connect their personal career goals to each option and develop a practical "game plan" for completion. Then, they apply to and are matched with a culminating experience in the second semester of that year. Once the application is submitted, faculty work to match each student to the best fitting experience.

**Outputs/Outcomes and Reflections and Future Development**

Student feedback suggests the value of this approach is that it makes the culminating experiences approachable and tailored. For example, several students commented that Capstone Experiences were more feasible financially for them than traditional internships yet allowed for meaningful interactions and contributions to an organization and ample opportunities for problem-solving. Research experiences provided opportunities to examine areas of interest while remaining immersed in their academic studies. The majority of students value this immersive Internship experience and have found success landing full-time positions in sport following their internship.

From a faculty and programmatic perspective, providing multifaceted culminating experiences allows for the opportunity to leverage a range of faculty in delivering the program. In a large undergraduate program, this is extremely valuable because it not only divides the labor among multiple faculty members, but also allows students to have exposure to varied backgrounds, experiences, and expertise.

The challenges encountered include educating the students about their choices and the logistics of those experiences, helping students identify and cultivate their career goals and aptitudes, identifing the best faculty fit for each experience, and matching the best experience fit for each student. An additional challenge is that with Research and Capstone Experiences, in particular, new projects, partner relationships, and research ideas must constantly be cultivated.

Our current experience suggests that as sport management programs consider facilitation of a multifaceted culminating experience, they must do the following toward success: (1) carefully assess resources for offering multiple options—in time, partnerships, and faculty expertise, (2) develop coordination mechanisms for multiple faculty to have input, direction, and implementation in the program, and (3) develop informational processes that guide students into their optimal choices. Each sport management student has distinct career goals and aspirations. Multiple options provide specific opportunities that meet students' needs and desires, which adds value to the curriculum and improves students' marketability.

## Knowledge, Attitudes and Education of Anti-Doping for Sport Students and Graduates in UK Higher Education

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**Aim and Research Questions**

The purpose of the research is to explore current knowledge and attitudes towards anti-doping among sport students and graduates in the UK, as well as seeking to understand the extent of anti-doping content delivered on UK Higher Education (UKHE) courses**.** It is guided by the following research questions:

*RQ1: What are the current knowledge and attitudes of anti-doping in sports students and graduates in the UK?*

*RQ2: To what extent (and in what format) is anti-doping education embedded within sport-based higher education courses in the UK?*

*RQ3: How knowledgeable are sports students and graduates of the policies, practices, and campaigns of UK Anti-Doping (UKAD) and the World Anti-Doping Agency (WADA)?*

**Literature Review**

Universities play a critical role in promoting clean sport and delivering anti-doping education (ADE). In addition to promoting clean sport in university competitions, effective ADE provides valuable support for students and graduates who are pursuing employment in the sports industry (Aguilar-Navarro et al., 2022). This is particularly relevant for sport students who may be seeking roles that require or value knowledge and understanding of clean sport principles and anti-doping policies and practices (for example, athlete support personnel, administrators, educators, sport managers, sports journalists, and fitness professionals). Nonetheless, formal university-level education concerning anti-doping regulations, processes, or procedures is not consistent across courses and institutions in the UK. This inconsistency may be attributed, at least in part, to the complexity of doping as a multifaceted topic, which makes it challenging to teach effectively (Hoberman, 2013; Woolf, 2020). Additionally, different sport degree disciplines may prioritise various associated themes and related issues. Moreover, while ADE is vital, there is insufficient understanding of its implementation and effectiveness in universities (Aguilar-Navarro et al., 2022; Hurst et al., 2020). As a starting point then, this research project focuses on exploring the implementation of ADE delivered to sport students and graduates in the UK. Additionally, it seeks to assess the level of understanding and attitudes towards anti-doping among sport students and graduates to aid with the design and delivery of more effective educational efforts.

**Research Design, Methodology and Data Analysis**

Adopting a pragmatic paradigmatic position, research is currently being carried out on UKHE sport students and graduates by a multi-disciplinary team of researchers (from sport management, bioanalytical science, and economics) utilising a mixed-methods survey. In the first component of this survey, respondents are being asked to provide spontaneous responses to the inductor term "anti-doping". With this aspect of the research underpinned by theoretical-methodological social representation theory (Moscovici, 1984; Wagner, Duveen, Farr et al., 1999), the aim here is to determine the top-of-mind, unfiltered and unstructured perceptions and opinions of anti-doping among sports students and graduates, and then determine how these are collectively structured. Here, responses will be themed, and a threshold will then be determined to establish a social representation field (i.e., which themes are collectively

perceived as representing "anti-doping"). A hierarchical classification analysis (HCA) will then be performed to determine the field's structure (i.e., how those perceptions are connected). This first element of the survey is concerned with answering RQ1. In the second component of the survey, respondents are being asked to recall their formal and informal university-based education relating to anti-doping, in terms of its content, delivery method, and whether this was assessed or not. This element of the survey is comprised of both open (qualitative) and closed (quantitative) questions and is aimed at answering RQ2. In the third component of the survey, respondents are being asked to indicate, by way of a Likert scale, their level of knowledge and awareness of various components of UKAD's and WADA's policies, practices, and campaigns, and it is aimed at answering RQ3. The final component of the survey is concerned with collecting socio-demographic data.

**Results**

Data is currently being collected but will be analysed, interpreted, and written up in time for the conference.

**Conclusion, Contribution, and Implication**

By way of the analyses and interpretation of the results, the aim is to establish an image of anti-doping among sport students and graduates, as well as develop understanding of the general level and quality of integration of ADE in university-based teaching in the UK. Ultimately, as well as providing a current snapshot of understanding and attitudes relating to anti-doping among the UK's sport students, we hope to use the findings of the research to support various key stakeholders (e.g., HE institutes, anti-doping agencies, etc.) in the production of teaching and learning resources and content relating to clean sport and anti-doping policy and practice. In doing so, we will be looking to: highlight gaps and opportunities for local and sector-wide teaching frameworks; identify opportunities for improved signposting of ADE and resources; and, in the longer term, explore the extent to which anti-doping teaching can be used as a driver to support anti-doping research.

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### On The Job Learning: Sport Management At The *Flipped University*

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1) Sport Management Education.

2) To share an approach to developing a relatively novel approach to Sport Management education in Higher Education (HE).

3) Griffiths *et al* (2018) found that students learning through the *Flipped University* model, where students study in the workplace of a professional sports club, achieve significant benefits upon their career development, improvement in their skills and the acquisition of industry knowledge. It is believed that the weekly transference of knowledge to practice in this model is the key driver for such positive outcomes, as the pedagogy combines traditional face-to-face learning (at University-based Residentials) with web-based online learning. This is seen favourably by the modern-day student who prefer a mix of on-site and online learning (Jisc, 2022). Here, students have the chance to develop a thorough understanding of the context in which the degree content is aligned and the experience of transferring knowledge from classroom to workplace daily (Herrera et al., 2015).

This model aligns with Dewey's (1966) experiential learning theory which suggests knowledge is best gained in context and from experiences, so the more real-world experiences students get, the more they should develop. Jisc (2018) also argue that the most effective HE programmes are co-created, collaborative ones, which is true for the above approach. Thus, employers in this model can develop employable graduates for themselves (and sector) to transition into their workforce.

The Department for Digital, Culture, Media and Sport's (DCMS, 2015) strategy, outlines a desire to see increased professionalisation in the wider sport workforce and the HE sector playing a big role in achieving this by ensuring their graduates are high-quality and have the right skill set for employers. In football, the Club Community Organisations (CCO's) of clubs across Wales and England have seen clear growth in staff numbers in recent years, with full-time, part-time and hourly paid staffing levels growing since 2019-20 (EFL Trust, 2023). As part of an ongoing relationship, the EFL Trust reported to the University of South Wales (USW) that most new roles at their CCO's were in management and operational roles. As such, it was decided to collaboratively develop a BA (Hons) Sports Business and Management degree, following the *Flipped University* approach implemented by Griffiths *et al* (2018). The purpose of this session, therefore, would be to outline the approach taken to develop this degree.

4) Prior to the validation process, a working group was formed, consisting of staff from USW, EFL Trust and a range of CCO's. The CCO staff had worked within the *Flipped University* model previously, so had some knowledge of how collaborative courses can operate. Their task was to advise on general course content, delivery mode, placement opportunities and the generic educational themes, which progressed to the validation process.

In-line with USW's 2030 Curriculum Principles, the validation followed a specific structure, including engagement with a variety of stakeholders. This included focus groups with internal and external stakeholders. There were five external stakeholder focus groups, one with EFL Trust staff, then four with CCO staff. A variety of CCO staff attended, ranging from entry level employees to CEO's. The focus groups were themed around the educational topics identified by the working group, with these then grouped to allow for wider discussion; (1) event

management, HRM and leadership; (2) finance, analytics and data; (3) marketing and communications; (4) business management, policy and governance. Data was collected using Padlet, allowing attendees to contribute freely. The data was analysed using content analysis, helping the course team and EFL Trust to finalise the module curricular, assessment types and practical applications.

5) As a result of the data collected during validation, it was agreed for the course to follow a similar approach to that of other courses designed using the *Flipped University* model. Additionally, the course will adopt challenge-based learning, as required by USW's 2030 Curriculum. A curricula presenting unsolved problems and challenges, weekly WBL and studying within the workplace, ensures that all learning and assessment have real-world integrations. The course applies these in several ways:

- Learning within the workplace of an active employer in the sports industry.
- Emphasis placed upon weekly WBL from the outset of the course, giving students a varied experience across a clubs' functions.
- Focus upon reflection and personal development across levels, allowing students to make sense of their experiences.
- Opportunities for group and interdisciplinary work at all levels, to develop communication, teamwork and leadership skills.
- The progression of WBL experiences between levels, from delivering tightly framed activities to having ownership over project development.
- 'Simulation' assessments provide students with real-world challenges and give them the opportunity to collaborate with their peers to produce a response.

Aligning with sector priorities around gender parity in the workforce, a Female Development Programme has also been created. This aims to develop knowledge, confidence and raise aspirations of females on the course.

**ID: 1229**

Sport Management Education - Revised Version

*Topics:* Sport Management Education

## Faculty-to-Faculty Incivility in Sport Management Academia

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### Aim and Research Questions

The purpose of this study is to understand the prevalence, types, and characteristics of faculty-to-faculty incivility within sport management/administration academia. Faculty-to-faculty incivility is defined as "rude or disruptive behavior often resulting in psychological or physiological distress" (Clark, 2013, p. 98) and can take several forms including retaliation, indifference, bullying, and mobbing (Twale & De Luca, 2008). While faculty-to-faculty incivility has been examined extensively within other disciplines of higher education (e.g., Clark, 2013; Lane et al., 2022), queries into this phenomenon among sport management faculty are lacking (e.g., Taylor et al., 2018).

H1: Non-tenure track faculty and/or junior faculty are more likely to experience faculty-to-faculty incivility than tenured faculty and/or senior.

H2: Participants from minoritized groups will be more likely to have experienced faculty-to-faculty incivility than participants from non-minoritized groups.

H3: Participants experiencing faculty-to-faculty incivility are more likely to report lower personal and professional outcomes (i.e., job satisfaction, turnover intentions, psychological well-being) than participants not experiencing faculty-to-faculty incivility.

### Theoretical Background and Literature Review

Several characteristics make sport management a unique lens through which to examine workplace incivility. First, sport is historically a hypermasculine societal institution within which females have been fighting for decades for equitable opportunities and compensation. Second, relative to other disciplines, sport management is fairly young, with programs still rapidly expanding across the globe. This had led to an influx of junior faculty members with fewer senior mentors.

Twale and De Luca (2008) identified antecedents to faculty incivility including enabling structures and processes (e.g., isolation, peer review, lack of incivility policy, stress), motivating structures and processes (e.g., campus politics, governance structures and bureaucracy, reward structures), and precipitating circumstances (e.g., lack of resources, corporate culture influence, quest for excellence, faculty turnover); the presence of which contributes to an academic bully culture. For faculty, bullying culture can lead to consequences such as decreased job satisfaction, psychological distress, and intentions to quit (Miner et al., 2019). Within the sport management discipline, there is a dearth of literature related to faculty incivility. Taylor et al. (2018) utilized qualitative methods to examine incivility experienced by female sport management faculty members. Specifically, female faculty were made to feel incompetent, devalued, and irrelevant, and they experienced hostility from both male and female colleagues. Additional work is needed, however, to fully understand the prevalence, forms, and consequences of bullying and incivility within sport management academia.

### Research Design, Methodology, and Data Analysis

A mixed method design will be used for the current study. Utilizing various discipline specific listservs, as well as a directory of sport management faculty, online questionnaires will be emailed to all individuals meeting the criteria for inclusion. This includes tenure-track faculty

across all ranks and non-tenure track faculty, at both research-intensive and teaching institutions.

Quantitative data will be collected using an adapted version of Clark et al.'s (2021) Workplace Incivility/Civility Survey, to measure both perceptions and frequency of uncivil workplace behaviors, as well as factors contributing to bullying culture. Additional items will be included to assess the consequences of workplace incivility. Qualitative data will also be collected. Respondents will be asked to describe prior experiences of uncivil behavior they either witnessed or experienced directly as a sport management faculty member.

Data will be subjected to multivariate analysis of variance (MANOVA) to identify differences in the various dependent variables of interest based on participant sex, ethnicity, rank, career track, and institution type. Content analysis will be used to identify codes and themes emerging from the qualitative data. Descriptive statistics will also be provided.

## Results/Findings and Discussion

This study is currently under IRB review. The questionnaire is ready to be distributed upon receiving IRB approval (expected in late June/early July 2023). We plan to distribute the questionnaire electronically via discipline specific listservs. We anticipate 200-300 responses to our questionnaire. Data analysis will commence following two rounds of email requests to participate in the study (early August 2023). Quantitative and qualitative results will be analyzed and ready to present at the time of the EASM conference in September 2023. Results could illustrate the prevalence of incivility within sport management academia, the types of incivility most frequently experienced, as well as the consequences, both personal and professional, of an uncivil workplace.

## Conclusion, Contribution, and Implications

From a theoretical perspective, findings from this study will add to the extant body of literature on incivility in academia, contributing perspective from the field of sport management. Unique experiences of sport management faculty will be reported, as well as perspectives supporting existing literature. From a practical viewpoint, results will highlight the extent to which incivility is a problem within this discipline, including the effect bullying may have on colleagues. Deans and department chairs can use these results to better understand the culture within their programs, and work to identify and remediate workplace incivility at their institutions.

**The Role of Sport & Physical Activity within Higher Education: Academic v Sport Services**

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**Background & Aims**

The role of sport and physical activity plays an important role in all modern higher education (HE) institutions in both academic terms and in relation to sport participation across all levels, whether that is provision for elite athletes or for recreational purposes for all students (Griffiths et al, 2022). The expansion of academic sport provision both within Europe and across the globe has demonstrated the increase In demand for students wishing to study sport programmes academically to embark on a career within the growing diverse, global sport industry. Whilst at the same time, universities have also recognised the importance placed on the opportunities for all students to be able to engage in participatory sport whilst studying and the benefits this can bring to students regarding increased confidence, resilience, physical, mental health and wellbeing, and employability opportunities and outcomes.

Whilst the benefits are numerous, many who work within HE will recognise that often tensions can exist between what is termed 'academic v professional services' provision (Crabtree et al 2021, Caldwell & Vernet, 2023). It is acknowledged that universities now rely on a balanced delivery of staff from both sectors to provide a service to students that delivers a return on all needs required for a diverse student population (Crabtree, 2023).

Sheffield Hallam University, a large modern institution in the north of England with 32,000 students has undertaken proactive work to build a collaborative approach to sport and physical activity provision from both an academic and sport service perspective. The aim of the work was to develop a collaborative approach to sport and physical activity provision across the whole university that was applicable to all students with the aim of implementing a holistic sport strategy that fulfilled all strategic aims of the university.

**Design and Practical Implementations**

The first step to this was to acknowledge that tensions existed and working within 'silos' was not productive, efficient, or effective. Through honest discussions, recognition of work and the associated benefits a collaborative approach could result in, the following steps were undertaken to formulate a joint strategy to deliver benefits for all stakeholders, most importantly our students:

- Workshops (with 150 staff) to identify issues, identify aims of both departments, brainstorm ideas, undertake SWOT/PEST analysis and discuss ideas on best steps to 'move forward' involving all key stakeholders across the university

- Consultancy to scope the external sport landscape to ensure the University delivered a return on investment to students (interviews with 32 stakeholders)

- Identify strategic priorities and recognise strengths of each department to deliver on that, including shared resources across both departments

- Formulating a sport strategy that is aligned to the University strategy, has strong governance and accountable outcomes

- Enabling working systems that deliver including formulating a sport committee and university sport board that has strategic aims, accountable outcomes, and associated resources

**Reflections and Future Development**

Implementing a sport strategy that covers all aspects of sport and physical activity provision for a large university is a difficult task. Key lessons learned so far include having a very clear vision of what the strategic direction is. Understanding the different goals required for all stakeholders involved in delivering the strategy. 'Buy in' from senior managers and university executive, along with the associated resources needed. Having designated staff that are accountable and a governance in structure in place that ensures processes and systems exist to evaluate and report on delivery. Clear and honest communication is needed at all levels to ensure effective and efficient processes. Also, an appreciation that whilst academic and professional colleagues may offer different services, working together produces far better results that bring tangible and intangible rewards to all stakeholders including students and staff (sport opportunities, health and wellbeing, sense of belonging); institutional (marketing, reputation, image, branding, recruitment); and societal (volunteering, community initiatives, fundraising, charitable work).

Work is continuing and future development includes undertaking evaluation of progress made to date. Initial key reflections suggest that the key to success is communication at all levels across the University and beyond with key stakeholders. An appreciation of what are the key priorities and a realisation that you cannot 'please all'. An awareness of resource implications and the willingness to work across teams that involve academic and professional staff. Such lessons, if implemented result in positive outcomes that can benefit all and demonstrate that sport and physical activity provision within HE is essential for all the associated benefits outlined.

**ID: 1366**
**Sport Management Education - Revised Version**
*Topics:* Sport Management Education

**From Classroom to Field: Enhancing Sport Management Education to Promote Successful Application of Theoretical Knowledge**

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*Statement*

Sport management is a hands-on field that involves managing and organizing sports events, teams, athletes, and facilities. Therefore, students in Sport management education programs need opportunities to gain practical experience through internships or other types of experiential learning. However, such opportunities may be limited due to the availability of internships, funding, or access to industry partners. Against this backdrop, staff and students at the Coaching and Sport Management programme (CSM), at the Linnaeus University in Växjö, Sweden initiated a cooperative process with the purpose to develop a course in which students could integrate their theoretical knowledge into practice.

The results of this work culminated in a field-based course (UBL) in which the students were to implement the learning and theories from other courses in practice. The course has evolved into a vital component in preparing students for their future careers in the field of sport management. With a history spanning almost 20 years, over 600 students have successfully completed the course. According to a published university report, approximately 70 % of these graduates have secured employment in various course-related positions and have developed a professional practice network (Andersson, 2020).

*Aim*

In this professional practice abstract, targeted towards the Sport Management Education session, the aim is to share experiences on the UBL-course. We will present the field-based course, give examples of students approaches in the course, and reflect on the course outcomes (including the students' own and stakeholders experiences). Further, we would like to initiate a discussion regarding 'best practice experiences' from similar courses.

*Background*

Theoretical knowledge can provide a foundation for effective practice, while practical experience can help refine and improve theoretical understanding. However, there can also be challenges in translating theoretical knowledge into effective practice, and in ensuring that practice is informed by the latest theoretical insights. It is imperative that sport management education programs offer students opportunities to transfer the knowledge learned to real life cases in a sporting context relevant for the students' future professional career.

The sport management field is highly competitive, and there may be limited job opportunities for graduates. Therefore, integrating theory and practice, and give the students opportunities of hands-on experience to develop practical skills, and build industry connections is essential in sport management education to prepare students for the complex and dynamic sport industry. As such, experimental learning courses are highly relevant for the employability of students in the field of Sport Management.

*Design and Implementation*

Often fieldwork courses or internships consist of "shadowing", where the student follows and assist an employee resulting in limited learning opportunities for the student. However, the UBL course has been designed to involve the students in actual sport management projects where they are responsible for specific parts of a project or managing the whole project

themselves. Hence, the UBL course is mainly project-oriented and is based on assignments in cooperation with the (sporting) society, through sports associations/clubs, municipalities and companies operating in the sport industry.

*Outputs/Outcomes, Reflections and Future Development*

Students in Sport management education need opportunities to gain practical experience through internships or other types of experiential learning in order to integrate theory and practice that enhance their employability.

With 10 years of experience from the UBL course we have seen that the students have had the opportunity to put their theoretical knowledge into a relevant practical context and that the experiences from the field have enriched and increased the theoretical understanding in sport management. Through this course, the students have initiated contacts with future employers, boosted their c.v. with concrete results, and several of them have been offered permanent employment before graduation as a result.

**ID: 1410**

Sport Management Education - Revised Version

*Topics:* Sport Management Education

### The Executive Master In Global Sport Governance (MESGO) – A Joint Venture Between Academia And The Sport Industry In Sport Management Education

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**Aim**

The aim of the presentation is to introduce the MESGO to the EASM community and to share experiences and lessons learned after running the programme for nearly 15 years. A particular focus is put on the diversity of the programme regarding its structure and organisation as well as the diversity of participant target groups and how related challenges have been addressed and overcome along the maturation of the programme.

**Purpose and Background**

The MESGO, now in its seventh edition, first ran over the 2010-2012 period. It was developed in response to important changes within the professional sport industry: the commercial development of the most popular competitions had prompted an increasing number of stakeholder organisations to call into question the traditional "European" mode of governance embodied by traditional sport governing bodies such as UEFA in football, FIBA in basketball, and the EHF in handball, and amongst many primarily Olympic sports. With the industry's growing political, economic, societal and ecological impact in the world, sport leaders need to take concerted decisions, collaborating with their main stakeholders to find solutions to the rising challenges, and develop a sustainable mode of governance, recognising the strengths of the traditional "European" model, but also the need for it to continue to evolve to successfully meet the myriad new challenges facing the sport system

Against this background, the programme is aimed at fulfilling three main objectives: (1) Emphasise the international dimension of sport; (2) Anticipate the forthcoming key challenges; (3) Positively impact the development of sport governance.

To achieve these aims, the structure chosen is to organise the programme as a collaboration between academic and sport industry/institutional partners. This fundamental design pillar, the collaboration and active knowledge-sharing between leading academic institutions and sport industry/institutional partners, is at the heart of the MESGO operating philosophy. It is considered vital to ensure a multi-perspective and multi-disciplinary approach to the various topics addressed.

As such, the programme is co-organised by five European Universities/Research Centres and supported by major European and international team sport associations. The academic partners are Birkbeck College, University of London (UK); the Centre de Droit et d'Économie du Sport (CDES)/ University of Limoges (France); Johannes Gutenberg-University, Mainz (Germany); the Institut Nacional D'Educació Fisica De Catalunya (INEFC), University of Lleida (Spain); University of Lausanne (Switzerland). The degree is awarded by the University of Limoges.

The sport industry/institutional partners include UEFA (Football), EHF (Handball); FIBA Europe (Basketball); IIHF (Ice Hockey); Enlarged Partial Agreement on Sport - Le Conseil de l'Europe (EPAS).

**Design and Implementation**

Being an executive master, the programme is tailored to the schedule of working professionals. It is delivered exclusively in English and comprises nine one-week blocs over a 24-month cycle, which take place at key hubs of European and international sport. Each of the blocs addresses one of the following topics: Introduction to global sport governance; Competition design and financial sustainability; Legal framework; Ethics and integrity; Events and participation; Strategic marketing and communications; Future of sport; North American model; Leadership and innovation. A final three-day bloc is devoted to the viva voce of the professional thesis and a graduation ceremony.

**Outputs/Outcomes, Reflections and Future Development**

The MESGO commenced in 2010 and is currently in its seventh edition. In the course of the past decade, based on the experience and the lessons learned of the staff involved, the structure and organisation as well as the curriculum of the programme have been constantly adapted to the needs and dynamics in the sports industry. Important and critical evolutions relate to, among others: (a) scope & curriculum: the scope of the MESGO curriculum was broadened to a global perspective from one primarily focused on analysing the European sport system: (b) thesis: the format of the thesis was changed from one comprehensive piece of work into two shorter, paper-like pieces in order to improve the practical applicability of the results.

A major aspect that needs to be addressed in the short or medium term is how climate change will make changes to the current organisation necessary. As the programme draws much of its appeal from international mobility and attractive locations around the world, the challenge will be to ensure an attractive programme while considering environmental responsibility. Further challenges will be how geopolitical developments in the sports industry need to be addressed.

**Target Group And Admission Criteria**

The programme is designed for experienced managers and executives working in international, European and national federations; clubs, leagues and trade unions; European institutions and governments; partner organisations of sports bodies (media, sponsors, etc.).

To be eligible for the programme, applicants must meet the following requirements: minimum of five years' experience at managerial level; educated to degree level; fluent in English. The enrolment fee for the current edition amounted to €19.800, including academic learning materials, lunches and transfers within the cities visited.

**ID: 2528**
**Sport Management Education - Revised Version**
*Topics:* Sport Management Education

## Representation within the Sport Management Curricula: Exploring Educators' Decision-Making Process

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Aim and Research Question

First, the study aimed to explore sport management educators' decision-making processes, including the representative groups used (if any), when selecting and creating case studies. Second, educators' perceptions regarding the challenges to achieving representation in sport management case studies were investigated.

Theoretical Background and Literature Review

Globally, various curriculum activist groups and national campaigns, have critiqued the lack of diversity within the curricula and demanded intensified scrutinisation of curricula content (Jester, 2018). Limited research has investigated representation within case studies, a key pedagogical tool within management disciplines. The paucity of research has evidenced the underrepresentation of women and lack of focus upon equality, diversity and inclusion (EDI) issues (Sharen & McGowan, 2019; Symons, 2016). Consequences include a hidden curriculum that communicates what really does (or doesn't) matter (Blasco, 2012), creates unintended learning about work skill abilities and perpetuates the status quo in which business leaders are traditionally white males (Sharen & McGowan, 2019). Research has predominantly conducted a statistical analysis of representation within case study documents (Sharen & McGowan, 2019; Symons, 2016). Recognising educators' role in case study selection, this study contributes towards the need for research that explores the reasons behind underrepresentation in case studies. The study was underpinned by Jester's (2018) conceptualisation of representation in the curricula (comprising descriptive and substantive representation). Roberts' (2015) theoretical framework provided initial factors that influence educators' curricula decision-making process; in this instance decision-making pertained to descriptive and substantive representation. Developing Roberts' focus upon contextual and educational influences, decision-making factors were contextualised according to three levels of analysis: micro (individual), meso (organisational) and macro (wider context beyond the organisation).

Research Design, Methodology and Data Analysis

This qualitative research utilised semi-structured, online video interviews to obtain rich insight into educators' decision-making processes. The final purposive sample comprised 11 educators (n = 6 male and 5 female) who delivered sport management programmes at two post-1992, teaching intensive universities in the midlands of the UK. Braun and Clarke's (2006) six phases of thematic analysis were followed to provide sound methodological and theoretical foundations for conducting thematic analysis. Regarding the first objective, Roberts' (2015) field of curriculum decision-making was used to deductively develop codes related to factors that influenced descriptive and substantive representation decision-making. Regarding the second objective, a grounded research approach was chosen due to the lack of research related to the challenges associated with achieving curricula representation. Themes and codes were inductively developed, and challenges were contextualised using the micro, meso and macro levels of analysis.

Findings and Discussion

Though student cohort composition may influence curriculum decision-making (Roberts, 2015), homogeneity within the descriptive representative group (Jester, 2018), deterred educators from aligning case studies to the student body. Indicating the link between descriptive representation (of the student body) and substantive representation in the curricula content, interviewees stated that descriptively aligning case studies would provide insufficient focus upon substantive issues. Although interviewees supported descriptive representation of society, case study representation efforts indicated a narrow focus upon women (or women's sports) and / or black identities. Similarly, substantive efforts were narrowly focused upon gender equality issues and racism, indicating evidence of a 'hidden curriculum'. The findings highlighted a need for awareness raising regarding the descriptive representation of other salient identities / sporting events and substantive issues. Contrary to Roberts (2015), macro and meso policy rarely influenced decision-making. Regarding the second objective, primary challenges to achieving representation included micro (student engagement, educators' and students' knowledge) and meso (workload time allocation, faculty diversity, culture and training) factors.

Conclusion, Contribution, and Implication

The paper contributed a conceptual model of educator decision-making, identifying meso, micro and macro factors that may positively or negatively influence decisions regarding descriptive and substantive representation within case studies. Confirming the need for intensified scrutinisation of the curricula (Jester, 2018), sport management educators should critically reflect on their case studies to infuse descriptive and substantive representation. It is recommended that descriptive representation within sport management case studies transcends the relatively homogenous nature of the student cohort to include diverse protagonists, including those with intersectional identities. To improve substantive representation, enhanced commitment to finding or creating case studies that explore EDI issues is required by educators.

Although substantive representation within curricula content can be achieved without diverse faculty, faculty homogeneity was perceived to hinder educator awareness and understanding of substantive issues. Additionally, educators' lived experiences often influenced the extent to which substantive representation was integrated into case studies. Recommendations for senior management include the implementation of recruitment strategies that aim to diversify faculty. Recognising that the path between descriptive and substantive representation is not always linear, senior management must also institutionalise the value of representation, foster a culture of commitment, and encourage positive, sustained change amongst all educators (including representatives of marginalised groups) responsible for curriculum content creation.

**Dual Careers: how to Succeed Combining Higher Education with an Elite Sport Career?**

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**Aim and Research Questions:** Through the last 30 years, we have seen an increasing professionalization and specialization within elite sport. The demands for competing at the top of international sport have increased, which means that the athletes must spend more time on training, preparations and competitions. At the same time, we have seen higher expectations and demands for formal education in society. More people are completing bachelor's and master's degrees at Norwegian universities and colleges, and the proportion of the population with higher education has increased from 12.7% in 1984 to 34.6% today (Norwegian statistics, 2020). As the result of this, many elite athletes without formal education are in a vulnerable situation when applying for jobs after their sports career. This study examines the experiences of Norwegian elite athletes combining education with their sports careers. The research question is: Which factors contribute to elite sport athletes succeeding or failing with dual careers?

**Theoretical Background and Literature Review**: Despite the strategies adopted by both the Norwegian Ministry of Education and the Norwegian Olympic Elite Sport Program (Olympiatoppen), research shows that elite athletes struggle with combining higher education with their sports career or what the literature calls "dual career". Both Norwegian and international studies have identified the elite athlete's difficulties of succeeding with dual careers (Christensen & Sørensen, 2009; Andersen & Hanstad, 2011) and that elite athletes mostly choose to focus on their sports career at the expense of education ( e.g., Christensen & Sørensen, 2009; Cosh & Tully, 2014). The most important reasons for these challenges with dual careers are lack of time, inflexible timetable, study costs (López de Subijana et al., 2015) as well as the lack of support from coaches, managers and national teams (Andersen & Hanstad, 2011).

**Research Design, Methodology and Data Analysis:** This is a quantitative study based on a survey with 50 questions and statements among students with elite sports status at a Norwegian university, which resulted in 102 respondents (out of 130). The first part of the analysis examines the correlation between educational performance and sports performance, by comparing completed ECTs and exam results with sports results based on established criteria evaluated by the head of Olympiatoppen Inland and the university elite sport student advisor. The second part consists of a regression analysis to explain the relation between educational performance and the following factors: gender, type of education program (one-year-, bachelor-, master- and part-time educational program), type of sport (team sport/individual sport), motivation for studies, hours spent on studies per week, hours spent on training/competitions per week, ability to balance study and training and willingness to prioritize studies. Part of the study deals with how the elite athletes experienced their studies during the pandemic.

**Results, Discussion, Conclusion, and Implication:** The data collection is completed, and the data set is ready for a quantitative analysis process, which will be conducted in June 2023. Therefore, it is too early to present qualified results. However, we promise to present the results of the analysis at the EASM conference in September 2023. The implications for research is increased knowledge on which factors that lead to athletes succeeding with dual careers. For practitioners, this study may benefit coaches, team managers, university professors, university

study advisors to better understand how to help elite athletes to improve their educational performance.

**Sport Governance and Policy**

## Managing The Societal Value Of Elite Sport: Elite Athletes' Motivators And Barriers To Be A Role Model.

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### Aim and Research Questions

The overall objective of this study is to develop more in-depth knowledge about elite athletes' decision process to take up their role as an elite athlete role model and/or engage in activities that create societal value. Two research questions guide this study: (1) What are elite athletes' motivators to be an elite athlete role model? (2) What are elite athletes' barriers to be an elite athlete role model? By better understanding athletes' barriers and motivators, this study seeks to provide insight into how elite sport can be managed to create societal value.

### Theoretical Background and Literature Review

To justify elite sport investments, policymakers often argue that elite sport 'trickles down' a wide range of societal benefits (De Rycke & De Bosscher, 2019). An inspiring context put forward by research for creating societal value through sport includes leveraging elite athletes as role models (De Rycke & De Bosscher, 2019). Indeed, elite athletes are often perceived as role models (Mutter & Pawlowski, 2014). In fact, it is widely assumed that elite athletes have a duty to be a role model (Lynch et al., 2014). Nevertheless, it is important to nuance that not all athletes are motivated to actively take up their role as a role model. Sometimes, athletes are assigned the status of 'role model', without fully understanding, appreciating or willing to be a role model (Jonson et al., 2013). Although literature contains accounts of elite athletes as role models to promote the societal benefits of elite sport (e.g., healthy lifestyle and fair play), very little is known empirically about athletes' motives and barriers that influence their decision to be a role model and subsequently 'give back' to community.

### Methodology

For the purpose of this study, a semi-structured interview guide was developed, using the Self-Determination Theory (SDT; Ryan & Deci, 2020) and Public Service Motivation (Perry & Hondeghem, 2008) as guiding frameworks. The interview guide was pilot tested with two participants (1 former male elite athlete, 1 active female elite athlete). Following the pilot test, only minor adjustments were made to the original interview guide (e.g., structure of interview guide, additional probing questions). Elite athletes who engage in projects that create societal value and/or perform a role model function regardless of whether they consciously choose to do so or not (e.g., athletes with high media presence, athletes with excellent sporting performances) were purposefully recruited. To date, 12 Belgian elite athletes and/or former ($\leq$ 2 years retirement) elite athletes participated (50% female). Data collection is currently ongoing and we are aiming for at least 20 participants. All interviews were audio-recorded and transcribed verbatim. The interview transcripts were analysed using thematic analysis in Nvivo12. Study procedures have been approved by the ethics committee of the university administering this study.

### Results and Discussion

Preliminary results indicated that elite athletes experience intrinsic motivation (e.g., being a role model provides satisfaction, provides energy, personal connections with inspirational projects) as well as extrinsic motivation (e.g., social contacts, sense of purpose, additional income, expected from sport organisations) when they take on their role model function. In addition, elite athletes expressed the importance of an environment that complies with the three

psychological needs defined by SDT: (1) competence (e.g., "I received a lot of nice reactions"), (2) social relatedness (e.g., "I think that this is also definitely important... regarding the societal value, how you act as a team, how you grow as a team") and (3) autonomy (e.g., "It's important to have a choice... If I am asked for a certain programme and I feel it doesn't suit me, I can say that too"). On the other hand, elite athletes indicated that they experienced numerous barriers holding them back from taking up their athlete role model function. For example, time load, location of the activity, work load and no connection with the role model activities (e.g., no personal relation with the purpose of the role model activity) were reported as barriers. Further results will be discussed during the presentation.

**Conclusion, Contribution and Implication**

This study contributes to the current literature by exploring factors influencing elite athletes' decision process to take up their role as an elite athlete role model. Informing policymakers regarding the motives and barriers that elite athletes encounter, can enable them to optimize and adapt their athlete role model policies, programmes and communication accordingly. Specifically, sport stakeholders such as sport federations or sport organisations should create an adequate and suitable motivational climate where the basic psychological needs of elite athletes are met as these are the nutriments for intrinsic motivation. Hence, the results of this study enable sport stakeholders to better manage the societal value of elite sport through elite athletes as role models.

## A Failure of Policy Design? Analysing Forty Years of Sport Participation Policies in England from 1981 to 2021

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### Aim and Research Questions

Improving sport participation rates is a longstanding policy problem internationally. In England specifically, proportions of people regularly participating in sport have subsided incrementally since the early 1990s (Weed, 2016) despite numerous policy initiatives that have sought to counter this trend. This apparent failure of sport participation policy over time has received less longitudinal academic attention than it deserves.

In particular, analyses have tended to focus on explaining continuity and change of sport policy priorities and decision making (e.g. Houlihan & Lindsey, 2013) rather than undertaking detailed exploration of the content of policies themselves over time. There is a close connection between these different aspects of policy analysis, but centring longitudinal study towards the content and design of policies offers significant potential to better understand why improving participation has been an intractable policy problem.

This paper will present interim findings from a wider study of sport participation policies in England over the last forty years, which seeks to understand trends in the design of repeated policy initiatives and how these respond to problems of sport participation as well as wider contextual and political conditions over time. Focusing on the first stage of this study, the paper will present detailed analysis of all of the overarching strategy documents that represent the policy direction of Sport England, the national agency responsible for sport participation, published between 1981 and 2021.

### Theoretical Background and Literature Review

Political science frameworks differentiating characteristics of policy designs offer much potential for comparing policies over time, but have yet to be substantially utilised in respect of sport (Lindsey et al., 2021). A combination of factors led to

Schneider and Ingram's (1997) theorisation of the Social Construction of Policy Design (SCPD) framework being identified as well suited for use in this study. First, Schneider and Ingram's (1997) comprehensive theorisation supports analysis of cyclical processes by which political and social constructions may lead to particular policy designs which in turn influence the consequences of these policies, and the construction of subsequent policies.

Second, the SCPD framework provides a comprehensive conceptualisation of six aspects of policy design to inform interrogation of Sport England policy documents: (1) *Policy goals and problems to be solved* - these may be singular or multiple, and stated with different degrees of clarity, realism and coherence; (2) *Target populations* – which can be specified with different levels of refinement and alignment with existing group identities*; (3) Agents and implementation structures* – organisations and individuals mandated to engage with target populations*; (4) Policy tools* – such as regulations, inducements or sanctions, capacity building, learning, and proclamations that "cause agents or targets to do something they would not otherwise do" (p. 93); (5) *Rules* – differently classified procedures which indicate 'who is to do what, where and when' (p. 97)*; (6) Rationales and assumptions* – underlying justifications and logic that explicitly or implicitly underpin the policy design.

### Research Design, Methodology and Data Analysis

In this first stage of research, a full set of eleven overarching Sport England strategies have been identified and accessed since the first one was published by the organisation in 1981. Initial deductive analysis of each of strategy document is being undertaken, identifying and categorising content according to Schneider and Ingram's (1997) six aspects of policy design and particular facets of each. Subsequent comparisons will be undertaken across the strategy documents in respect of each of the six aspects, in order to identify aspects of continuity and/or change at different times.

This initial analysis will also identify further sport policy documents for analysis that are referred to in the Sport England strategies. Interviews will also be subsequently undertaken with individuals engaged with decision making regarding sport participation policy for significant periods of time in order to develop and integrate understanding of the conditions, constructions and consequences that affected change and/or continuity in policy designs.

### Results/Findings and Discussion

As the research is currently being undertaken, results are currently unavailable but will be available for presentation at the conference. These will provide a holistic appraisal of change and continuity in sport participation policy, which will be further differentiated by Schneider and Ingram's (1997) six aspects of policy design. The paper will also offer initial insights into the reasons for adoption of particular policy designs as well as how consequences may have shaped subsequent policies.

### Conclusion, Contribution, and Implications

This research represents the first study to undertake a longitudinal analysis of sport policy documentation using Schneider and Ingram's (1997) SCPD framework. As such, reflections will be offered on the potential utility of this research approach in further studies of various sport policies. Avenues to extend and deepen the understanding generated through this study will be discussed, as will implications for future sport participation policies.

## Professionalisation Of Sports Clubs In Semi-Professional Team Sports: Separation Of The Elite Section And Its Consequences For The Governance

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### Aim and Research Questions

Sports clubs in semi-professional team sports (i.e. members of a national league, part-time employed players, mostly voluntary off-field work) often professionalise their management due to expectations from internal and external stakeholders. At some point in this process, the question arises if the clubs' elite section should be separated due to the entrepreneurial risks and high use of resources. If the club chooses to do so, there are different approaches regarding the separated sections' organisational structure and legal form (Adam & Hoveman, 2017). While some sports clubs organise the elite section as a separate club, others choose a profit-oriented legal form, like a limited liability company (LLC) or a stock company. Here, the following questions arise: (RQ1) When and why do sports clubs (not) choose to separate their elite section from the rest of the club? (RQ2) What are the consequences of the varying approaches to the governance of sports clubs?

### Theoretical Background and Literature Review

Nagel et al. (2015) use a multi-level framework to analyse professionalisation in sports federations, which can be similarly used to analyse professionalisation processes in sports clubs. The framework shows that professionalisation forms can lead to positive and negative consequences, such as changes in the governance structures. However, the chosen legal form and its (non) profit orientation leave room for club-specific governance structures (Lang et al., 2019). While findings on professionalisation processes and the transformation of clubs into corporations exist, especially for commercialised sports clubs in football (e.g., Gammelsaeter, 2010), a view on sports clubs with semi-professional teams is lacking.

### Research Design, Methodology and Data Analysis

This study is part of an international project on the professionalisation processes of sports clubs. The research design is a multiple case study design (Yin, 2014). The study analyses four Swiss sports clubs in semi-professional team sports leagues. The clubs were selected because of their different approaches to organisational structures with the elite section and the chosen legal form. Three clubs (clubs A to C) separated their elite and amateur sections, while club D kept them integrated. Club A organised the elite section as an additional member association, while club B chose an LLC for their elite section. Club C chose a private stock company for their elite team; however, after a few years, the elite section was reintegrated into the club. Data collection consisted of documentary analysis, expert interviews with decision-makers and focus groups with club members. The data was analysed using concepts of causation coding and visualisation strategies (Langley, 1999).

### Results/Findings and Discussion

Concerning the timing of and reasons for the separation (RQ1), club B separated their elite section before sporting success to build the structures allowing an ascent to a higher league. Clubs A and C, however, were first successful and then decided to separate their elite section because of the higher financial and administrative demands. Single key actors were highly relevant to the separation processes in all clubs. For club D, the question of separation arose

once their financial resources were enlarged, but the fear of higher administrative work held them back.

We can present multiple findings regarding the consequences for organisational governance (RQ2). First, the separation did not immediately lead to changes in the occupation of executive functions. New forms of board-executive relationships, executive groups and employment of people developed over time. The three clubs that separated their elite section created an executive leadership team and are, therefore, more executive-led. In contrast, the board of the integrated club holds on to a board-led governance approach. Second, the elite section of clubs A and C employed a full-time paid CEO, while the management of club B's LLC relied exclusively on voluntary work. This might be explained by more financial resources and higher demands of the international playing clubs A and C. Club D employed a part-time administration officer responsible for acquiring and maintaining sponsorships. Further, a significant amount of voluntary work on top of their contract work was found in all clubs. Lastly, after separating the elite section, clubs A-C all reported a decreasing identification of the amateur section with the elite section, which affected the success of recruiting volunteers for elite sports.

### Conclusion, Contribution, and Implication

In conclusion, the professionalisation processes and the separation of elite and amateur sports led to different changes in the governance of the analysed sports clubs. The separation led to a more executive-led governance approach regardless of the legal form of the elite section. Further, the separation led to a decrease in the identification with the elite section. The employment of paid staff did not differ regarding the non-profit or for-profit orientation of the elite sections. Although there is not one best way of organising, we observed challenges and consequences of each approach that may support the separation decision of future sports clubs.

## Towards (Even) Better Governance for the Grassroots of Sport? How Sports Clubs Understand, Express and Practice "Good Governance" in their Organizational Structure and Every-Day Operations

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### Aim and Research Questions

Voluntary sports clubs (VSCs) are the fundament for the broad, independent and unbound sporting movement – from the grassroots to the elite business - and the role they play in their community is often undisputed, as they are the foundation for activity, health and social inclusion (Waardenburg, 2016). This role has been taken advantage of from political as well as commercial powers and has in a sense become more instrumental, and the independency of the clubs is now being compromised when new types of rationales are imposed on their organizational structure (Fahlén et al., 2015; Stenling & Fahlén, 2016). Therefore, it is important to investigate how the implementation of governance frameworks is understood by the VSCs themselves, and how they cope with this new type of social responsibilities that they are seemed to be a perfect deliverer of. Thus, this study aims to answer the following research questions; 1) *how do VSCs understand, practice and express "good governance" in their organization* and 2) *what are the main objectives for VSCs to adapt to these expectations?*

### Theoretical Background and Literature Review

Most of the research on the implementation of good governance frameworks has had a focus on international as well as national sport governing bodies primarily (Geeraert, 2018; Thompson et al., 2022), and how they work on the awareness of social issues such as democracy, transparency, inclusion and integration. This idea of good governance is now permeating all sporting levels, down to the grassroots movement, where VSCs are the driving force for sporting activity (Fahlén et al., 2015). Little is known about how the VSCs are concerned with and understand this type of imposed instrumentalization. This study will take the focus on the agents and targets of governance prioritization, namely the grassroots. This makes for a type of bottom-up approach when investigating VSC's and their organizational structures and governance and follows a perspective that were put forward by Fahlén et al. (2015) when applying a decentred approach towards sport governance and policy. The benefits of using this theory is because of how it emphasizes a more distributed, participatory, and inclusive approach which involves a broader range of stakeholders, fosters collaboration, and encourages diversity of perspectives (Grix, 2010). This challenges the more institutionalized, hierarchical, and centralized governance model, which prioritize top-down decision-making, concentration of power, and control by a few key actors.

### Research Design, Methodology and Data Analysis

The study is part of a wider doctoral project that focuses on governance in sports clubs in Norway. The study is made up by the participating clubs in *the Community Club initiative,* initiated by the district sports confederation in Oslo, Norway. The initiative aims to increase youth participation and the enjoyment of sports in the community, and participating clubs are expected to interact and interplay with local districts, schools, voluntarily organizations and other clubs during a two-year development period. Data consists of documents and texts, mainly club handbooks and protocols, produced by the sports clubs and published on their websites and in digital channels. The data collection is conducted with the use of a modified version of the methodology put forward by Geeraert and colleagues (2018). The modification

consists of a qualitative and interpretative approach and adjustments to better fit a sports club context.

**Results/Findings and Discussion**

As the study is still ongoing, findings will be presented at the 2023 EASM Conference. Preliminary results show that there is a significant homogenization among the participating clubs in the project according to how they structure and communicate their policy and governance frameworks. This could possibly imply their relative connection to the Community Club initiative, where two of the explicit aims are 1) to develop a club handbook and strategy for the club and 2) connect with the wider community and other clubs in their area. These results are cohesive with the discussion on club certification discussed by Waardenburg (2016), and would be possible to analyze further via the typology of club categorization introduced by Stenling and Fahlén (2016).

**Conclusion**

By studying how VSCs understand, practice and express good governance processes, this study adds to the research literature on sport governance. By applying a decentred approach as analytical framework, the results can be "elevated" to say something about the structure and institutional path dependency, as well as the surroundings that VSCs are part of and their relation to influential stakeholders (Grix, 2010; Waardenburg, 2016). By using an organizational culture and structure perspective when investigating the VSCs, the study can come closer to a more comprehensive understanding of the everyday-life and organizational conditions that contemporary sports clubs operate in and under.

## Organizational Culture and Organizational Change in Nonprofit Sport Organizations

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### Aim and Research Questions

Organizational culture is critical for the overall success of sport organizations (cf. Burnes, 2017). However, recent governance mismanagement and corruption issues in nonprofit sport organizations (NPSOs) have shown how poor organizational cultures can impact the performance and success of these organizations. For instance, the exposure of corruption and abuse issues in the past few years in NPSOs such as FIFA, USA Gymnastics, and UK Athletics has resulted in many critics calling for a wide-scale culture change in these organizations (e.g., Coaston, 2017).

Organizational culture is equally critical during organizational change and must be integral to change programs: scholars have argued that if organizational culture is not central, then change initiatives will fail (Burnes, 2017). Organizational culture can influence how people perceive, think, feel, evaluate, and behave and, thus, influence the outcome of organizational change programs (Alvesson & Sveningsson, 2016; Burnes, 2017). Despite the espoused impact of culture on organizational change, few studies have empirically addressed how organizational culture impacts change outcomes, if at all. Therefore, this study explored how organizational culture enables or constrains organizational change in NPSOs.

### Theoretical Background and Literature Review

This study follows a process approach to organizational change and culture. Change is defined as a process by which organizational characteristics, activities, or ideas are altered (cf. Van de Ven, 2021). Similarly, organizational culture is a dynamic process which fluctuates over time rather than a homogenous phenomenon (Alvesson & Sveningsson, 2016).

From a research perspective, Wilson (1992, p. 91; as cited in Burnes, 2017) acknowledged it is not "always clear precisely how culture and change are related, if at all." When considering existing literature on organizational culture and change, it appears that culture plays a dual role: it can be the focus of a change program (i.e., changing the culture, as demonstrated in the examples above), and it can also be a phenomenon which impacts other changes in the organization such as changes in strategy, structure, people, products, and technology (Alvesson & Sveningsson, 2016).

Existing research on organizational culture and change has predominantly centred on one side of the dual role: culture changes (e.g., Alvesson & Sveningsson, 2016; Feddersen et al., 2021). With the exception of Clausen et al. (2018), few studies have examined the second side of the dual role, how organizational culture impacts the process of organizational change. Clausen et al. (2018) found organizational culture was both a driver and a barrier to one type of change: professionalization. Despite this key finding, the authors did not further explain how and why organizational culture was a driver and barrier to change. As such, the present study builds on Clausen et al.'s (2018) work and further empirically explores this culture-change dynamic.

### Research Design, Methodology and Data Analysis

This study employed a collective case study methodology with five Canadian national sport organizations (NSOs). As the national governing body of their respective sport, NSOs' roles are to govern all facets of their sport in Canada. Data were gathered through 49 semi-structured interviews with staff and Board members as well as 151 NSO documents (e.g., strategic plans,

policies, annual reports). Interviews were audio recorded, transcribed verbatim, and analyzed thematically.

**Results and Discussion**

The results show how NSOs' existing organizational cultures were initially a barrier for these organizations to engage in change. NSO cultures were described as "poor," "negative," and most prominently, "divided." These divided cultures stemmed from three primary sources: (1) the dual mandate challenges, (2) the historical factors occurring in these NSOs, and (3) the systemic financial issues occurring in Canadian NSOs. NSOs recognized the barriers created by their existing organizational culture and, thus, chose to engage in culture change. Participants noted several vital elements that helped facilitate this change: culture workshops, facilitators, turnover, and continuously reinforcing the culture changes. In addition, NSO culture changes were seen as a means of enabling broader organizational changes to take place, like governance and policy-type changes. Thus, organizational culture became an enabler rather than a barrier to organizational change.

**Conclusion, Contribution, and Implication**

The study contributes to existing understandings of organizational culture and change beyond the examination of culture change. In doing so, it highlights not only the dual role of organizational culture during change processes originally stipulated but also the dynamic nature of organizational culture during change, where culture takes on different roles during the change process.

## Financial Licensing and Good Corporate Governance in German Professional Football – A Symbiosis?

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### Aim and Research Questions

The German Football League requires clubs to meet various regulatory provisions to compete in their professional leagues (1st and 2nd Bundesliga) within its licensing scheme. A special focus of the licensing scheme is to ensure the clubs' financial stability and their capacity to compete throughout the following season. In this way, the licensing scheme provides a (short-term) incentive for the clubs to develop their governance structures and processes in a fashion that allows them to meet the licensing requirements. A mere fulfilment of minimum standards, however, appears not sufficient for the long-term perspective of the clubs. It is therefore the aim of the present study to find to what extent the financial requirements of the licencing scheme contribute to good corporate governance in German professional football clubs and in the German Football League. Moreover, the study aims to find whether there is a need to improve the licensing scheme to provide for good corporate governance on the level of the clubs and the league.

### Theoretical Background and Literature Review

The relationship between financial stability and good corporate governance has been discussed widely within the sport management and sport economics literature. The starting point for a more intensive debate has been various studies examining financial stability in European professional leagues (e.g. Buraimo et al., 2006; Franck & Dietl, 2007). For German professional football, Franck and Dietl (2007) suggested that financial crises in many cases are the result of governance failures. Governance failures are discussed in the literature in contexts of lacking democratic principles, low participation of relevant stakeholders (in particular fans) in decision-making, and poor standards of accountability and transparency (Thompson et al., 2022). We identify a gap in the literature since the direct relationship between the financial licensing provisions of a league organisation and their potential to influence good corporate governance of professional football clubs has not been explored in detail yet.

### Research Design, Methodology, and Data Analysis

A focus group design aims to elicit diverse perspectives, impulses and suggestions from the participants regarding the phenomenon under study (Denzin & Lincoln, 1994). A purposive sampling was applied and nine experts from those stakeholder groups were recruited for the research, who, due to their sporting, economic and social interests, are to varying degrees involved in (further) developing the licencing scheme and corporate governance and are to varying degrees influenced by those. These stakeholder groups include the German Football League, professional football clubs, fan organisations, corporate sponsors, auditing companies and academia. Four focus group sessions were conducted online using a video-conferencing tool in November and December 2021. The focus groups were audio-visually recorded and transcribed. Qualitative content analysis according to Kuckartz (2018) was performed. Codes were created both deductively and inductively using the MAXQDA software.

### Findings and Discussion

The interplay of financial licensing and good corporate governance appears to be multi-faceted and is directly concerned with structural and procedural arrangements and interdependencies at league, club and stakeholder levels. On the one hand, the data suggest that the regulation is

a robust instrument to contribute to good corporate governance concerning the short-term economic activities of professional football clubs, which is also documented in the literature (Bachmaier et al., 2018). On the other hand, problematic constellations regarding the composition of committees, transparency, accountability and solidarity with relevant stakeholder groups were identified, which call for an adaptation of the current regulation. Sustainability appeared to be an important aspect to be considered more strongly in future regulation, both concerning the financial perspective of the clubs and also to direct the clubs to more societal and environmental responsibility. Another interesting finding was that incentives, such as the central distribution of media rights by the German Football League to the clubs, should be used more often as a steering mechanism for good corporate governance in comparison to hard regulation.

### Conclusion, Contribution, and Implication

The study contributes to expanding the current body of research on financial stability and corporate governance, in particular since the relationship between financial regulation within a national licensing scheme and its contribution to good corporate governance of professional football leagues and clubs has not yet been examined in detail. Furthermore, focus groups have only rarely been used in sport management studies but present a suitable method, in particular regarding examining a specified topic and the perspectives of various stakeholders on it. In addition, the study provides a set of implications for governing and managing football clubs and leagues.

## Exploring the Relationship between the Swedish Regional Sport Strategy (Idrotten vill) and non-profit Sport Organizations' practices in Southern Sweden

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Aim and Research Questions

Sport and trust-based governance is a cornerstone of Swedish society. There are more than 20,000 sport associations, and the sport sector receives approximately SEK 2 billion in public funding yearly. The Swedish Sports Confederation (RF-SISU) is a non-profit that operates closely to the state as an umbrella organisation that coordinates Swedish sport. RF-SISU's "*Idrotten vill*" (what sport wants) is an appropriation document on the vision of the Swedish sport movement wherein RF-SISU advise sport clubs to focus on inclusivity, hard to reach societal groups, and focusing on sport for the masses rather than the fostering of elite players. Concurrently, it is problematic that there is no monitoring of the extent to which these goals are met. Accordingly, the purpose of this research is to contribute new knowledge about which factors affect non-profit sports associations in carrying out *Idrotten vill's* national goals for sport participation.

Theoretical Background and Literature Review

From a governance perspective, the decentralized strategy of RF-SISU can be named trust-based governance. This is a type of governance that has increased in use over the last years, especially in research on public administration and the management of organizations (SOU 2018, 38). The use and attention toward trust in governance can in part be considered a backlash toward bureaucratization, audits, and neoliberal sentiments that were instated as New Public Management became a consensus in governing the public sector (Norberg et al. 2022). Underlying trust based governance is an idea that the effectiveness of organizations increases if actors receive a lot of autonomy (Bringselius 2018). In Sweden, sport is organised by voluntary, member-based, non-profit and democratically structured sports organisations and there is a high degree of public funding in the sector. Swedish academics have posited that the Swedish sport movement rests upon an *implicit contract* with the state. This idea could be summarised as follows: the sport movement receives generous governmental funding, which is to be used to achieve the government's broad priorities all the whilst ensuring that the sport movement remains idealistic, inclusive, and voluntary-based. To support social inclusion, RF has produced "*Idrotten vill*" (what sport wants), which is a guide on how to organise activities in alignment with RF's strategy.

Research Design, Methodology and Data Analysis

The data derives from the largest quantitative data sample collected in Sweden on national sports federations. The survey consists of self-rated data ($N = 1,937$) from a questionnaire distributed to all non-profit sport organizations in southern Sweden in 2017, 2018 and 2020. The questionnaire focused on sport organizations' 1) perceived support from RF-SISU (PS), 2) perceived trust in RF-SISU (PT), 3) knowledge and competence in "Idrotten vill" (KIV), and, 4) important issues (inclusion, anti-discrimination, equity) (II). Using X2-test, differences in PS, PT and II between the years 2017, 2018 and 2020 was analyzed. Using regression analyses, the relationship between II and PS, PT, KIV and II was analyzed. Effect size measurements were calculated and interpreted based on establish guidelines.

Results/Findings and Discussion

Preliminary results indicates that sport organizations PS has decreased significantly and continuously between 2017 ($M = 3.0$), 2018 ($M = 2.9$), and 2020 ($M = 2.8$). There does not seem to be any differences in PT and II. The results also show that KIV ($\beta = .225$), and PS ($\beta = .278$) can predict to which extent sport organizations work with II ($R^2 = .278$).

Conclusion, Contribution, and Implication

Preliminary results indicate that support and education from RF-SISU affect to what degree sport organizations work with II. This relationship indicates that *more* support and education influence sport organizations engagement with II. However, given that the PS has decreased significantly and continuously for each year between 2017, 2018 and 2020, it raises questions about sport organizations' knowledge and strategy toward *Idrotten vill*. Moreover, the results shed light on the trust-based model used in Sweden, which seemingly leads to deliverables among the participating associations (Andersson & Jansson, 2021).

## The Limits of Polycentric Governing Regimes: Managing Athlete Abuse in the United States

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### Aims and Research Question

Athlete abuse and the physical and mental manipulation and exploitation of young athletes has become a commonly recognised problem across many countries. This is predominantly in response to many high profile cases of abuse leading to a growth in awareness of the issue. Within the U.S., high profile cases such as the USA Gymnastics and the conviction of Larry Nassar led to the passing of *Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act* in 2017. This act established an independent body, the U.S. Center for SafeSport (the center) tasked with ending sexual, physical and emotional abuse in U.S. sport.

The center has federally mandated (exclusive judicial) powers to investigate and impose sanctions and ban individuals from amateur sport. Despite these developments, many have questioned the legitimacy and ability of the organisation to prevent athlete abuse, citing the centers' narrow focus on sexual abuse, insufficient resourcing and capacity, and questioning its independence from other stakeholders.

We argue that not only sport displays many features of polycentrism, but that polycentric governance and the concepts and frameworks contained within it can provide useful insights into these events. As a result, polycentric governance provides a useful framework to address the complex and varied characteristics of sport, not least, overlapping jurisdictions, autonomy, overarching rules, and processes for mutual adjustment. As such we seek to answer the following research question: *How do polycentric governing arrangements influence the ability of sport organisations to operate and govern effectively?*

### Theoretical Background

This study is informed by the Polycentric governance theory (Ostrom et al., 1961; Polanyi, 1951). Polycentric governance is "the process by which the repertoire of rules, norms, and strategies that guide behaviour within a given realm of policy interactions are formed, applied, interpreted, and reformed" (Stephan et al., 2019, p. 33). Specifically, our study utilises the work of Black's (2008) four dimensions and Stephen et al's (2019) characteristics to examine the regulatory regime surrounding safesport and how its rules, norms and strategies have enabled and constrainted actors within the U.S.

### Research Design, Methodology and Data Analysis

Underpinned by a critical realism, we utilised a range of secondary data sources collected between February and March 2023. Data sources included organisational/strategic documentation (reports, policies and procedures. press releases), broadcasting and newspaper articles, government materials (reports, legislative acts, testimonials) and letters/websites (n=948 pages). Documents were selected based upon their relevance to understanding the development of SafeSport, utilising Scott's (1990) criteria of authenticity, credibility, representation, and meaning.

Data were analysed utilising the 'Gioia method' (Gioia, 1994), a rigorous and systematic approach that is widely recognised within the business management literature. Specifically,

we adopted a three-stage analytical approach: (1) stakeholder identification and detailed timelines of key events and open-coding of issues and challenges (first-order concepts) (3) re-ordering and grouping utilising Black's (2008) four challenges of polycentric regimes (second-order themes) and (4) axial coding to identify aggregate dimensions.

### Results/Findings and Discussion

Preliminary findings suggest ongoing tensions athlete abuse prevevntion can be explained by the roles and responsibilities of overlapping jurisdictional boundaries, the challenges to the autonomy of sport and the historical rules, norms and values of the sports system, and the perceived problems evident in the emergent patterns of behavior, interactions and outcomes across the key decision-making centers of US sport. Furthermore, these tensions have reinforced problems in the ways in which athlete abuse is investigated and the ways in which prevention efforts are coordinated across the US. These issues have exacerbated the challenges in implementing measures to prevent athlete abuse and has ultimately led to questions concerning the legitimacy and ability of key actors to keep sport safe.

### Conclusion, Contribution and Implication

Theoretical and practical implications are discussed, including how our findings lend further support for sport as a polycentric regime. Our findings have practical implications for managing athlete abuse and enables stakeholders to appreciate how the underlying (polycentric) structural arrangements (e.g., overlapping jurisdictions and desire for autonomy) have inhibited they ability of actors to protect athletes, despite a commonly shared desire to eradicate abuse from sport.

## Conceptualising A Model To Measure Good Governance In Professional Football Clubs: A Case Study Of Asia

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### Aim and Research Questions

Dorsey (2015) identifies corrupt practices such as match-fixing, sports official corruption practices, weak management of sports bodies, misuse of funds and other forms of bribery have led to low commercial interest, market value and indirectly the low competitiveness of Asian football. As a result of the overwhelming allegations of corruption among the leadership of AFC, the new leadership under AFC President, Sheikh Salman intended to reform the governing body to be more transparent. However, these changes were more controversial as the powers continued to be concentrated with the AFC President without input from stakeholders outside of the AFC.

There are no academic studies identifying the extent of these problems and potential solutions to overcome governance challenges in the Asian football industry. The aim of this research is to develop a quantifiable good governance code (GGC) for Asian professional football industry. The objectives are:

1. To identify governance situations affecting the growth of professional football in Asia by exploring stakeholder perceptions through stakeholder theory and stewardship theory.
2. To analyse financial reports and annual reports of the professional football clubs in Asia and develop GGC indicators.
3. To conduct an experimental study to apply the developed GGC on multiple professional football clubs in Asia and benchmark it to teams in English Premier League.

### Theoretical Background and Literature Review

The ideology behind good governance in sport is premised on the governance and management ideology of new public management rooted in neoliberal model of society (Girginov, 2022), representing a shift from the Keynesian social welfarism, and from managerial to entrepreneurial forms of governance. Good governance in sport can be explicitly linked to efficiency, budget cuts, accountability for performance, audits, customer focus, strategic planning and management and competition.

The approach of the three independent European academic working groups: the Sport Governance Observer, Basic Indicators for Better Governance in International Sport and Support the Implementation of Good Governance in Sport have largely influenced the quantitative assessments of governance by measuring governance principles on a Likert scale.

Governance frameworks have been developed by some empirical studies, while others have attempted to understand the most prominent governance principles through a literature review. However, these papers did not assess the use of governance principles in sport organisations, contributing to their critique.

### Research Design, Methodology and Data Analysis

The mixed method approach that will be followed in this research is an exploratory design, in which researchers build on the results of the qualitative phase by developing an instrument,

identifying variables, or stating propositions for testing based on an emergent theory or framework.

The variant of the exploratory design, that will be used in this research is the instrument development model, where the research topic is qualitatively explored with a few participants, which guide the development of items and scales for a quantitative survey instrument (Creswell et al., 2003).

There are two phases of the research. The first phase involved interviewing stakeholders from member nations of AFC at different stages of their development, India, Japan and Australia, to explore their perception of governance and analysing the transcripts through 6-step thematic analysis through the lens of stakeholder and stewardship theory. 7 stakeholders (club owners, national governing body officials and fans) were interviewed from each country.

Stakeholder theory is relevant to the research as the AFC depends on its stakeholders to achieve sustainable development of football in the region (Weinberg, 2012; Winn, 2001), while stewardship theory is relevant due to different stakeholders recognising the National Football Associations and the AFC as a steward of the game in their respective countries and the region.

The second phase will involve use of these themes and data gathered through financial statements and annual reports of professional football clubs in Asia to develop GGC indicators. The weightage of GGC indicators is expected to vary between different countries in Asia as different countries in the continent are at different stages of their development (Weinberg, 2012).

**Results/Findings and Discussion**

The findings are still not available as the transcripts are being analysed. However, it will be available by end of June 2023. Initial findings show that stakeholders of professional football clubs in Asia expect stewardship from the owners and executives of their clubs and leagues through defining proper aims and objectives, while addressing the issues faced by stakeholders.

**Conclusion, Contribution and Implications**

The research will build on the existing findings of Association of Summer Olympic International Federations and Plumley et al (2017) and contribute new variables to measure governance.

Previous studies that have quantified governance indicators have placed their sole focus on NSOs, NOCs, and ISOs, which are not-for-profit organisations. This research contributes to a new area of study, where governance indicators can be measured for for-profit businesses, in this case, professional football clubs.

## Measuring the Value of Recreational Physical Activity in Aotearoa New Zealand. An Inclusive SROI Approach.

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### Research aim

Internationally, growing evidence supports claims that sport and active recreation contribute to a wide range of wellbeing outcomes such as improved health, better social connections and higher levels of social inclusion and trust (Keanne et al., 2019). Measurement of these outcomes is important for articulating the holistic contribution of being active to a wide range of audiences, including public policy makers who face multiple competing investment priorities. Building on previous international research, this study aims to measure the Social Return on Investment (SROI) of recreational physical activity to the wellbeing of people living in Aotearoa New Zealand (NZ), including to tangata whenua (Māori, who are NZ's Indigenous population).

### Literature review

Estimates of the value of sport to the NZ economy date back to the early 1990s. Over the years, several economic studies have been conducted, most recently by Dalziel (2015). These studies focus primarily on measuring indicators such as GVA and employment. Since 2011, public policy in NZ has been reframed using a more explicit focus on wellbeing, but to date this policy shift has not been widely reflected in evidence on the value of recreational physical activity. More recent research published by Sport NZ (2017) attempted to identify the wider benefits of sport and active recreation. However, the research did not monetise the value of sport, and importantly it did not consider the value of physical activity for Māori.

SROI has emerged as a framework for measuring the non-market value of sport (Gosselin et al, 2020). SROI, which draws upon cost-benefit analysis, sustainability and financial accounting, developed as an approach to impact measurement in the mid-1990s. Nevertheless, it has only recently been more widely applied to sport and physical activity at the population level. SROI was initially adapted as an approach to social impact assessment of sport in England in 2014 (Davies et al, 2019), and subsequently utilised in other European countries.

### Methodology

An SROI approach was used to measure the impact of recreational physical activity on the wellbeing of people in NZ. It was undertaken with a bi-cultural lens to recognise and explore the unique value of recreational physical activity to all New Zealanders, including tangata whenua. The core principles of SROI were used to guide decision-making throughout the research process, which consisted of six stages: (1) identify stakeholders; (2) map inputs, outputs and outcomes; (3) measure and value outcomes; (4) establish impact; (5) calculate the SROI and conduct sensitivity analysis; and (6) report.

The study estimated the monetary value of nine outcomes across six domains of wellbeing including: two health outcomes; three outcomes related to subjective wellbeing; and one outcome each from income, consumption and wealth; work, care and volunteering; family and

friends; and safety. It also examined the value of eight outcomes articulated by Māori stakeholders without monetising these in the SROI.

Stakeholder engagement and the identification of inputs (investment), outputs (participation and volunteering) and outcomes were conducted through a mix of methods, including a desk-based literature review, nine qualitative interviews and extensive quantitative secondary data collection. A range of NZ sources were used to monetise various wellbeing outcomes.

**Results and discussion**

The study found that investments in recreational physical activity ($7.95bn) generated a monetary value of $16.81bn across nine wellbeing outcomes, with the majority of value flowing to the general population through better health and higher subjective wellbeing. It revealed that for every $1 invested in recreational physical activity in 2019, $2.12 worth of social value was generated for individuals and society.

The research also found that Māori experience additional value from recreational physical activity. Qualitative analysis demonstrated that participation makes a significant contribution to Māori wellbeing, particularly through strengthening intergenerational relationships and reinforcing cultural values, beliefs, social norms and knowledge. These outcomes were especially evident in Māori sport and recreation events that were run 'by Māori for Māori' where Māori can participate 'as Māori'. A clear message from Indigenous stakeholders was that they wanted these benefits heard, respected, valued and recorded as part of the SROI, but not monetised.

Economic measures of wellbeing within NZ are underpinned by Western values and philosophical assumptions that provide a narrow conceptualisation of health, which does not align with Māori values or worldviews (Mills et al., 2012). This study demonstrates that Māori experience different and additional social outcomes to the general population, reinforcing the importance of adopting an inclusive (monetary and non-monetary) approach.

**Conclusion**

This study shows that recreational physical activity in NZ generates considerable value to society beyond the economic measures previously identified. It is the first international population-level SROI study to consider social outcomes from the perspective of a country's indigenous population and it demonstrates the need for outcomes experienced by culturally diverse groups in society to be part of the narrative when advocating for the sector in the future.

## Sport Policy in Thailand: An Overview

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Aim and Research Questions

This research investigates the evolution of sport and changes in Thailand's sport policy over time, analysing government involvement, intervention methods, and the overall sport system. It offers insights into the rationale behind government actions and the notable characteristics of Thailand's sports policy.

Theoretical Background and Literature Review

Thailand, with a population of 69 million, is an active player in the international sporting arena in terms of achieving medal success at the Olympics and other major tournaments. However, it remains unclear how this small nation achieves such succuss and we know very little about the situation of Thailand's mass sports development. This highlights the need for further research to examine these knowledge gaps.

Research Design, Methodology and Data Analysis

This study employs a policy document analysis approach, reviewing a total of 104 national and regional policy documents and reports from national governing bodies. Documents were sourced from public websites and personal contacts. Thematic analysis, following the framework of Braun and Clarke (2021), was utilised to analyse the policy documents.

Results/Findings and Discussion

This study presents a chronological review of the evolution and development of sport policy in Thailand, spanning five distinct periods: Conceptualisation (1897–1963), emergence (1964–1976), turbulence (1977–1987), recovery (1988–2001), and development (2002–present). Specifically:

1. *Conceptualisation (1897–1963):* King Rama V introduced Thailand's sports policy after a visit to Europe in 1897, making physical education compulsory for young individuals and establishing formal sports structures. King Rama VI's era witnessed the emergence of clubs and transformative shifts in social, political, and economic aspects, influencing sports participation patterns in Thailand (Indrapana, 1973).

2. *Emergence (1964–1976):* The Thai government formed the Sports Organisation of Thailand (SPOT) to oversee sports development and finances. SPOT played a key role in constructing venues and facilities for the 1966 Asian Games, raising the importance of sports in Thailand.

3. *Turbulence (1977–1987):* In 1977, the Fourth National Economic and Social Development Plan implemented a sports development strategy to promote sports participation and enhance athletic abilities among youth and citizens. The government focused on expanding sports facilities, while SPOT provided support to athletes, organised events, and designated training facilities.

4. *Recovery (1988–2001):* In 1988, Thailand launched the National Sports Development Plan to promote national sports development for both public and private organisations. The plan aligned with the National Economic and Social Development Plan and was overseen by the Sports Authority of Thailand, which

took over policymaking from SPOT in 1985 (Sport Authority of Thailand, 2015).

5. *Development (2002–present):* The establishment of the Ministry of Tourism and Sports marked a turning point in Thailand's sports policy. It was granted the power to promote tourism and enhance sports, education, and recreation and took over the responsibility of developing the National Sports Development Plan from the Sports Authority of Thailand, starting with the fourth edition in 2007.

*Organisational structure*

There are two administrative levels relevant to the organisation of sports in Thailand: the national and the local. The National Tourism and Sports Policy Committee Division is linked with the National Sports Policy Committee Secretariat Group, which oversees the development of Thailand's sport policy. A more detailed outline of the organisational structure is mapped out in Figure 1 (which cannot be attached here in accordance with the conference guidelines).

*Elite sport achievement and mass sport development: funding support, policies, and strategies*

Thailand's sports policy aims to develop both elite and mass sports to produce professional athletes and foster national unity and pride (Sport Authority of Thailand, 1988). Thailand's sports policy focuses on promoting the mind-body connection among athletes and addressing social issues through mass sport development. The Ministry of Tourism and Sports provides funding for initiatives that advance the sports industry, emphasising the role of sports in promoting physical activity, health, healthy lifestyles, and positive role models. In terms of elite sport success, Thailand has won a total of 35 Olympic medals (including 10 gold, 8 silver, and 17 bronze) in the sports of weightlifting, boxing, and taekwondo since 1952. The phenomenon of mass sport participation among individuals aged 15 and above in Thailand has resulted in 56,865,397 individuals regularly engaging in exercise and sports, which constitutes 41.82% of the population. Football, takraw, and badminton are the three most frequently played sports in the country by those who participate in mass sport activities (Department of Physical Education, 2020).

Conclusion, Contribution and Implication

This study examines the evolution of sports policy in Thailand from its inception until the present day. Sport has played a significant role in Thailand's social, political, and economic (tourism) development. The findings suggest that Thailand's sport policy has undergone significant changes and development over the years. The study's implications are that policymakers need to remain committed to promoting both elite and mass sports and continue to fund sports-related initiatives to support their growth and development in Thailand.

**Examining the Interdependent Relationship Between Context Conditions and Elite Sport Policy Factors in Achieving International Sporting Success: A Case Study of the Philippines**

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**Aim and Research Questions**

This study seeks to unravel the intricate interrelation between context conditions and sport policy factors that shape the elite sport system development in a lower-middle economic nation, using the Philippines as a case study. The researchers specifically investigate how various context conditions either facilitate or impede the functioning of elite sport policies, consequently influencing the country's international sporting success. In this study, context conditions refer to multifaceted elements, including cultural, historical, and sociopolitical dynamics, that provide operational environment for sport policies. Conversely, sport policy factors encompass actionable strategies and decisions, such as funding allocation, talent identification and development, and infrastructural investment that govern the nation's sport system. The central research question was: How do context conditions enable or constrain the functioning of elite sport policies, thereby influencing international sporting success? Given the lack of a one-size-fits-all blueprint for elite sport policies and the distinctive resource configurations of nations, the study contributes to our understanding of how unique context conditions can be leveraged to optimise sport policies, thus enhancing a nation's potential for international sporting success.

**Theoretical Background and Literature Review**

Context is crucial in analysing nations' elite sport systems and policies (Jacobs et al., 2021). It nurtures or constrains elite sport systems in producing athletes to attain international sporting success (Pankowiak, 2020). Viewing elite sport systems as institutions that operate within an open system provides valuable insights into how elite sport policies are effective and why context conditions contribute to sporting success (Ramos et al., 2023). Although scholars agree that elite sport systems cannot be understood without context (Patatas et al., 2021), there is no consensus in the elite sport literature on how to integrate, model, and operationalise context or its variables. Thus, the current study addresses this gap by identifying context conditions that enable or constrain the functioning of elite sport policies within a specific country. The Philippines has experienced successes and challenges in pursuing international sporting achievements (Ramos, 2017). To explore the interrelation between contexts and sport policies embedded in the Philippines' sport system, the research employs existing frameworks on context dimensions (Ramos et al., 2023) and elite sport policy factors (De Bosscher et al., 2015).

**Research Design, Methodology and Data Analysis**

This study adopted a qualitative, case-oriented approach to investigate how context conditions interrelate with elite sport policies in influencing the international sporting success of the Philippines. The primary researcher interviewed 21 elite sport stakeholders: eight sport administrators, six coaches, and seven athletes, representing 12 National Sport Governing Bodies (NSGBs) that participated in the Summer Olympic Games. These NSGBs were

selected based on their broad representativeness of the country's sport ecosystem. Interview transcripts were analysed using thematic coding to understand how context conditions interact with elite sport policy factors (cf. De Bosscher et al., 2015), explaining how and why varied configurations of elements influence the country to achieve international sporting success.

## Findings and Discussion

Findings highlight the complex interrelation between context conditions and sport policy factors and their influence on the Philippines' international sporting success. Belief system conditions such as the low valuation of athletes, neglect of sport science, and priority on regional games over global competitions constrain the country's sporting potential. Concerning historical development conditions, some respondents expressed that the past authoritarian regime played a role in the Philippines' sporting success during the 1980s. However, the post-dictatorial transition from centralised to decentralised sport system and stagnant facility development has hindered sustainable sporting success. Cultural conditions, including physical culture, popularity of certain sports, and prevalence of athletes with low socioeconomic backgrounds, enable or constrain sport participation and talent development. Emergence of clientelism and oligarchies as dominant interest groups pose constraints on athlete support and coach development. When funding elite sport, legal rules and structural conditions create a dilemma between prioritising incentives or investments for athletes. Development standards of conduct and conventions, including military athlete support, private sponsorships and the educational system's role in identifying and developing talent, facilitate the development of elite athletes. Finally, the transnational influences of international federation support, IOC scholarships, training abroad, and hiring foreign coaches enhance the nation's athletic success. These findings underscore the complex, context-specific considerations that shape elite sport policies to influence international sporting success.

## Conclusion

This research underscored the inricate relationship between context conditions and sport policy factors in determining a nation's global sporting success. The study identified specific context conditions, including cultural, historical, legal structure, belief system, and transnational influences that either facilitate or constrain elite sport policy factors, consequently influencing the Philippines' international sporting performance with a mixed record of achievements and challenges. Instead of benchmarking from other nations for a simplistic transfer of so-called best practices, this study suggests that countries can benefit from developing sport policies that align with their specific contextual characteristics for more efficient and effective elite sport development.

### Starting And Specialising Ages Across Olympic Sports: A Cross-sectional Study In An International Sample Of Elite Athletes

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AIM AND RESEARCH QUESTIONS

Talent development models are frameworks that can be used to develop potential athletes. This paper intends to adapt talent development models to specific sports by investigating starting and specialising ages across Olympic disciplines. Three key research questions guided this study: (1) What are sport specific starting and specialisation ages in elite athletes? (2) Is there a relationship between one's starting and specialising age? (3) How can we classify sports according to the starting and specialisation ages?

THEORETICAL BACKGROUND AND LITERATURE REVIEW

In each sport, national sporting organisations (NSOs) attempt to optimise their talent development strategies to attain excellence at, for example, the Olympic Games. However, how exactly NSOs can develop outperforming elite athletes is a source of debate between researchers with early diversification and early specialisation as contradicting developmental strategies (Barth et al., 2022). Frequently used talent development models, such as the Developmental Model of Sport Participation (DMSP) (Côté et al., 2007) and the Long-Term Athlete Development Model (Balyi et al., 2013), provide age guidelines for progression through different developmental stages. However these models are not supported with empirical sport specific data on starting and specialisation ages. Because early specialisation is criticised to have harmful consequences such as social isolation and overuse injuries (Malina, 2010), it is essential that we have empirical data to differentiate early from late specialisation sports.

RESEARCH DESIGN, METHODOLOGY AND DATA ANALYSIS

A total of 2934 athletes (43% female), from 14 nations and 44 Olympic sports, were involved in this study. Mean sport specific starting and specialising ages were computed based on a retrospective survey of the ages in every athlete. The mean diversification period is estimated by the difference between the specialisation and starting age in each sport. Pearson's correlation coefficient was computed to assess the linear relationship between starting and specialisation ages. Finally, according to the age categories of Côté et al. (2007), sports are classified in nine different categories based on their starting (early (<6y)/normal/late(>12y)) and specialisation ages (early(<12y)/normal/late(>16y)).

FINDINGS/RESULTS AND DISCUSSION

Athletes started with their current elite sport at the age of 10.6 (±5.3) years and decided to focus on this sport at the age of 15.6 (±5.0) years. Hence, the diversification period was on average 4.9 years. Sport specific starting ages vary from 6.0 years in tennis to 20.2 years in bobsleigh. Specialising ages range from 10.7 years in artistic gymnastics to 21.7 years in bobsleigh.

There is only a moderate relationship between the starting age and the specialisation age (r(df)=0.639, p<0.01). In some sports, despite a relatively early start, athletes specialise only after the age of 15 years. The diversification period is the longest in skiing (7.6 years), football (7.5 years), and basketball (7.4 years). In other sports, there is only a small amount of time

between the starting and specialisation age (bobsleigh (1.5 years), boxing (1.6 years), and weightlifting (1.8 years)).

The findings identify artistic gymnastics, rhythmic gymnastics, and synchronised swimming as early specialisation sports. Canoe, wrestling, and weightlifting are late starting sports but have a normal specialisation age. Contrarily, curling, sailing, and volleyball have a normal starting age but are characterised by a late specialisation age. Nine Olympic sports (bobsleigh, archery, triathlon, shooting, cycling, rowing, athletics, biathlon, and boxing) are characterised by both a late starting age and a late specialisation age.

CONCLUSION, CONTRIBUTION, AND IMPLICATION

This study contributes to the talent development literature by providing empirical data on starting and specialising ages of almost all Olympic sports. These data were used to classify sports, based on the age categories of Côté et al. (2007). Only three sports were identified as early specialisation sports. This leads to the main conclusion that for many Olympic sports, specific training from an early age is not a prerequisite for international success. In the majority of sports, which can be classified as sports with normal starting and specialisation ages, the proposed sampling path of the DMSP can lead to international top performances.

Moreover, it can be assumed that in sports with a late start, athletes practised other sports before starting their main sport (e.g., archery, shooting, cycling, boxing, canoe, wrestling, weightlifting). Therefore, opportunities for talent transfer to these sports should be explored. Schmidt & Wrisberg (2000) concluded that movement skills, perceptual skills, conceptual skills, and physical conditioning are elements that could be transferable across sports. Future research should focus on the diversification phase and try to determine which sports have transferrable elements and lead to success in late starting sports.

In each sport, NSOs should encourage the implementation of sport-specific developmental models with increased attention on the starting age, diversification period and specialisation age. However, the results of this study highlight that there will always remain significant variation between individual athletes in each sport.

## The Determination of Operational Quality in Youth Sport Clubs: a Person-Centered Approach

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### Aim and research questions

Operational quality is defined as the content and processes of youth sport practices (from 6 to 18 years old). The constituents of operational quality in youth sport clubs depend on an individual's characteristics. This research establishes a person-centered approach to determine operational quality in Flanders (Belgium). Therefore, the research question is: does de determination of operational quality vary according to an individual's background characteristics and/or sporting capital index?

### Theoretical background and literature review

The organized sport sector is threatened by dropouts from the age of 12-13 years onwards (Witt & Dangi, 2018). More specific, in Flanders (Belgium) dropout rates of young adolescents (10-19 years old) elevate to 17% in 2021, compared to 16% in 2016. Investing in the quality of sport provision should foster increased and sustained sport participation (Gould, 2019).

In our previous paper, a model of operational quality in youth sport was established, consisting of four dimensions: (1) possibility to improve skills; (2) positive coaching; (3) improvement of cohesion, atmosphere, and integrity within the team and the sports club; (4) integration of the voice of the youth members and parents in the sport club. In its current form, our model is variable-centered, assuming everyone equally values the same features of quality. The next step is to establish a person-centered approach, accounting for individual differences (Gliske et al., 2021).

Differences in quality perceptions are measured according to an individual's background characteristics and their sporting capital index. Rowe (2015) developed the 10-point sporting capital index, defining it as "the stock of physiological, social and psychological attributes and competences that support and motivate an individual to participate in sport and to sustain that participation over time" (Rowe, 2015, p.45). Sporting capital is argued to be more durable than sport participation and, hence, is associated with sustained sport involvement (Rowe, 2015). The higher one's sporting capital, the higher the probability they stay involved in sport.

### Methodology

In 2021, two identical online questionnaires were conducted in Flanders, one for young adolescents (13-19 years old) and one for parents of children and young adolescents (6-19 years old). The respondents were recruited through schools, clubs and federations. The questionnaires contained 48 items of operational quality (e.g., 'in my training sessions I have the opportunity to become better in my sport'), resulting from our preliminary model, showing good reliability and validity measures. Respondents rated each operational quality item on a 5-point Likert scale to determine the importance of this item in their sport participation (1- not important at all; 5-extremely important). Additionally, 22 questions determine the 10-point sporting capital index of each respondent (e.g., 'During the past 4 weeks, to what extent has your physical health interfered with your normal social activities with family, friends,

neighbours or groups?'). These questions were rated on a 5-point Likert scale, based on the scale developed by Rowe (2015). Mann-Whitney U tests and Kruskal-Wallis tests were executed on the four quality factors individually to determine differences according to gender, age category, competitive orientation, sport intensity and type of sport. Additionally, a MANOVA will be executed to explore variations related to sporting capital index.

**Results**

In total, 393 young adolescents (13 - 19 years old; 8% drop-out) and 993 parents (53% parents of children, 47% of young adolescents, 2% parents of children that dropped out) completed the questionnaire.

Significant differences between the importance of factors were found for gender, sport intensity, competitive orientation, and type of sport. Data analysis of sporting capital is currently ongoing, results will be presented during the EASM conference. Results will consist of (a) the determination of individuals with low (1 to 3), moderate (4 to 7) and high (8 to 10) sporting capital index scores and (b) significant differences in importance of the quality factors depending on the sporting capital.

**Conclusion**

The first results indicate that distinct individuals value quality dimensions in different ways. For example, improving sport skills is significantly more important for boys than for girls and for fathers than for mothers. Analyses for the sporting capital index should further elaborate on relevance of quality factors depending on the target group. This may aid policymakers and practitioners to implement initiatives for specific target groups and build their sporting capital. Special attention should be given to the individuals with low sporting capital and how those individuals determine quality in youth sport. Adapting the offer accordingly fosters increased and sustained sport participation. Future research can add background characteristics such as income, ethnicity and education to further distinguish between youth members and determine which background characteristics are more likely to have a high or low sporting capital.

In sum, a one-fits-all approach will not work and paving the way to a more person-centered approach will increase efficiency of initiatives and improve quality experiences in the sport clubs (Gliske et al., 2021).

**Investigating the 'U23 Policy' of the Chinese Professional Football Leagues: Formulation, Implementation, and Evaluation**

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**Research Aim**: The 'U23 policy' initiated in 2017 refers to a mandatory rule for the Chinese professional football clubs (Chinese Super League and League One) to include at least one domestic player under 23 in a starting lineup and use a higher number of domestic U23 players than that of foreign players. After six years' implementation, it has been recently cancelled just before the 2023 Season. This study aims to systematically investigate the 'U23 policy' with regards to its formulation, implementation, and evaluation. Specifically, the purpose is three-fold: (a) to identify why the policy was formulated at that period; (b) to analyse how it was implemented and the interactive relationships between stakeholders during the implementation process; and (c) to evaluate the policy's effectiveness which hints why it was finally cancelled.

**Literature Review:** The Multiple Streams Framework (Kingdon, 1995) is adopted to analyse the occurrence of the 'U23 policy' because this framework explains what makes an idea's time to come. According to Kingdon (1995), the framework comprises three largely independent streams: problem stream, policy stream, and political stream. Issues requiring actions and capturing policymakers' attention are included in the problem stream. The policy stream mainly considers two criteria of policy selection: technical feasibility and value acceptability. The political stream primarily comprises elements including national mood, organised political forces, and government. The moments when the three streams join together are termed as policy windows. The coupling of the streams also needs policy entrepreneurs (i.e., advocators).

Once a policy is formulated, the process comes to implementation. Hogwood and Gunn's (1984) theory of ten ingredients of 'perfect implementation' is chosen to explain whether the 'U23 policy' was likely to succeed. This theory belongs to the top-down approach for studying policy implementation. This approach is leveraged because top-down elements are more evident in authoritative or centralised political systems in China (Zheng et al., 2019).

Lastly, the method of the sports policy factors leading to international sporting success (SPLISS) is employed to evaluate the policy's effectiveness. The key research question of SPLISS is to define the relationship between elite sport policies and international sporting success, which can be measured by effectiveness and efficiency (De Bosscher et al., 2014). Although specific objectives of the 'U23 policy' had been changed several times, a consistent overall objective was to improve Chinese men's national football team's performances, as elite sport success is a longstanding key concern and overriding priority for sport in China (Zheng, 2019).

**Method:** A systematic review is employed to analyse the life cycle of the 'U23 policy'. The data were collected from various secondary sources. For the formulation process, the main sources were Chinese football policy documents published by relevant government departments and the Chinese Football Association (CFA). For the implementation process, announcements related to this policy by CFA and reports published online by Chinese mainstream media agencies were collected to reflect the policy's development and implementation. Chinese men's national football team's performances in international competitions were used to evaluate the policy's effectiveness.

**Results:** As for the formulation of the 'U23 policy', the continuous decline of national team performances and repeated failures to qualify for the final stage of international competitions were identified within the problem stream. As for the policy stream, the policy conformed to the value of the government document of 'The Overall Plan for Chinese Football Reform and Development', which claimed that the clubs should fully support and cooperate with national team construction. National mood towards national team performances, and the turnovers of the government as well as football management leadership were identified within the political stream. The three streams joined together and provided opportunities to open the policy windows. The CFA acted as the main policy entrepreneur. During the implementation process, among the ten ingredients of 'perfect implementation': one was fulfilled, two were deemed not relevant to this policy, seven were largely not fulfilled. As for the policy evaluation, the policy was not effective because Chinese men's national football teams at all levels hadn't witnessed an obvious performance improvement at international competitions during the period.

**Conclusions:** This study applied the Multiple Streams Framework to investigate the formulation of the 'U23 policy', adopted the theory of ten ingredients of 'perfect implementation' to analyse the implementation process and used the SPLISS method to evaluate the policy. Most policy decisions are dominated by the CFA and upper officials from the government, while their implementations are more likely affected by the participants (e.g., clubs). This study concludes that the policymaking and implementation processes should involve more voices from stakeholders (e.g., clubs and specialists) to make a policy more reasonable, and the policy's specific objectives should be more stable.

**Diversity, Equity, and Inclusion Policies in Canadian Non-Profit Sport Organizations: A Management-By-Values Approach**

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**Aim and Research Questions**

Across the globe, non-profit sport organizations (NPSOs) are being challenged to engage in programming that is equitable and meets the needs of diverse populations. To meet this challenge, many sport managers engage in policy interventions to spark change (Peers et al., 2023). However, it is unclear what system wide policy exists, and the messages these policies are sending. This lack of clarity is increasingly important given policy provides insight into underlying organizational values (Kerwin et al., 2014a, 2014b) towards diversity, equity, and inclusion (DEI).

Thus, the purpose of this study was to explore the scope and content of DEI policies in Canadian NPSOs through a management-by-values (MBV) lens. The following research questions were posed: what content is included in Canadian NPSOs' DEI policies?; what values do the content represent in Canadian NPSOs' DEI policies?; and what is the scope of DEI policies in Canadian NPSOs?

**Theoretical Background and Literature Review**

The sport governance literature has investigated various phenomena about policies like its development, implementation, and/or outcomes (see Viollet et al., 2023). Recently, Peers et al. (2023) conducted a study on DEI policies in national-level NPSOs via a Foucauldian analysis. Results discussed the reproduction of the status quo and the reproduction of the excludable other.

Though Peers et al. (2023) provided a noteworthy contribution, little understanding exists about the values represented within the content of DEI policies in NPSOs. As noted by Kerwin et al. (2014a), when ethical values are managed strategically into policy there can be a positive influence on organizational developmental outcomes. Considering external pressures to engage in effective DEI practices, the values underpinning policy statements are important to consider as it relates to the ability for NPSOs to meet stated strategic outcomes in this area (Government of Canada, 2022). Further, Canadian NPSOs operate in a federated sport model whereby the scope of influence for stated values becomes increasingly relevant as it could impact DEI in member associations.

This study applies MBV as a frame to address the stated purpose. It is important to understand MBV falls on a continuum of practice from inactive, to intuitive, to institutional, and to inspirational (Bell-Laroche et al., 2014). The theory's foundation suggests as sport organizations intentionally use values in policy and practice (moving from inactive progressively to inspirational MBV), they will increase collective organizational outcomes and a stronger ethical focus (Bell-Laroche et al., 2014; Kerwin et al., 2014a). MBV's appropriateness is demonstrated by its use in prior sport management research (Bell-Laroche et al., 2014; Kerwin et al., 2014a, 2014b).

**Research Design, Methodology, and Data Analysis**

Documents represented the data collection method (Yin, 2018), which occurred between September 2022 and October 2022 by visiting the websites of NPSOs for DEI-related policies and strategic plans to uncover stated values. Currently, no information is provided on the

documents' timeframe and these sources were included so long as they were available on the NPSOs' websites and DEI-related. The sample was determined from compiling a list of national-level NPSOs via the websites of Sport Canada and Own the Podium. Provincial/territorial sport governing body websites were consulted for NPSOs at this level. 757 NPSOs (i.e., 53 national and 704 provincial/territorial) were identified and included in the sample. Following the review of all NPSOs' websites, 216 DEI policies and 173 strategic plans were collected.

Data analysis is ongoing through NVivo 12 and the application of a thematic analysis approach (Braun & Clarke, 2022). The appropriateness of a thematic analysis is demonstrated, for instance, by the ability to inductively code the DEI policies according to their included content areas (e.g., communications) and deductively (e.g., inactive values) provide insights on their scope according to MBV's principles.

### Results/Findings and Discussion

Preliminary analyses indicate these content areas are present within DEI policies: communications, complaints, confidentiality, education, governance, human resource management, monitoring/evaluation, programming/participation, and stakeholders. The overarching values within the policies include open communication, multi-level decision making, participation, and respect for difference. Documents vary in how many content areas are included and which values are represented in statements. Most DEI policies are intra-organizational in terms of scope. However, four national-level NPSOs impose a DEI policy onto its recognized provincial/territorial-level NPSOs. This result is supported from policies in member associations referencing their national-level NPSO's policy.

### Conclusion, Contribution, and Implication

MBV is used as a lens to critically assess the management implications of Canadian NPSOs' DEI policies. This perspective shows DEI policies exist and values underpin statements. However, the inconsistent presence of content may lead to NPSOs missing out on strategically managing core values, thereby positively influencing organizational outcomes (Kerwin et al., 2014a). The values reach MBV's inspirational level in only a few cases, which means stakeholders within a federated sport model may not recognize or leverage values within DEI policy statements across their network. Theoretical and practical implications will be presented.

## Human Resource Management, Board Gender Diversity, and Performance of Sport Governing Bodies

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### 1. Aim and Research Questions

Sport governing bodies are experiencing increasing internal and external pressure to have a gender balanced board. However, the presence and importance of gender diversity, equity, and inclusion (DEI) policies as part of the human resource management (HRM) practices is relatively unknown. The study aims to examine how German sport governing bodies' board gender diversity and HRM gender DEI policies are associated with cultural beliefs and attitudes, decision-making quality, and organizational performance. Therefore, two research questions are included: How prevalent are HRM DEI practices in sport governing bodies? How are board gender diversity, HRM gender DEI practices, and organizational culture related to decision-making quality and organizational performance of sport governing bodies?

### 2. Theoretical Background and Literature Review

The study is based on signaling theory, suggesting that an organization's practices send signals to observers which shape the perception of the organization. For example, previous research found that diversity policies signal that the organization values people from different backgrounds (Cunningham & Melton, 2014). This study draws on the categorization-elaboration model (van Knippenberg et al., 2004), suggesting that gender diversity leads to better decision-making quality because diverse group members have different perspectives, backgrounds, and knowledge. Improved decision-making quality might result in better organizational performance. Sport governing bodies with gender diverse boards were found to have fewer human resource and financial problems (Wicker et al., 2022). However, sport governing bodies often have men-dominated boards (e.g., Lesch et al., 2022). It might be possible that the implementation of HRM gender DEI policies helps to increase board gender diversity and consequently, results in better organizational performance. The success of such implementation processes depends on beliefs and attitudes of people in charge and the organizational culture. Previous literature suggests that the relationship between organizational outcomes and HRM policies is complex and needs further investigation (Ali, 2016).

### 3. Research Design, Methodology and Data Analysis

Data were collected from December 2022 to March 2023 using a quantitative online survey which was targeted at employees/volunteers in leadership positions of German national and state sport governing bodies (e.g., board members, CEOs). The final sample size is n=202 respondents. The survey included validated, separate scales for organizational performance, board decision-making quality, the presence of HRM gender DEI policies, and organizational culture. For example, decision-making quality was measured with five items which were already included in a study by Hamm-Kerwin and Doherty (2010). Furthermore, respondents were asked to indicate the number of women and men board members within their organization. The empirical analysis includes tests for validity and construct reliability, descriptive statistics, confirmatory factor analysis, and the estimation of a structural equitation model (SEM). The fit indices indicate a good model fit (CFI=0.978; RMSEA=0.053; SRMR=0.051).

### 4. Results/Findings and Discussion

Most respondents represent a state sport organization (89.6%), are men (68.3%), and have a voluntary position (59.95%). While 31.2% of respondents are presidents/board chairs, 24.8% are managing directors. The boards in the sample have on average 27.05% women board members, indicating that boards are men-dominated. Strategic HRM gender DEI policies appear to be rare, indicated by an average agreement of 1.38 on a 5-point scale for the corresponding item. The SEM results indicate that boards with a higher share of women board members, i.e., gender diverse boards, have significantly higher decision-making quality and, thus, better organizational performance. Additionally, HRM gender DEI policies shape the prevailing organizational culture of sport governing bodies, and a more traditional and less innovative culture has a significant and negative effect on decision-making quality. Finally, decision-making quality seem to predict organizational performance.

## 5. Conclusion, Contribution and Implications

This study provides evidence that gender diverse boards are important for sport governing bodies, their decision-making quality, and the resulting organizational performance. In particular, the findings contribute to the body of research by providing empirical evidence for the categorization-elaboration model (van Knippenberg et al., 2004). The relationship between gender diversity and decision-making quality has been theorized, but not yet shown empirically. However, the results indicate that board gender diversity is not the only way to improve decision-making quality and organizational performance. Since many sport governing bodies still do not have gender diverse boards, HRM gender DEI policies could be implemented to shift the organizational culture of traditional and less innovative sport governing bodies, which then affects decision-making quality and organizational performance. While previous research has already investigated the association between strategic planning and organizational performance, this study empirically shows the relevance of organizational culture and decision-making quality as underlying mechanisms. Furthermore, these policies shift the organizational culture. This is especially notable since the culture of sport governing bodies is often related to tradition, innovation hostility, and stereotypical beliefs. HRM gender DEI policies could then signal that an organization has started to proactively change their former practices and values gender diversity.

**Merger as Organisational Challenge – An Investigation of Cognitive Diversity and Consensus Within Voluntary Sport Governing Bodies**

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**Aim and Research Questions:** Using the example of a merger negotiation process between two voluntary German state-level Sport Governing Bodies (SGBs), this study aims to explore cognitive diversity and consensus relating to significant organisational decisions within multilevel governance contexts. Building on this, the analysis aims to enhance the knowledge on organisational change within SGBs.

**Theoretical Background and Literature Review:** Significant organisational decisions, e.g. when merging two organisations, challenge commonly agreed upon rules and counter established certainties. It is with good reason that such an endeavour must be decided by the general assemblies (GAs) of both SGBs with a vast majority (min. 75% of votes at the GA), requiring broad consensus among the membership. However, shared understanding regarding purpose, functioning, and the organisation's most favourable future structure, is not a matter of course. Rather, individual beliefs and assumptions (i.e. mental models) can differ considerably (Guiette & Vandenbempt, 2013), for example as between voluntary position holders and paid executives. While cognitive diversity can be helpful to alleviate errors of judgement when pooling expertise, it can be critical in cases of organisational change (Carrington et al., 2019) and the associated revision of organisational structure. Subsequently, it can also negatively affect the implementation of organisational decisions (Fahrner & Klenk, 2018).

**Research Design, Methodology and Data Analysis:** The study refers to the merger negotiation process of two German state-level SGBs, representing the same sports for about 70 years. To ensure in-depth insights into the issues of interest, the study comprises data from organisational documents (e.g. statutes) and semi-structured interviews with long-serving leaders (11 years tenure on average) of the two negotiating SGBs. 18 interviews were conducted between February 2023 and May 2023 via online video conferencing (52 minutes duration on average). The study draws on structural commonalities and differences between the two organisations embodied in their statutes. Building on this, the interviews address the leaders' beliefs concerning organisational capacity (Doherty & Cuskelly, 2020) of the possible joint organisation, argued linkages between the different constructs and associated rationalities. The data is analysed by content analysis using the software MAXQDA.

**Results and Discussion:** The merger negotiations were proposed by both GAs in April 2022 as non-binding declarations of intent. The data indicates that a joint organisation is considered desirable within both SGBs. Beyond this, no broad spirit of change exists. Both SGBs have developed their own formal structures and specific informal conditions (i.e. organisational culture) over decades of practice. Moreover, leaders' mental models regarding organisational capacity and structure of a future joint organisation differ – namely between, but also *within* both SGBs. Diverging rationalities and beliefs are evident in all (five) capacity dimensions (Doherty & Cuskelly, 2020). The most pronounced differences relate to infrastructure and process, human resources and financial capacity: General objectives and transparency of SGB work, responsibilities of the board, the executive office and the decentralised entities, schemes of membership fees and cross-level financial flows. All this is linked to diverging concepts of a more binding as opposed to a variable, person-dependent structure – including different logics concerning the role of voluntary and paid staff. The findings highlight a fragmented

organisational reality across hierarchical levels and between geographical entities, related to personal experiences and social expectations (Donaldson et al., 2011).

**Conclusion, Contribution, and Implication:** Challenging established certainties of both organisations, the potential merger puts alternative design options into the organisational spotlight. Taking advantage of this set-up, the study provides a fine-grained view into the notion of mental models regarding SGB capacity and structure; thus, complements the sport governance literature with empirical insights related to an auspicious theoretical lens. The analysis provides several theoretical implications. Different mental models on core issues of organisational capacity and structure exist below the historically agreed structural surface of both SGBs. This highlights the meaning-making and construction of organisations by individual's cognition and social interaction (Luhmann, 2000). Referring to the concept of organisational capacity, an in-depth focus on the fragmented organisational reality of voluntary SGBs also reveals structural breaking points with regard to organisational change. In particular, this underlines the relevance of shared knowledge bases across hierarchical and geographical dimensions to create conditions for SGB-wide consensus on significant issues (Fahrner & Klenk, 2018). From managerial perspectives, SGBs need to ensure that creativity and expertise scattered throughout the organisation are adequately involved in decision-making procedures. Significant decisions should not be made only by majorities built on votes of the large corporate members. Given the scattered picture of leaders' mental models on capacity and structure, SGBs need to balance their decision-making procedures: While a more personalised structure allows an assumed adequate leeway in functional and territorial areas of responsibility, a more formalised structure increases reliability and accountability. However, notwithstanding consensus on formal regulations by statutes, culture-based forms of informal interaction remain strongly shaped by key personalities within voluntary SGBs.

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## Local Labor Market And Female Leadership In Local Sports Governing Bodies

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### Aim and Research Question

The underrepresentation of women leaders is evident for the sport sector (Adriaanse, 2016). As gender diversity is one crucial aspect of good governance, politics and sport organizations at national, regional, and local levels have incentives to ensure gender-balance among board members. Previous studies already showed that regional and national sport organizations are more likely to have gender-balanced boards if they are located in states with a high divorce rate (Lesch et al., 2022). Furthermore, Scharfenkamp et al. (2023) showed that women are more likely to volunteer in sport in countries with low female labor force participation. So far, there is no empirical evidence for women on boards of local sport governing bodies that might be determined by the local labor market.

This study looks at the effects of women in the local labor market on (voluntary) women representation on boards of local sport governing bodies which are managing sport clubs across multiple sports in a city or close local district. Our findings support sport governing bodies and politics to learn whether volunteering and work are rather substitutes or complements for women, thus yielding implications for volunteer acquisition.

### Theoretical Background

Social role theory (Eagly & Wood, 1991) and role congruity theory (Eagly & Karau, 2002) argue that people have particular expectations about attributes. Social role theory suggests that women are ascribed to rather communal attributes, conversely to men who are rather associated with agentic attributes (Eagly & Wood, 1991). Hence, if men and women are equally represented in the labor market, perceived social roles might change as less family and household-oriented roles but more occupational roles are ascribed to the female gender role (Scharfenkamp et al., 2023). Due to the underrepresentation of women on boards and in paid work, leadership attributes are predominantly associated with male attributes. Thus, a higher share of women in paid work might lower perceived role incongruities between female gender attributes and required attributes for board members, e.g. in local sport governing bodies (Eagly & Karau, 2002).

Conversely, Dallmeyer et al. (2017) argue that there might be substitutional effects between leisure activities and/or with paid work. As time for job and leisure is limited, individuals have to decide about activities. Following Lesch et al. (2022), a high gender wage gap (hence women have low incentives to work) and a higher female volunteering on boards is such a substitutional effect. Hence, high female labor force participation might substitute women's time for volunteering on boards.

### Data and Methodology

In 2021, gender compositions of boards were hand-collected from websites of German local sport governing bodies (n= 377 with n=2,041 board members with voting power). As these are organized decentrally, some of the governing bodies have either executive or presidential boards, or even both. Therefore, we control for analyzed institution in the following analysis. As indices for the local labor market situations, we collected the local share of female employees, the share of fulltime, and the share of part-time working women in 2020. After descriptive analysis, log-linear regressions are estimated to analyze the impact of labor market

indices on the (logarithm of the) share of women on boards. Further logit regressions are estimated to perform a threshold analysis of female representation on boards and to identify possible different effects of labor market indices. All regressions control for the board type, the share of female members in the local sport governing body in 2020, the founding year, and board size.

**Results**

On average, boards have 10 members, of which 28.23% are women. While only 4.9% of the analyzed boards are all-male, 95% have at least one woman on the board, 81% have at least two women on the board, and 58.5% have at least three women board members. Log-linear regressions show that a higher share of women working fulltime in the local labor market are significantly negatively associated with the share of women on boards of local sport governing bodies. The threshold-analysis reveals that the number of working women (total, fulltime, or part-time) is significantly negatively correlated with the probability of at least one woman or three women on the board.

**Conclusion, Implication and Limitation**

The empirical analysis of German boards reveal rather substitutional than spillover effects. Like Scharfenkamp et al. (2023), a higher female representation in the local labor market is associated with less women who volunteer on boards of local sport governing bodies. Following Lesch et al. (2022), this result can be interpreted that volunteering and paid work are substitutes. The substitutional link between work and volunteering implies for sport governing bodies that there is a need to improve the compatibility for potential women volunteers. One limitation of our study is that district/community level information is needed for an international comparison, which is hard to find for other countries.

## The Political and Societal Outcomes of Olympic Triumph: A Study of Sports Stakeholder Views

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### 1. Aim and Research Questions

The purpose of this study was to quantitatively assess and describe the societal and political outcomes of elite sporting success from the stakeholders' perspective by answering the following research questions:

What are the expected political and societal outcomes of Olympic success from stakeholders' perspectives?

What factors affect the expected political and societal outcomes of Olympic success?

How do the identified factors affect the expected outcomes?

### 2. Theoretical Background and Literature Review

To answer the first and second research questions, we employed the Mapping Elite Sports' potential Societal Impact (MESSI) framework (De Rycke & De Bosscher, 2019) and Theory of Change (ToC) to answer the third question (how) as the study's theoretical frameworks.

*2.1 Sport as a soft power tool and its political outcomes*

Soft power is one of the political outcomes, which helps countries attract global spectators. Liu (2020) examined whether and how a country's elite sporting success affects its soft power. Scholars studied soft power and sport diplomacy in different nations including: Reiche (2015) investigated why a small and wealthy country like Qatar invests so substantially in sports and Mohsenifar et al. (2022) studied sports relations and diplomacy between Iran and Saudi Arabia.

*2.2 Sport and its societal outcomes*

In a study conducted by De Rycke and De Bosscher (2021), the findings revealed that elite sport has a negative impact rather than a positive social impact on the Belgian community. De Bosscher et al. (2021) reviewed six papers within the EMSQ Special Issue and confirmed the difficulty and multifaceted nature of investigating and managing elite sport's societal impact. They concluded that all contributing authors of reviewed papers showed that the societal impact of elite sport has become a significant concern for all concerned stakeholders.

### 3. Research Design, Methodology and Data Analysis

In order to address the research questions and investigate a substantive issue, a grounded theory approach was employed. Using theoretical sampling, we identified participants who could contribute to the development of concepts or filling of knowledge gaps. The theoretical sampling process involved four steps.

Step 1: an open-ended survey was conducted, step 2: we analysed the initial data until theoretical ideas started to emerge and particular concepts arose, step 3: at this step, we chose further participants based on theoretical ideas and concepts revealed in the previous stage, including people who were active in sports management and sociology domain. The sample included sport managers. They were working either in sports federations, the national Olympic committees, or as sport management professors. Sports sociologists, who analyze sports' impact on society, and propose strategies for promoting inclusion, equality, and social change within the sporting arena. Sports NGO members, who promote the health and well-being benefits of sports. Our sample comes from two countries, Hungary and Iran. 32 responses were

collected. Step 4: data collection and analysis occurred iteratively until we reached theoretical saturation. The open-ended responses were analysed using NVivo software.

## 4. Results and Discussion

We identified 13 codes for political outcomes and 15 codes for societal outcomes resulting from elite sporting success in accordance with the first research question. These codes include increasing international prestige and image, facilitating new sport infrastructures, enhancing country relationships, and so forth. The most common societal outcomes were social equality and inclusion, cohesion, athletes as role models, and national pride, reducing ethnicity, anti-discrimination, and anti-racism.

According to the participants' responses to the second and third research questions, two major themes emerged: (1) elite sport policies, and (2) circumstances.

According to respondents to the third question, the most frequently repeated codes for elite sport policies were organizing and hosting sports events, increasing investment in sports infrastructure, identifying and developing talent, reconsidering the concept of women sports, and developing grassroot sports. According to our stakeholders, the second theme, circumstances, indicated that in the following circumstances increasing government investment, government long-term planning, effective sport governance and policies, international relations, athletes' actions and media coverage could result in greater expected outcomes. A number of novel factors that can affect the political and societal outcomes of Olympic success have been identified in this study, including environmental issues, human rights, reducing ethnicity, anti-discrimination, and anti-racism.

## 5. Conclusion, Contribution and Implication

The research has provided insights for stakeholders in the sports field from a practical standpoint and contributed to our understanding of the Olympic Games' success. Also, it invites us to elaborate on a framework for understanding the complex and multifaceted nature of success in sports, which includes the National Olympic Committees, governments, policymakers, and other organizations involved in the planning and execution of the Olympic Games. As a whole, the research has contributed to our understanding of the philosophical construct of the success of the Olympic Games extends the existing literature in the field and can be used to inform planning and decision-making in the future.

## Micro-determinants Of Athletes' Motivation To Be A Role Model

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### Aim and Research Questions

The study's general aim is to identify the micro-determinants of elite athletes' motivation to be a role model. It is tried to find an answer on the following research questions: (a) Are athletes personally motivated to be a role model? (b) What are the reasons athletes are or are not motivated to be a role model?, and (c) What are the determinants of elite athletes' motivation to be a role model?

### Theoretical background and literature review

Increasingly, elite sport is seen as an asset to achieve a range of societal benefits. De Rycke and De Bosscher (2019) found that elite sport might have an impact on society within ten categories (e.g., social equality and inclusion, sport participation and health). For elite sport to provide a positive impact within those categories, a valuable resource includes leveraging elite athletes as role models (e.g., Grix & Carmichael, 2012). For example, it is believed that athlete role models provide inspiration and motivation for (young) people to develop an active lifestyle (De Rycke & De Bosscher, 2019). Moreover, Babiak and colleagues (2012) highlighted that acting as a role model can also entail financial, social, and political benefits for the athletes themselves. To illustrate, Torregrosa et al. (2015) indicate that athletes who do not focus solely on their sport, but also commit to other purposes (e.g., taking up a role model engagement) perform better and are equipped with more resources for life after sport. Nevertheless, athletes are sometimes assigned the role model status without fully understanding, appreciating, or willing to be a role model (Jonson et al., 2013). Despite the recognition that athletes are sometimes involuntarily assigned the role model status, there is little insight in the extent to which elite athletes across Europe are motivated to actively take up their role as a role model.

### Research design, methodology and data analysis

An online survey covering different topics in the context of athletes' perceptions about the societal value of elite sport (e.g., sociodemographic data, athletes as role models) was developed based on (a) literature research and (b) input of the consortium members of the 'Athletes 4 society project' (co-funded by the Erasmus + Sport Programme of the European Union). Participants completed the survey in English, providing sociodemographic information (e.g., gender, diploma, type of sport), and indicating if and why they are motivated to be a role model. In total, 153 European athletes who represented their country at national senior competition (47,7%) or international level (52,3%) completed the survey (54,9% female). Descriptive statistics provided an answer to the first two research questions. To identify the determinants of elite athletes' motivation to be a role model (i.e., RQ c), logistic regression was used because the dependent variable (i.e., motivation; 0 = unmotivated, 1 = motivated) was binary. Variables included in the logistic regression model were gender (0 = female, 1 = male), type of sport (0 = individual, 1 = team), situation (0 = dual career, 1 = full-time sporting career), performance level (0 = international, 1 = national), and diploma (0 = secondary education, 1 = higher education). SPSS facilitated data analysis.

### Results/Findings and Discussion

In total, 81,2% of participants indicated that they were motivated to be a role model. The top three reasons for athletes to be a role model included 'be a good role model is important to me', 'learn new things', and 'enjoy inspiring people'. Reasons for participants who were unmotivated to be a role model (18,8%) were 'focus on the sporting career', 'role model expectations are vague or unspecified', 'unnecessary to be a role model', and 'not willing to share their lives with fans'. The logistic regression model was statistically significant ($\chi^2$ = 12.683; $-2LL$ = 91.628; $p$ = .027), with Nagelkerke's $R^2$ of 0.178. The Hosmer & Lemeshow test indicated that the model was a good fit to the data ($p$ = .149). Gender was found to be a significant predictor of an athlete's motivation to be a role model ($p$ = .001). The probability of being motivated to be a role model increased significantly among women. All other predictors were insignificant at the 5% level. During the presentation research data will be presented more detailed.

**Conclusion, Contribution, and Implication**

This research aimed at developing a broader understanding of athletes' motivation to be a role model. A better understanding of athletes' motivation to be a role model might be of help for nations and policy institutions to (a) consider whether or not athletes recognise their societal role, and (b) become more strategic in leveraging athletes as role models. Building on this research, we encourage future studies to provide a qualitative in-depth investigation of elite athletes' decision process to take up their role as a role model or conduct expanding quantitative studies considering both micro- and macro-determinants.

## The Evolution of Gender Representation in the Decision-Making Positions of Sport Governing Bodies in Switzerland

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### Aim and Research Question

Women's representation in sport organisations is a growing field of investigation in sport governance and policies. It is particularly driven by the evidence that women are still largely underrepresented compared to men in the decision-making positions of national and international sport governing bodies although longitudinal studies show perceptible improvements over the last 20 years. As demonstrated by national case studies, such improvements can be explained by the enforcement of hard policy measures such as gender quotas and targets.

In Switzerland, the prevalence of the topic coincides with the election of the first women to lead the federal Department responsible for sport (DDPS) in 2019. Supported by the observation that the measures taken so far have proven to be ineffective, the solution of gender quotas was rapidly set on the political agenda. By 2024 Swiss national sports federations (SNSF) are requested to include 40% of women in their decision-making bodies, an expectation that contrasts to softer public policy measures that characterises the Swiss sport system.

In order to describe and better understand the dynamics of gender representation in sport organisations in Switzerland, this contribution performs a longitudinal analysis on the evolution of women's representation in decision making-positions of national sport governing bodies in Switzerland and compares the observed evolution with the implementation of hard and soft measures for sport organisations.

### Theoretical Background and Literature Review

Studies that combine sport governance perspectives and the question of women's representation and promotion in sport organisations are mainly interested in making these more diversified, democratic and equitable, as these are still and largely dominated by men (Pigott, 2021). This domination is considered a constraint that can hamper fairness and social justice values and reinforce the "glass wall" effect for women who seek career advancement (Walker, Schaeperkoetter, and Darvin, 2017). This deficit has led to an important body of literature on the measures to be activated and implemented to make sport organisations more equitable (Burton and Leberman, 2015). At the macro level, barriers to gender representation in decision-making positions are mainly found in the ineffectiveness of sport governing bodies to steer the behaviour of organisations in the sport system to be consistent with desired outcomes by pressure, incentives, regulation or control. Such organisations play a particular role, as they can change the status quo and balance gender injustice through equitable recognition and redistribution. Typical macro-level and hard measures include the implementation of gender quotas and targets (e.g., Adriaanse, 2017; Alsrave, 2022).

### Research Design, Methodology and Data Analysis

This contribution performs a descriptive analysis. It analyses the evolution of women's representation in the decision-making positions of national sport governing bodies in Switzerland over a 10-year period (2012-2021) and compares the observed evolution with the

implementation of hard and soft measures. Building on primary and secondary organisational data the quantitative data collection and analysis measure longitudinal variations.The dataset contains absolute numbers of women and men.

Three different organisations are considered: (a) the Federal Office of Sport (FOSPO), (b) Swiss Olympic and (c) Swiss National Sport Federations (SNSF). FOSPO represents the public sector, while Swiss Olympic and the SNSF represent the non-profit sector. For all three organisations, gender representation in operational decision-making positions is analysed. At FOSPO and Swiss Olympic, decision-making positions are defined according to employment contracts. Within these two organisations, the lower, middle and higher managements are examined in an aggregated manner since no information on the level of the management position was available in the dataset. For SNSF, leadership positions are defined according to their function. The size of the sample varies according to the organisation and the year of investigation (e.g., the sample size of Swiss Olympic varies between n = 16 and n = 25).

**Results/Findings and Discussion**

Our findings show that Swiss Olympic has the highest proportion of women overall. In all three organisations, there is fluctuation in women's representation and therefore no trend identifiable towards more women over the entire period from 2012 to 2021. However, FOSPO experienced a trend upward since 2018, with a slightly stronger increase from 2020 to 2021. This increase is also identifiable for Swiss Olympic. In contrast, SNSF experienced a decline in 2021 after an increase in the proportion of women in previous years. Overall, we also observe that the level of women's representation compared to men remains low whereas measures have been implemented.

**Conclusion, Contribution, and Implication**

Our findings support a potential "anticipatory obedience" effect (Ewert, 2021) that is detected in the last years of investigation after the announcement of a legally binding target by the DDPS. Building on literature, we anticipate an increasing positive effect of hard measures on gender representation in the decision-making positions of sport organisations after its enforcement in 2024, but our analysis still needs more current data to confirm the evidence found in other countries.

## An Exploration Study Of How Committee Members Engage With Key Roles,Successes And Challenges As Volunteers in the GAA

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### Aim and Research Questions

The aim of this research is to explore the landscape and structure of governance in GAA clubs in Ireland. The GAA acknowledges that club governance positions are the hardest to fill at the club level. Understanding the role and responsibilities of club officer positions will provide the GAA with a template to support the development of educational material for club governance positions. Such knowledge could then be used to support strategic decisions around the recruitment and retention of club officers in the future, while restructuring job descriptions and demands of club governance positions. Further enabling the GAA to improve the standards will have a significant impact on the future development of the club and sport going forward.

### Theoretical Background and Literature Review

The GAA is the largest sporting organisation in Ireland. Given the volunteer ethos in the GAA it remains the most important aspect of the organisation. With this in mind, many volunteers sign up to volunteer for club governance roles but do not fully appreciate the time and effort required for such positions. Hence, the lines are often blurred between the love of the sport and keeping in line with the governance demands.

Effective governance is a crucial issue for small sporting organisations such as GAA clubs in Ireland. Governance is important for transparency, accountability, democracy, equality, and social responsibility (Parent and Hoye, 2018). Officers may not know the governance principles, leading to inadequate board skills,long-standing term limits, and conflicts of interest (Parent and Hoye, 2018). This can be an issue with officers at the club level. Callen, Klein, and Tinkelman (2003) highlighted that an organisation's efficiency levels are much higher when there is greater diversity in board composition. Boards with a good ratio of women have led to better board effectiveness and good governance (Adriaanse and Schofield, 2014). The IRFU have committed to this by fulfilling more women on their boards by the end of 2023. Another issue for club boards is auditing their financial resources to ensure corruption is not occurring within clubs. Although it cannot be said that corruption happens in all clubs, it should be thought about.

### Research Design, Methodology and Data Analysis

The proposed research will involve a cross-sectional study of a national population of GAA clubs (circa 1,616 clubs) of club governance officers who operate at the board level within their respective clubs. The sample will consist of clubs of various sizes across Ireland. The GAA will contact the clubs to complete the surveys. A new survey will be designed for this research. Most of the survey will be self-designed. The survey design will go through a thorough design and piloting process, and will be evaluated for reliability.

### Results/Findings and Discussion

At this stage of the research, results/findings are not yet available. This will be the first attempt to research this space; therefore, it is difficult to predict the outcome and responses. It is hoped that the current research will establish an extensive overview of club boards. An

insight into how each club board is managed, how their club is run, and the roles and responsibilities each volunteer undertakes will be established. It will also be important to study the governance officers' demographic profile to examine what type of individual takes on the officer positions. This will give the GAA information on who is taking on these roles and why they are taking them on, but more importantly, how they are taking on these roles.

Also, it will possibly inform them how to get individuals from all backgrounds to participate and volunteer in the organisation. It is hoped, the research will have significant implications for the organisation in a theoretical and practical sense given its nature and so the work can be viewed as timely and of significant importance to the GAA.

**Conclusion, Contribution, and Implication**

There is research available around the macro levels of governance but research is lacking when it comes to micro-level governance in Ireland. The GAA is heavily reliant on its volunteer base, and it would be helpful if there were research on the area of governance at the club level to help these volunteers run their clubs. A well-functioning committee leads to persistence and participation which is at the core of the GAA. Therefore it is important that this research is completed to add to the literature. This research will encourage those interested in club governance roles to understand better what each role entails and give them the confidence to pursue the role. This research will look towards helping individuals understand the structure of governance and identity key areas that need action and improvement. It will potentially help them continue to develop and recruit their volunteers as an organisation. Therefore it is hoped this research will contribute to the further examinations of governance at the club level for the GAA and will be adopted by many other organisations worldwide.

## Public Sport Governance at the State Level – Insights from Germany

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1. Aim and research questions

The promotion of sport in Germany is a shared responsibility of the federal government, the states and the municipalities. At the federal level, the promotion of sport is not anchored in the constitution, but it is in almost all state constitutions (Hölscheidt, 2021). In addition to the state objective provisions in the state constitutions, some states have laws or guidelines on the promotion of sport, and in all states sport is part of the responsibility of ministries. This paper analyses the patterns of public governance of sport at the state level and addresses the following research question: How is public governance of sport structured at the state level in Germany?

2. Theoretical background and literature review

In federal states such as Germany, it is characteristic that both the federal government and the states have their own state power. In the context of shared legislative competence, the states have an important role to play in shaping sport governance, and they do so in different ways in Germany. Publications on sport governance in Germany mainly focus on the national level and usually only superficially consider the state level (Breuer & Novy, 2017; Daumann, 2019; Kurscheidt & Deitersen-Wieber, 2011; Meier, 2022; Pahl & Zimmer, 2019).

3. Research design, methodology and data analysis

The data are based on the provisions of the state constitutions on sport-related objectives and the sports promotion laws and guidelines of the 16 federal states. These are analysed in terms of content in order to determine which state responsibilities are anchored in them and to whom they are assigned. In addition, the ministerial classification of sport in the states and the states' budget plans for 2022 will be examined.

4. Findings and Discussion

Sport is enshrined in the constitution as a state objective in almost all states. In five states there are laws on the promotion of sport, in four states there are guidelines on the promotion of sport and in six states there are both laws and guidelines on the promotion of sport. These legal provisions contain weak formulations on the eligibility of sport for funding and voluntary commitments by the states to promote sport. The sports promotion laws and guidelines address different topics like sport facilities, sport for all, high performance sport, health sport, disability sport, school sport or sport events.

In ten states, sport is assigned to the Ministry of the Interior, in three states to the Ministry of Education, in two states to the Ministry of Social Affairs and/or Health and in one state to the State Chancellery. This shows a heterogeneity of ministerial responsibilities at the state level, as well as a concentration on interior ministries. Three states have a dedicated sports committee at parliamentary level, eight have a combined interior and sports committee, three have a combined education and sports committee, one has a combined social, health and sports committee and one has a state sports advisory council with representatives of the state sports association. In eight states, the sports committee is chaired by a member of the state premier's party, in three by a member of a coalition party and in five by a member of an opposition party.

Eight committee chairpersons belong to a conservative or right-wing party and eight to a left-wing party. A clear pattern of party-political distributions cannot be discerned.

In total, the German states support sport with around €1.2 billion. The amount of sports funding in the states varies between €450,000 (city state of Bremen) and €364 million (North Rhine-Westphalia) and averages around €77 million. The relative share of sports funding in the state budgets ranges from 0.01% (city state of Bremen) to 0.71% (city state of Berlin) and averages 0.24%.

5. Conclusion, Contribution, and Implication

The institutional anchoring of sport differs from one state to another. Accordingly, the promotion of sport is no longer just a voluntary task at the state and municipal level in all states, but is anchored as a compulsory task in some states.

On the one hand, the convergence towards ministerial responsibility for the interior and sport should benefit sport, as it is increasingly anchored in a strong ministry, but on the other hand it implies increased transaction costs with regard to school sport due to different ministerial responsibilities.

The amount of sports funding provided by the states varies both in absolute terms and in relation to the state budgets. There is no clear correlation between the ministerial assignment of sport and the amount of funding for sport, either in absolute terms or in relation to the state budgets.

From a practical perspective, this means that sport managers have to take a concise look at the situation in their respective state and that there exist different regulation models that can stimulate the further development of state-level sport policy.

### Why Do Sports' Gender Equality Policies Fail? Analyzing the Implementation of the IOC's Gender Equality Policies Within the NOC of I.R.Iran

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Introduction

This study examines the implementation of gender equality policies of the International Olympic Committee (IOC) at the National Olympic Committee (NOC) of the Islamic Republic of Iran (IR.Iran). As one of the 206 NOCs recognised by IOC,IR.Iran's NOC is expected to adhere to the Olympic Charter, which includes the principle of equality between men and women. However, at the Tokyo 2021 Olympics, the delegation from IR.Iran's NOC was ranked fifth among the ten worst delegations for gender equality. (Houghton et al., 2022).

Aim/Research Questions

This study aims to critically analyse the implementation of IOC's gender equality policies within the NOC of IR.Iran. This study will provide a better understanding of the blind spots of the IOC's gender equality review project (GERP)(International Olympic Committee, 2018), specifically in a non-gender equal context. Therefore, this study examines the discourse surrounding gender inequality within the IOC's GERP in the context of NOC of IR.Iran. The first research question of this study is how gender equality is problematized within the IOC's GERP. The second research question is how the current problematization of gender equality contributes to the continued gender inequality in a gender non-equal context in IR.Iran.

Theoretical Background/Literature Review

According to the IOC, sport is a powerful tool for promoting gender equality, even though achieving gender equality remains one of IOC major challenges(Avena Koenigsberger, 2017).Although many studies have examined gender inequality in sports, it is less discussed that the various forms of inequalities women face are impacted by factors such as their country of origin, place of residence, socioeconomic status, and religious beliefs.(Pfister, 2010). There is no convincing evidence of how global gender equality policies in sport impact such inequalities specifically in a non-gender equal context. This study aims to fill this gap.

Research Design/Methodology/Data Analysis

For this study, discourse analysis was utilized, specifically we used the "What's the Problem" (WPR) approach by the Bacchi method(C. Bacchi, 2012). Three out of six WPR-formulated questions (questions number 1, 4, and 5)(C. L. Bacchi, 2009) adapted to GERP to answer the research questions within the five main themes and 25 recommendations of GERP.

What is the problem of gender inequality represented to be in GERP?

What is left unproblematic in this problem representation in GERP?

What effects are produced by this representation in nongender equal NOCs?

Results/Findings/Discussion

In analyzing the IOC's GERP, it appears that while the GERP has identified several areas of inequality and recommended actions, in practice, the IOC has prioritized mainly two areas: ensuring the equal participation of women in the Olympic games and ensuring the appointment of women in decision-making positions within each NOC. As such, both of these priorities are more of a symbolic gesture toward gender equality and neither has had a significant impact on gender equality in Olympic sport in IR.Iran.

Even though the NOC of Iran has conformed with the IOC and appointed a female vice president, it has not resulted in any significant improvement in the status of Iranian women in Olympic sports. They continue to face challenges in exercising their basic rights, such as accessing stadiums and having the freedom to choose the sports they wish to participate in, rather than being limited to those that comply with Islamic dress codes that mandate strict covering regulations.

Participation in the Olympics is also not a reliable indicator of gender equality in and of itself. Since the publication of GERP, the first Iranian female Olympic medalist at Rio2016, the first Iranian female weightlifter to receive the quota for Tokyo2020, and the only Iranian female athlete at the Beijing2022, have fled Iran for various reasons, in particular, the inequalities they faced as female athletes.

Conclusion/Contribution/Implication

After conducting a study on the implication of IOC's GERP on the NOC of IR.Iran, we conclude that implementing one-size-fits-all policies often leads to failure. Specifically, in a country with significant gender inequality, sports gender equality policies cannot be applied effectively. Our research has shown that the failure to consider differences in various NOCs has contributed to the unsuccessful implementation of gender equality policies in sport.The results suggest the need for gender equality objectives that are both relevant and measurable, with specific actions to be taken. The study suggests that if the objectives are clearly defined and mandated by the IOC, even gender-non-equal NOCs such as IR.Iran will adhere to the instructions, despite the conflict with the prevailing discourse in the country.

Additionally, we conducted a discourse analysis to study how the NOC of IR.Iran position Iranian women in Olympic sports from the quotes from IR.Iran's NOC. This analysis included quotes from prominent religious leaders regarding Iranian women's involvement in elite sports[ZA1] .

[ZA1]I'm not sure whether to keep or remove the last sentence. It could be a different study also the word limit is 800

### Implementing Good Governance. Process perspective

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Aim and Research Questions

This research project is part of the Erasmus+ Sport Governance Codification Convergence (ACTION) project that aimed to develop a converged code of good governance for National Sport Associations in Europe. To achieve the overarching purpose of the large project, the current study was verifying in a qualitative way the findings of a quantitative research focusing on the importance and difficulty of implementation of good governance principles.

The research questions are: Which principles of good governance should be part of the good governance code? What should be the structure of the code of good governance to facilitate its implementation in National Sport Governing Bodies in Europe?

Theoretical Background and Literature Review

In recent years, there has been an increase in interest among policymakers and decision-makers in Europe and worldwide in the area of sports governance. This can be attributed in part to the growing professionalization of the sports sector (Shilbury & Ferkins, 2011). International organizations such as the International Olympic Committee (IOC), as well as the European Commission and various national and international sports associations, have recognized the need for reform and have implemented codes and principles of good governance in sports. Some European countries have even developed their own Codes of Good Governance for sports organizations (Walters & Tacon, 2018). However, while there are now many principles of good governance in existence, their presence and variety does not necessarily guarantee a change in the governance of sports (Thompson et al. 2022). To address this issue, the project employs a governance convergence framework, which refers to the process by which organizations or states around the world adopt increasingly similar governance policies and practices (McLeod & Shilbury, 2020). Further, the development of the convergent code is in line with the process-governance framework (Braganza & Lambert, 2000), which is not widespread in sport sector.

Research Design, Methodology and Data Analysis

The study supporting the development of the convergent code of good governance was divided into three stages – first an analysis of existing codes of good governance for sport organizations in Europe and beyond was performed. Secondly, an online survey was applied based on the principles of good governance developed in National Sport Governance Observer (Geeraert, 2018). Third stage was qualitative research including interviews with sport managers – 32 representatives of National Sport Associations in 6 countries participating in the project. The purpose of the interviews was to validate the role of important principles to be included in the converged code of good governance and to best prepare its structure to fit the purpose of providing easy to follow guidance for governance reforms in National Sport Governing Bodies.

Results/Findings and Discussion

The quantitative research shown that sport administrators and managers consider principles of good governance both important and easy to implement. The qualitative research allowed deeper understanding of the phenomenon and further advised the development of the code. 20 principles emerged from the analysis that were considered the most important by respondents of the survey and refined by the interviews. The research team then adopted a process approach to identify 5 critical processes of governance implementation which are : Effective General Assembly, Legitimate Board, Active Board, Accountable Federation, Responsible Federation. Each process is constituted of principles sport federations should implement that end with the publication of key information for transparency matters.

Conclusion, Contribution and Implication

A converged code of good governance for National Sport Governing Bodies in Europe was developed based on the outcomes of both quantitative study, followed by a qualitative study. Instead of focusing on different dimensions of good governance, the code is focused on a process of implementation providing a roadmap rather than a set of unconnected principles. It is among the first studies to consider the implementation of good governance as a process approach mixing the governance dimensions and identifying critical elements of governance.

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Sport Governance & Policy - Revised Version
*Topics:* Sport Governance & Policy

**Do Community Groups have the Human Capacity Required to Acquire and Manage a Public Sport Centre Facility?**

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**Aim and Research Questions**

Community asset transfer (CAT) is where assets previously under public sector control, are acquired and then managed by local community organisations. The U.K. has seen changes in public sport centre ownership and management in the last decade with community asset transfer operations increasing. In line with this, the proportion of sports facilities operated by local government has declined from 25% in 2014 to 18% in 2018 (Mintel, 2018). Mostly, groups are stepping in to save public facilities from closure because of local government budget cuts under austerity, although alongside there has been a government policy drive towards local ownership of facilities. Community asset transfer can be undertaken by small volunteer led groups, newly created by a community, or undertaken as an existing community sport organisation.

Research on community asset transfer has alluded to the importance of human capacity for feasibility and success in asset transfer (e.g. Findlay-King et al*.,* 2018) and in general community projects, due to its impact on other capacity areas (e.g. Hall et al., 2003). However, there may be a gap between what is required for effective acquisition and management of community facilities and the capacity community organisations have. In this paper we ask two questions:

- What are the human capacity needs of groups acquiring and managing sports centres?

- Do these groups have what is required?

**Theoretical Background and Literature Review**

Human capacity is the scope to utilise human capital of volunteers and paid staff within an organisation. The paper draws from Hall et al.'s (2003, p.5) organisational capacity model, which explains organisational capacity in terms of the 'competencies, knowledge, attitudes, motivation, and behaviours' of people. This capacity is a key requirement for community organisations managing assets. Reliance is on volunteers for leadership and governance; drawing on skills, knowledge, time, civic action experience, and technical and community development support. It has been suggested that the skills required for controlling assets often takes those in community organisations over and above their existing resource means and interests. Similarly, such deficiencies have been identified in community sport organisations, with the skills to facilitate sport, but little experience or training to strategically manage an organisation or diversify beyond running sport.

Previous research briefly provided insight into the capacity, capacity building and associated challenges affecting the feasibility of community organisations involved in CATs (e.g. Findlay-King et al., 2018) and in the ability of community organisations to manage tasks that public authorities were previously responsible for (e.g. Ubels et al., 2019). However, how this process manifests in the CAT of sport facilities remains unknown.

To consider the research questions, the paper draws together the theoretical areas of community organisation human capacity (Hall et al., 2003) and the conditions for human resource absence or presence (Amin & Thrift, 1994; Ubels et al., 2019).

**Research Design, Methodology and Data Analysis**

A multiple case study approach was used to explore the CAT experiences of community groups in sport. This was constructed through in-depth qualitative case studies of three community CAT sport facilities in one local authority in England, which took place from 2018-2020. Data was collected via focus group interviews with Board members, volunteers, and paid staff in each facility (n = 22) and an in-depth interview with the local government sport services lead. The interviews were analysed using Braun and Clarke's (2006) reflexive thematic analysis; deductively to consider the human resources capacity aspects of Hall et al.'s (2003) model and then inductively to consider other aspects of the human capacity required and how this was met by the community organisations. Within case and then cross-case analysis (Merriam, 2009) was used to build abstraction across the cases.

### Results/Findings and Discussion

Data analysis revealed the human capacity required for CAT which differed across acquisition and management phases and showed that the community groups had only some of the human capital needed. Therefore, the human capacity was stretched and had to be developed over time in response to the challenges of meeting the complex demands of the project. There was an absence of institutional support, but the groups succeeded despite this, by growing their own resources to meet challenges.

### Conclusion, Contribution, and Implication

The paper suggests that active national and local authority support is key to harness human capacity and draw confidence when groups take on these projects. This is needed to assist struggling community groups with capacity building, therefore avoiding dispossession.

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Sport Governance & Policy - Revised Version

*Topics:* Sport Governance & Policy

## Women Access To Urban Playground. A Legacy Of Paris Olympics?

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Aim and Research Questions

The City of Paris will host the Summer Olympic and Paralympic Games in 2024. This gigantic event plays an important role as a lever and the city of Paris has appropriated it to accelerate its public policies. The Parisian bid has brought legacy issues to the forefront, particularly intangible legacy. The city of Paris formalised its own action plan, in 2019 and organize actions to achieve the targeted objectives. One of them was a scheme to support women's sports on open-access sports fields.

Theoretical Background

The purpose of this paper is to evaluate the public policy conducted by the city of Paris. The work of Junod (2007) shows that sports events involve costly actions whose effects are limited or temporary. Consequently, our analysis, which falls within the framework of the sociology of public action, considers the "Paris sportives" system as an instrument of public action in the sense of Lascoumes and Le Gallès (2005) and provides an overview of its effectiveness and efficiency. This framework is all the more important as there is a strong distinction between the output: aid to clubs and the outcomes: accessibility of public space to women. The aim of this research is to measure the difference between outputs and outcomes. The evaluation is in line with the Olympic diamond model proposed by Chapelet (2020). By insisting on the link between the system and the transformation it is intended to bring about, this work goes beyond the work on the direct evaluation of systems with users (Hanlon et al., 2010) and that which observes the uses of places at macroscopic levels (Wicker, 2013) without questioning the factors transforming the uses linked to public policies.

Methodology and Data Analysis

"Paris sportives" is a programme that allows the city of Paris to pay subsidies to associations in return for organising non competitive sports activities exclusively for women on open-access courts. The evaluation of this scheme two years after its launch was carried out during the summer of 2022 on the basis of a survey involving observation, semi-directive interviews with users and organisers and a questionnaire survey of the winning associations.

The scheme involved 23 associations that carry out their activities in 12 Parisian districts. It has reached approximately 2500 women in 2022. The evaluation was targeted at 12 sports grounds selected as a priority in the most disadvantaged areas, covering 7 of the boroughs around which 12 associations were operating, whose managers were interviewed. 47 interviews were conducted with the players who take part in the associations' activities just after the sessions, 47 interviews targeted the users of the grounds in the absence of the associations' presence, conducted during 58 observations carried out at different times of the day/week.

The interviews were analysed thematically, focusing on: their sporting experience, information about the scheme, their use of the sport facilities, and their plans for using the pitch without the associations. The observations enabled us to quantify the presence of women and to study their relationship with the space and the sporting and non-sporting uses of the pitches. The heads of the associations were questioned about their objectives and involvement and the sustainability of their actions.

Results and Discussion

The action of the associations is very successful. After advertising their activities, word of mouth attracts new participants and attendance is high. Women were able to play a wide range of sports on the open-access pitches amongst themselves.

Nevertheless, the results of the survey outside the presence of the associations are much less positive. Indeed, the action of the associations was often sufficient for the participants who did not feel the need to return to the sports fields between the two sessions. As a result, the observations revealed a female presence that was still marginal, with characteristics similar to the initial situation that had justified setting up the scheme. Indeed, the girls are often on the sidelines, spectators or with less commitment. They are almost totally absent from the matches and very rarely there are enough of them to play among themselves.

Conclusion

It is difficult to conclude on the effectiveness of the scheme. It is important to remember that the aim is to change behaviour at the societal level, since it is necessary for the entire female population to feel comfortable using their sports fields, and at the same time for the entire male population to accept it or not to create tensions in relation to this transformation. So the desired effect cannot be immediate. Nevertheless, the associative action thought of as the lever of a social transformation constitutes more of an isolated bubble, a suspended time in the use of the field. This study highlights the need to measure the expected outcomes, because the outputs can not be a reflection of the reality.

## Analysis of the Performance Indicators of Regional Sport Governing Bodies

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### Aim of the study

This research aims to address several issues related to the attempt to measure the organisational performance (OP) of regional sport governing bodies (RSBs). Thus, through the development of a specific approach, it examines the OP of the Catalan Sports Federations (CSFs), a context that has never been investigated to date. The twofold objective is therefore to provide a measurement tool to enrich the scientific debate on the OP on sport organisations, as well as to offer a multidimensional perspective of the functioning of the CSFs.

### Theoretical Background and Literature Review

The current literature on OP in SGBs reflects a research trajectory with the application of measurement models that are underpinned by competing theoretical perspectives, each of which strives to find the best way to conceptualise or measure OP considering the uniqueness of not-for-profit sport organisations. Broadly speaking, the concept of OP generally arises from the combination of terms such as effectiveness, efficiency, or quality (Bayle & Madella, 2002; Winand et al., 2014). In their work, the authors tried to provide an overview of the five traditional models, or theoretical assumptions, that have been mostly used to measure OP, pointing out their advantages and limitations when applied in the context of SGBs. Currently, there is some consensus that OP is a multidimensional concept (Muñoz & Solanellas, 2023; Winand et al., 2014); therefore, various authors have endeavoured to create specific models for measuring the performance of SGBs, through the assessment of numerous dimensions considered fundamental to the effective fulfilment of an organisation's mission. However, this is still a developing field of research, as little research has addressed the contexts of SGBs.

### Research Design, Methodology and Data Analysis

The methodology of this research is inspired by Madella et al. (2005) and Nardo & Saisana (2009), who proposed a sequence to the development of a specific measurement system. In the first instance, the construction of the measurement model was supported by a literature review of previous implemented approaches to the measurement of OP in SGBs. Especially, this study is based on the contribution of the multidimensional measurement model of Winand et al. (2014) and the systemic view of organisations by Chelladurai et al. (1987). Therefore, the applied model was defined using seven dimension that focused on measuring operational aspects or "Throughputs" (processes used by sport organisations to achieve their goals and to operate efficiently). 1. Governance; through which the evaluation of concepts such as democracy and participation, ethics and integrity, and accountability and transparency is addressed. 2. Strategy; to assess whether the organisations have a strategic plan, and how its strategy is defined and integrated into the organisation. 3. Marketing; to assess whether the organisations work to promote their sport, achieve sponsorship partnership, improve communication with members, as well as their positive image. 4. Workforce; evaluating whether organisations apply human resources policies to improve their internal functioning. 5. Procedures and IT; assessing the implementation of processes and IT tools that both facilitate their daily work and improve the services provided to their members. 6. Social responsibility; addressing whether organisations develop activities to maximise their positive social impact. 7. Finance; assessing the management of financial resources. Strategic objectives or "Outputs" were assessed through two dimensions, such as elite sport success and mass sport participation.

In addition, "Inputs" were considered as the available resources of an organisation, mainly financial and human resources.

An ad hoc (expert-validated) questionnaire was created for the research purposes. In addition, data available through secondary data sources from the CSFs websites were collected and stored. A total of n=37 CSFs (56% of the population) participated in the study. Comparison of the collected data allowed the selection of 80 indicators for assessment, distributed across the nine performance dimensions. First, descriptive statistics were obtained for all study variables. They consistency of the measurement model was tested through the Cronbach alpha test, and organisational performance was analysed using correlational relationship.

**Results/Findings**

The average scores of the different dimensions analysed for the Catalan sports federations were as follows: Throughputs (governance, 6; strategy, 4.5; marketing, 4.6; workforce, 4.6; procedures & IT, 5.2; social responsibility, 3.5; finance, 5.7); Outputs (elite sport, 5.4; sport for all, 5.2). 56 statistically significant correlations were found between the related items. The results are presented highlighting the correlations between Inputs-Throughputs-Outputs, which points to some areas of improvement in the management of the CSFs.

**Conclusion**

The OP measurement model applied and the results of the present study, can help, and encourage CSFs' managers to focus on the specific objectives that they choose, depending on their priorities, level of performance, and their capacity for improvement in different areas. Furthermore, these results could contribute to the structured and systematic exchange of good practices for healthier and more sustainable RGBs over time.

## Using Outcome Mapping for Monitoring and Planning the 'Physical Literacy of Kids' Programme as Part of the National Sports Agreement II in The Netherlands

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**Aim/Research question**

In this presentation we explain how the execution of the outcome mapping (OM) method works for developing a monitoring and evaluation strategy for the Dutch National Sport Agreement (NSA). The specific research question for this presentation is: How can OM be used as a method for developing 'oucome challenges' for boundary partners in the ambition to improve the physical literacy of kids?

**Theoretical Background/Literature Review**

OM is a new but highly relevant method in policy monitoring, because it involves a learning practice. It assumes that policies works in an indirect manner, and thus does not focus on end goals for target groups but rather on policy effects on boundary partners, such as municipalities, schools and sport clubs. Outcomes in the OM method are defined as: 'changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly' (Earl et al., 2001, p. 1). The most important step in OM is to determine the 'outcome challenges', a description of 'how the behaviour, relationships, activities, or actions of an individual, group, or institution will change if the program is extremely successful' (ibid., p. 47). The next step is formulating the 'progress markers' that will show if the changes actually occur. The outcome challenges (the '*what*') are also the starting point for developing the strategy: *how* will the program contribute to the change process?

**Research Design/Methodology/Data Analysis**

The Mulier Institute monitors and evaluates the functioning of the policy that follows from the NSA. For each of the themes of the NSA we organized two working sessions: together with representatives from the four NSA partners and other stakeholders we determined in the first session the most important 'boundary partners' and then we formulated the 'outcome challenge' for each of them. In the second session we translated the outcome challenges into 'progress markers' and discussed the strategy: the actions and measures that together will contribute to the intended changes.

In this presentation we focus on one of the six themes of the NSA, namely 'Physical Literacy of Kids'. For this theme there are four ambitions formulated. These ambitions are:

- More attention to physical activity among children (age 0-4)
- Better opportunities for children to discover sports and physical activity
- Promoting/developing motor skills among children (age <12)
- Increasing sports participation and reducing sports drop-out among youths

We organised a first working session by inviting partners of the NSA and stakeholders who are involved on a more practical level. In the first session the following boundary partners were selected: schools, sports clubs (both public and private), municipalities, and influencers. Next, the boundary partners were elucidated upon by formulating outcomechallenges. In the second session, the outcome challenges were translated into progress markers and a strategy was developed on how the actions and measures contribute to the intended changes.

Researchers from the Mulier Institute have followingly set up a monitor plan for the monitoring and evaluation of the NSA.

Our research aims to monitor and evaluate the outcomes of the NSA in every Dutch municipality. In Leusden, a trial session was held on this theme to further develop the OM method for the monitoring and evaluation of the NSA. In Leusden, stakeholders from the municipality and street-level workers joined us to develop a local strategy on physical literacy together. The expected outcome changes were divided into three groups: expected outcomes, wished for outcomes and dreamed of outcomes.

### Results/Findings/Discussion

In this presentation we will delve in to the outcome challenges of the boundary partners and we will explain the progress markers that we have connected to these outcome challenges.

One remarkable result from the session with national stakeholders when establishing the boundary partners of the challenge of "increasing sports participation and reducing sports dropout among youths", was that the boundary partners of *influencers* occurred. In The Netherlands, influencers have not yet contributed to the promotion of sports on such a level before. It was argued that influencers can motivate those kids who are not yet engaged in sports frequently, as they function as role models. Even so, top-level sports players who are popular amongst youths on social media can be deployed in order to promote sports. A national campaign would be rolled out using influencers, contrary to Dutch national campaigns that were formerly primarily using television campaigns.

### Conclusion/Contribution/Implication

Our experience with OM so far shows that the method certainly has potential, but that it is rather time consuming. However, the method definitely helps municipalities in the execution of their sports policy. Concerns for further development are:

- How can OM be used flexibly, so it can be adapted to local circumstances and needs, and at the same time uniformly enable data collection?
- How can we persuade municipalities to join in and what do they need for applying OM?

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### Using Outcome Mapping for Monitoring the Dutch National Sport Agreement

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### Aim and Professional Relevance

Classic methods for monitoring and evaluation are not suitable for policy programs that aim for system change. Recently, new ways of monitoring and evaluation (M&E) are developed which are based on system thinking and complexity science (see e.g. Ling, 2012; Shearn, 2023; Skivington et al., 2021). One such method is Outcome Mapping (OM). A distinguishing feature of OM is, that it integrates program development and M&E into an adaptive and reflexive policy approach. It can be therefore a useful tool for policymakers and evaluators (in cooperation with each other) for policy development and evaluation.

Our presentation aims to explain why a M&E method based on system thinking and complexity science, like OM, is better suited for complex policy interventions or programs. Using the Dutch National Sport Agreement as an example, we will also show how OM can be used for this purpose.

### Purpose and Background

In 2018 the Dutch Ministry of Health, Welfare and Sport, the Dutch National Olympic Committee*National Sport Federation (NOC*NSF) and the Association for Sport and Municipalities entered into the first National Sport Agreement (NSA). This agreement intended to '(re)vitalize' the Dutch sport system, to create a sport environment in which everyone can participate in (and enjoy) sport and physical activity. In December 2022 the Agreement was renewed for four years (2023-2026), with a new partner: the Platform of Sport Entrepreneurs.

The NSA is a form of 'collaborative governance' (Emerson et al., 2012): it attempts to engage and connect various stakeholders from public, private and civic spheres on the national, regional and local level. One of the 'instruments' of the NSA is to invite municipalities and local stakeholders to enter into a Local Sport Agreement (LSA). Today, almost all Dutch municipalities have a LSA.

The Mulier Institute regularly reports on the progress of the NSA. We started this in 2019 based on a monitor plan. Although this plan contained numerous indicators, they fail to signal changes in the process of 'collaborative governance' itself, like increasing connections and collaboration at (and between) several levels. It therefore was difficult to understand whether, and how the NSA 'works' as a co-creative process of policy making and collaboration. Furthermore, it was not clear whether the NSA was producing 'intermediate outcomes' that can lead to the system change that is needed to (re-)vitalize the sport sector. So it was difficult to determine whether the NSA was able to produce more productive outcomes compared to more traditional ways of policy formation and delivery. For this we needed additional ways of monitoring and evaluation. For monitoring the progress, we used for instance *outcome harvesting* (OH).

### Design and Implementation

For monitoring NSA II, we will use OM. OM is based on the assumption that most policies work indirectly. Most policy measures and actions are not directly aimed at the primary target group, but at intermediary groups and organisations, or 'boundary partners', like sport clubs, municipalities, schools and community sport coaches. Therefore, outcomes are defined as:

'changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly' (Earl et al., 2001, p. 1).

The most important step in OM is to determine the 'outcome challenges', a description of 'how the behaviour, relationships, activities, or actions of an individual, group, or institution will change if the program is extremely successful' (ibid., p. 47). The next step is defining 'progress markers' by which the 'performance' of the program can be monitored. The outcome challenges (the '*what*') are also the starting point for (further) developing the strategy: *how* will the program contribute to the change process?

The progress markers will enable us to collect in a uniform way information about the local change processes and outcomes. For this purpose, we will select a number of 20 to 25 municipalities. They are invited to use OM, with our help, for a) developing a plan for implementing their LSA and b) set up a monitoring system for tracking change processes and outcomes.

**Outputs, Reflections and Future Development**

In ten working sessions we developed together with the stakeholders the outcome challenges and progress markers for the following boundary partners: municipalities, sport clubs, sport service organizations and National sport federations.

Our experience with OM so far shows that the method certainly has potential, but that it is rather time consuming. That has also to do with the fact that the NSA is a very broad program, containing several (more or less related) issues and themes. Concerns for further development are:

- (How) can OM also be used for political accountability?

- How can OM be used flexibly, so it can be adapted to local circumstances and needs, and at the same time uniformly enable data collection?

- How can we persuade municipalities to join in and what do they need for applying OM?

## The Implementation of Good Governance in Municipality Sports Departments: a Case of Lithuania

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Aim and Research Questions

The aim of this study was to assess the implementation of good governance within the sports departments of the Lithuanian municipalities with an aim to modernize the management of a public sector. Research question: how the principles of good governance of the public sector are applied in the sports sector at the local level?

Theoretical Background and Literature Review

The concept of good governance has become increasingly important for both public and private sport organizations (Alm, 2013; Houlihan, 2013). Sports organizations have employed the principles of good governance in order to increase the effectiveness of performance-based activities and to emphasize the responsibility and accountability of their managers (Graham et al, 2003; Chappelet & Mrkonjic, 2013; Geeraert, 2017; Parent el al, 2021).

The changes in contemporary public management reflect on the qualitative dimensions of public sector activities and the innovative decisions of public institutions. The implementation of good governance among the public sector organizations becomes a multidimensional assignment. It requires the implementation of social tasks associated with an increased social security, democratized management processes, and improved political and social responsibility, as well as control. The Congress of Local and Regional Authorities as part of the Council of Europe approved the "Strategy of Innovation and Good Governance at the Local Level" in 2007. The document consists of 12 Principles of Good Governance, which were recommended to the municipalities upon the evaluation and the improvement of their activities.

Research Design, Methodology and Data Analysis

In 2020 14 Lithuanian municipalities received the European Label of **Governance Excellence (ELoGE)**. Such a distinction was deemed as a principal criterion for the selection of the sports departments for the purposes of this study. A qualitative research method – an on-line survey – was chosen and heads of the departments were selected to participate. The questionnaire was designed using the ELoGE instrument and adopted to the Four Good Governance dimensions of sport organizations (Geeraert, 2017). The questionnaire consisted of 12 principles that covered a total of 88 indicators: transparency (23 statements), democratic processes (20 statements), internal accountability and control (27 statements), and social responsibility (18 statements). The survey was conducted via email in March 2022. In the self-evaluation part, respondents were asked to determine their level of activities in accordance to certain indicators. The scoring was based on a Likert-type scale ranging from 0 to 4 (Chappelet, Mrkonjic, 2013, p. 9): indicator was totally fulfilled – 4; indicator was well-fulfilled – 3; indicator was fulfilled – 2; indicator was not fulfilled – 1; indicator was not applicable – 0.

Results/Findings and Discussion

Based on the survey results, the municipalities were divided into three groups. Three municipal sports departments fell into the evaluation Group 1 with an overall score of 2.9 points – "quite bad". The evaluation Group 2 consisted of eight municipal sports departments and had a score

of 3-3.5 points – "quite good". The evaluation Group 3 included three municipalities with an overall score of 3.6-4 points – "very good". Transparency received the highest score among all indicators (3.4), while democratic processes and social responsibility received the lowest score (3.1).

Two statements from the **democratic process** indicators scored the highest marks (4.0): "the municipality organizes the elections of sports department employees in accordance with the provisions of legal acts" and "the municipality ensures a smooth election process in accordance with the provisions of legal acts". On the other end of respondents' answers was the statement "that the opinion of all municipal sports department employees is not always heard and taken into account when making decisions", which received the lowest score (3.1). Among **transparency** statements "the municipal sports department plans its activities and budget at strategic and operational levels, following the strategic development plan of the city and district" was rated the highest (3.9), while "the publicity of strategic and operational plans; independent audit and regular communication with the residents" were rated the lowest (3.1). Upon evaluating the **internal accountability and control** statements the "employees would be appointed, promoted and rewarded for merit and/or disciplined only in accordance with approved procedures" received the highest score (3.9) and "an independent external audit is performed" scored the lowest (2.0). Among **social responsibility** statements "the municipality's sports department ensuring the participation of all different social groups" received the highest score (3.5) and the municipality's sports department

Conclusion, Contribution, and Implication

It could be stated that the sports departments of the Lithuanian municipalities did not differ significantly in the level of implementation of good governance principles. All four principles ranked quite high. The practical value of the study is based on the enhansing the democratic processes involving more citizens in the decision making process, informing the residents regarding the budget implementations, income and expenses and the necessity of social cohesion improvement (Graham et al, 2003).

## The Importance of Organizational Identification for VSCs

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Aim and Research Questions:
Voluntary sport clubs (VSCs) are often described as resilient, robust and very capable of surviving compared to other organizations (e.g. Lucassen & Van der Roest, 2018). However, besides VSCs that are flourishing, there are clubs in troubled water, on the edge of dissolution or already terminated. Although scholars have examined the functioning and problems of VSCs, it is not clear what explains their survivability. While organizational behavior research by and large is shaped by social identity theory and while organizational identification has been associated with a broad range of positive organizational outcomes, such as low turnover intention, organizational citizenship behavior, employee satisfaction, well-being and performance (Riketta, 2005), organizational identification is an underutilized concept in understanding and explaining high-quality relationships between members and VSCs. The aim of this study was to examine the relationship between organizational identification and member-normative behavior, the different foci of identification and subsequently how it can be stimulated in the VSC context.

Theoretical Background and Literature Review:
The core idea of social identity theory is that social groups, such as organizations, are internalized by individuals and become part of their self-definition. Organizational identification is a specific form of social identification that relates to a membership of an organization that has become part of a member's self-definition (Ashforth & Mael, 1989). Organizational identification can be defined as the perception of oneness with the organization and occurs when members define themselves in terms of the organization as a social category (Ashforth & Mael, 1989). Members who strongly identify with their organization incorporate the collective interest and perform prosocial organizational behavior because their organizational membership is central to their sense of who they are (Ashforth & Mael, 1989). In the context of VSCs organizational identification is considered an important construct because a sense of oneness with the organization stimulates satisfaction and retention among volunteers (Wegner et al, 2021) and commitment of members (Schlesinger & Nagel, 2015).

Research Design, Methodology and Data Analysis:
A multiple case study was performed among four Dutch voluntary tennis clubs, with different resources and identities and located in close proximity suggesting these clubs are in fierce competition with each other. For every club a separate focus group of 8 members is organized for generating a comprehensive list of idiosyncratic elements of the organization's identity and the cues that have set the stage for identity construction. Based on these focus groups, a questionnaire was build. All members of the four VSCs were invited to fill out the questionnaire. Members are asked about their level of organizational identification and membership-normative behaviour such as intention to stay, volunteering and positive word of mouth behavior. Furthermore, members are asked about perceived organizational identity attributes such as distinctiveness, rivalry, reputation and PO fit.

Results/Findings and Discussion:
Results are expected in july 2023 and will indicate the relationship between the level of organizational identification and member-normative behavior, the different foci of identification and the relationship between perceived organizational identity attributes and the level of organizational identification. Linear regressions will show the relationship between

members' level of organizational identification and the different measures of member-normative behavior, and the relationship between members' perceived organizational identity attributes and members' level of organizational identification. Factor analyses will show the most decisive foci of identification for organizational identification to result.

Conclusion, Contribution and Implication: Results are expected to show the importance of organizational identification in building successful, long lasting relationships between members and the VSC. Although this research was performed among only four tennis clubs in a rural area with high levels of competition among the clubs, understanding of these identification processes and its outcomes can help VSCs to effectively and efficiently promote high quality identification relationships and improve beneficial outcomes for all actors involved.

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## Can the Credibility of Global Sport Organizations be Restored? A Case Study of the Athletics Integrity Unit.

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1. Aim and Research Questions

This research analyzes the perception of global sport organizations' performances and how credibility can gradually be restored, or not, in a context of degraded institutional reputation. Through the example of the Athletics Integrity Unit (AIU)'s first years of operation, the aim is to identify some of the social conditions of credibility and understand how the perceptions shifted over AIU and athletics. As credibility is often based on past performances, the AIU could have inherited *the reputational breakdown of the International Association of Athletics Federations (IAAF) following the Lamine Diack scandal, which revealed widespread corruption at the Federation leadership.* If that is not the case, why not?

2. Theoretical Background and Literature Review

While existing sport management literature has mainly studied legitimacy and trust in the antidoping sector, this research focuses on credibility, understood as a fundamental element of trust towards organizations and legitimacy. It results from individual and collective evaluations of an institution's coherence (Manning, 2000). Erving Goffman's theory of dramaturgical action (Goffman, 1959), *and its interactionist interpretation of credibility as the result of social production,* are used to analyse the social performance of the AIU and the IAAF/WA, i.e. how their narratives, social beliefs, texts and audiences fit together to build institutional credibility. The research also draws upon frame analysis (Goffman, 1974) to showcase how different social groups (journalists, athletes in particular) make sense of AIU's performance, and how the AIU self-frames its performance. Following Goffman's theory of self and interaction, institutional credibility depends on the alignment and coherence between the organisation's self-framing and the framing from its salient stakeholders.

3. Research Design, Methodology and Data Analysis

The AIU was selected because of the scale of the scandal that affected the IAAF. Also, a rapid review of positions from experts and public figures suggests a relatively successful social performance, and therefore an intriguing case study in comparison with other disciplines which continuously attract negative judgement despite important governance reforms. To cover the AIU case study, media coverage has been conducted to identify how "internal" stakeholders within the athletic environment (athletes, staff, officials, national federations, etc.) or external (journalists, researchers, politicians, fans, etc.) commented the evolutions of the AIU and if they conveyed credibility judgements between November 2016 and November 2021. The search covered the French and English-speaking press. 14 media outlets and blogs were included in the analysis, covering a total of 873 articles. A social media search was also conducted on Twitter and Facebook through hashtags and key words. For each platform, the 1000 most relevant items were retained *by weighting the identity of the stakeholder (internal or external to AIU constituency), the nature of the message (degree of credibility expressed) and the way the AIU's performance is framed.* All data has been extracted manually, before being analysed by the research team through a qualitative content approach.

4. Results/Findings and Discussion

From the start, in 2017, the AIU was framed by its responsible authorities and observers as a model for governance and work on integrity. Then, through the quantity of antidoping cases and the fact that many high-profile athletes were sanctioned, even for technical issues, the Unit gained recognition. This gain was acknowledged and nurtured by the AIU's and WA's active communication policy, including an endorsement from the executive leadership. The two frames used by authoritative external stakeholders, namely the governance/independence frame and the ruthlessness frame, gradually aligned with AIU strategic self-framing The absence of structural criticism, the praise emanating from leading media or industry representatives and the trend for naming the AIU as a good – if not best – practice in the global sport sector provide indication that credibility has (until the time of research at least) been restored.

5. Conclusion and implications

The AIU case study explores the negotiation of institutional credibility in a post-scandal context. It also identifies transparency and accountability as social conditions that may contribute to the construction of credibility because it complements contextual coherence (the organization vs its audience) with intrinsic coherence (words vs actions). The case study proves instructive as it represents a potential good practice for the sector. Through the social production of its own performance, the AIU could escape the reputation stigma that has condemned other sport institutions. However, reputation remains fragile. The contingency of antidoping or corruption cases and the dependence on other strategic actors to protect athletics' integrity places the AIU in a volatile and vulnerable situation. Credibility perceptions and frames could alter at any time.

A number of recommendations are proposed to sport regulatory bodies wishing to restore their credibility. In particular, they should provide sufficient leverage, operational capacity and strategic independence to third parties who will act as sport integrity gate-keepers. They should also engage with the audience through information disclosure, various publications and executive leadership public interventions.

## A Policy Analysis of Elite Sport Development in Hong Kong: a Comparative Study of Cycling and Fencing

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With the burgeoning government interest in and support for elite sport development particularly Olympic performance, many nations and regions have adopted various strategies to enhance their medal performance at the Olympic Games. Despite a plethora of research on elite sport policy in Western countries and increased research attention directed to a wide range of Asian nations including China, there is a dearth of the analysis and exploration of Hong Kong in the context of elite sport development particularly regarding to policy making process.

**Aim and Research Questions**

This study aims to analyse the policy-making process related to elite sport development in Hong Kong since the 1990s, with a focus on cycling and fencing. The research questions are as follows:

1. what are the major policy changes in Hong Kong from 1990 to 2020 related to elite sport development in cycling and fencing?
2. What are the external and internal factors under the Multiple Streams Framework (MSF) in the policy-making process and how they interact to make policy change?
3. Who are the key actors under MSF in the policy-making process for the two sports and how they promote policy change?

**Theoretical Background and Literature Review**

According to Houlihan (2005), the meso level is the level of national organisations, such as ministries and national sports bodies. Therefore, MSF put forth by John Kingdon (1984) is utilised to guide this research. Three streams which are political stream, problem stream and policy stream, in combination with policy windows and policy entrepreneurs, form the five structural elements of the MSF (Kingdon, 1995). When the three streams are coterminous and coupled, it opens policy windows and when the policy window opens, it is likely to make policy change with the help of policy entrepreneurs. The MSF could explain the entire process of policy making and identify external and internal factors and stakeholders that influenced this process. In addition, the MSF has been used to analyse a broad range of policy areas in Western contexts and some elements of the MSF have been adapted to analyse sport policy change in Japan and this has demonstrated its applicability to the East Asian context.

**Research Design, Methodology and Data Analysis**

A comparative case study is adopted in this research. The cases of cycling and fencing are selected using the criteria of 'particularly significant' and 'typical/representative'. To be more specific, the two cases are significant sports at Olympic Games and receive substantial attention from the government and the public. In addition, cycling, and fencing are representatives of the HKSAR Government's three-tiered the Elite Vote Support Scheme (EVSS), pertaining to different policy prominence levels.

This research draws on empirical findings from both semi-structured interviews, and documents from official governing bodies/associations and influential media. documents data took precedence. A combination of 'judgemental sampling' and 'snowball sampling' was

deployed to identify and approach interviewees, securing 15 semi-structured interviews, including current and previous sports officials/administrators, coaches and athletes. All of the qualitative data collected from the documents and semi-structured interviews were subjected to thematic analysis. Four higher order themes were developed and 14 corresponding lower-order themes were identified, accordingly.

**Results/Findings and Discussion**

The major findings are that (1) the key policies that promoted elite sport development are increasing funding, establishing facilities, employing high-level coaches, and prioritising one event; (2) the external factors and internal factors have impacts on policy change are government turnover, national mood, party ideology, focusing events, feedback and the emergence of young talents; (3) the policy entrepreneurs involved in the policy-making process are commercial sectors in cycling and the head coach in fencing. Based on the findings, four observations can be made regarding the external and internal factors of the MSF: (1) political, economic and social vicissitudes have set the stage for and boundaries of Hong Kong's elite sport policy changes; (2) the major focusing events have been positive events, such as breakthrough successes in major events, rather than the disasters or crises they are more often associated with; (3) an internal factor unique to fencing was the emergence of young talented athletes; and (4) policy entrepreneurs were found to have been necessary to catalyse policy change but not sufficient, and successful policy entrepreneurs were found to have possessed similar attributes.

**Conclusion, Contribution, and Implication**

This research explored one of the most visible and powerful non-sovereignty entity's distinctive elite sport policy trajectory and evaluated the utility and applicability of the Western-derived policy theories and frameworks into an Asian context with significant heritage of Western influence. In addition, this research can stimulate stakeholders in Hong Kong elite sport development to consider how to seize the opportunity to promote policy change and to improve its elite performance.

## An Analysis of China's Initiatives on Sports Industry Development

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### Research Question

The sports industry in China has gone through major evolutions over the past 30 years, from a highly centralized sports system governed by the Communist ideology to gradual commercialization since the early 1990s (Hong, 1997). In 2014, China's State Council published Document 46 to promote the development of the sports industry. Document 46 has a specific initiative to stimulate the Chinese economy through sports industry development and the total output of sports should achieve 5 trillion Chinese Yuan by 2025. In 2019, China's States Council further issued *The Outline of Building a Strong Sports Nation* which set a strategic initiative to make sports an essential sector of the national economy by 2035, contributing to about 4% of the GDP in China. These initiatives provide explicit guidance for the growth of the Chinese sports industry. In this paper, we aim to understand the rationale behind sports industry initiatives and unpack the potential resources for these significant initiatives.

### Literature Review

We apply the multiple streams framework (MSF), a political science theory that explains how issues are put on the government agenda (Kingdon, 1984), as our theoretical framework. The MSF has three separate streams: problem stream, policy stream, and political stream. These three streams couple together at one critical time to open a policy window where government officials can seize the opportunity to establish new policies or promote policy change. This theory has been applied to analyze various sports initiatives, programs, and policies (e.g., Piggin & Hart, 2017; Uhlenbrock & Meier, 2021). For example, existing studies have revealed the rationale behind the creation of Japan's momentum for elite sport success (Zheng & Liu, 2020), physical activity promotion in the UK (Piggin & Hart, 2017), and UNESCO's Quality Physical Education Guidelines (Uhlenbrock & Meier, 2021). Given the difference in the political system between China and the Western democratic society, we employ a modified MSF which considers China's single-party system where the Communist Party's ideology heavily influences decision-making (Lu, 2020). The modified framework includes two additional important elements in the political stream: the participation of political leaders and the Communist Party's governing philosophy.

### Methodology

We collect macro-, meso-, and micro-level data in order to understand how multiple streams couple together. Collecting data at different levels allows us to conduct a comprehensive analysis of the elements and their relevancies in each stream. Our data covers a period from January 1, 2010 to March 31, 2023. At the macro-level, we collect national statements and documents related to the sports industry from China's State Council as well as subsequent media coverage in national newspapers. At the meso-level, we collect 1) proposals put forward by sports stakeholders and 2) sports legislations and documents published by national official agencies. At the micro-level, we collect scholars' and policymakers' interpretations of the initiatives published on 1) official government websites and 2) Chinese National Knowledge Internet, a Chinese scholarly database. Additionally, we collect comments published on online two communities: Weibo, a popular Chinese social media platform, and HUPU, a sport-centric forum. Considering the possible inaccuracy in official published statistics and official

documents' overly optimistic judgment of the current state, the proposals from stakeholders, analyses from scholars, and comments and opinions from internet users can improve our data validity and reliability.

We utilize Nvivo to perform qualitative data analyses. We conduct multiple rounds of coding to examine how these initiatives are put on the government agenda and summarize our codes into problem, policy, and political categories.

**Results**

We describe the rationale behind China's two significant initiatives accelerating the development of the sports industry. In the problem stream, we find what problems came to government officials' attention. In the policy stream, we find which proposals were technically feasible and accordant with the values that decision-makers were promoting. In the political stream, we find which political forces called for changes in the development of the sports industry. Furthermore, we explain how three streams coupled together and identify the relative importance of the streams in the creation of sports initiatives in China.

**Conclusion**

Applying the MSF to analyze initiatives on the development of the sports industry in China, we verify the applicability of this theory in China, a country with a very different political environment. Additionally, existing sport management studies usually focus on physical education programs and strategic plans in elite sports (e.g., Uhlenbrock & Meier, 2021; Zheng & Liu, 2020); scant research discusses the agenda-setting process of national initiatives to develop the sports industry as a whole. Finally, we identify unique characteristics in the decision-making process of sports initiatives in China, which adds to the existing literature that focuses primarily on Western countries. This paper thus contributes to revealing the government agenda-setting process of sports industry developmental plans and provides important insights for decision-makers into the right conditions for future industry-related initiatives in sports.

**Strategy, Leadership, and Stakeholder Management in Sport**

## A New Element Of 'TRANSFER' That Football Academies Need To Embrace

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### 1.0 Aim & Research Questions

The aim of this study was to explore the key transferable skills developed by individual players within academy football environments. The study focused on three distinctive phases (transitioning 'in', 'through' and 'out') and covered the two-year apprenticeship period where players exist as academy 'scholars'. Accordingly, the research question emerged to propose a theoretical model that identifies the acquisition of key employability skills within elite professional football academies.

### 2.0 Theoretical Background & Literature Review

At any given moment there are 12,000 aspiring players within the Elite Player Performance Pathway (EPPP) system, yet less than 1% will ever sign a professional contract. The Premier League also revealed that 97% of former academy players aged 21 to 26 failed to play a game in the Premier League. These statistics demonstrate the reality of trying to become a professional footballer and a review into EPPP, revealed a need for "Player Aftercare" in order to support those 'released'. At present, the system can leave players traumatised, with research documenting the damaging mental health impacts (e.g. depression, anxiety, and suicidal thoughts).

An inspection of talent development literature (Durand-Bush & Salmela, 2002) suggests that achieving excellence is a complex process that appears contingent on an intricate blend of innate and environmental factors. In England, elite youth football is characterised by a highly pressurised climate for success, Richardson et al. (2004) suggest that young players encounter a variety of interpersonal challenges that might affect their development. Accordingly, recent investigations have focused on stressors and coping strategies (Reeves et al., 2009), dealing with transition from academy to first-team (Finn & McKenna, 2010), and how fear of failure impacts performance and development (Sagar et al., 2010). Furthermore, athletes often fail to give credit to the lessons and skills acquired through their sporting career. This may result from myopia and foreclosed identity where athletes are incapable of seeing how the characteristics that made them successful in sport will make them successful in other career pathways.

### 3.0 Research Design, Methodology & Data Analysis

A social constructionist orientation created the opportunity to investigate and analyse concepts from multiple perspectives and personally constructed realties. The research utilised semi-structured interviews with 15 former football academy athletes who subsequently joined varying academic courses at University. The inclusion criteria involved the need for players to have followed the scholarship programme for 2 years between the ages of 16-18 and then released by clubs graded category 1 or 2 by the EPPP system. Subsequently, transcripts were analysed in line with grounded theory coding techniques (Holton, 2010) providing clear, sequential guidelines for conducting qualitative research and precise strategies for managing the analysis phases of inquiry.

### 4.0 Results, Findings & Discussion

The results identified four key transferable skills, **(I)**nterpersonal, **(D)**ependablity, **(E)**nterprising, and **(A)**daptability were prevalent across all transitional phases for scholars

within professional football academies. The themes which emerged helped shape the following theoretical model:

- **I**nterpersonal
  - ☐ *Communication*: The need to communicate with different members of staff.
  - ☐ *Teamwork*: Through understanding the emotions of other players.
  - ☐ *Emotional Intelligence*: The ability to manage emotions to relieve stress, overcome challenges and defuse conflict.
  - ☐ *Respect*: To treat staff, players, opposition, officials with consideration and value.

- **D**ependability
  - ☐ *Commitment*: Clear dedication to training, games and the standards of a professional environment.
  - ☐ *Attitude*: The ability to develop opinions when working in a challenging environment.
  - ☐ *Responsibility*: By being accountable for personal actions or team duties
  - ☐ *Behaviours*: Personal conduct in relation to time management and social media posts.

- **E**nterprising
  - ☐ *Curiosity*: The inquisitive interest levels in technical, physical and tactical evolutions.
  - ☐ *Education*: Engagement with academic and coaching qualifications.
  - ☐ Planning: A capacity to look ahead by thinking and exploring other career options.
  - ☐ Networking: The ability to create relationships with individuals.

- **A**daptability
  - ☐ *Flexible*: A willingness to learn and understand the need for change in positions or team formations.
  - ☐ *Sacrifice*: Being able to give up something valued (moving home, friends) for the sake of other considerations.
  - ☐ *Resilience*: The ability to overcome difficulties e.g. staff turnover, poor form, relegation.
  - ☐ *Leadership*: Taking ownership of targets and accepting roles to influence the team.

## 5.0 Conclusion, Contribution, Implication

The identification of key transferable skills is significant given each year over 11'000 players are released from academy football in the UK. The research contributes a clear theoretical framework which identifies themes that enable the following:

- Provides the foundation for an educational toolkit which can be delivered within sessions to educate players on transferable skills gained.
- Ensure a focus is placed on 'positive' mindsets for players being released in how skills can be used to pursue other career opportunities.
- Highlights the need to reframe welfare attitudes and player aftercare ensuring these are placed at the core for academy scholars.

**ID: 168**
Strategy, Leadership and Stakeholder Management in Sport

## An Investigation of Women's Socio-Structural Empowerment in Canadian Sport Leadership

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### Aim and Research Questions

The aim of this study was to understand the nature of women's socio-structural empowerment in sport leadership. We were guided by research questions designed to explore women's access to critical organizational resources: Do women leaders have access to the necessary information, resources, support, and opportunities for growth and advancement? How does this shape their experiences in sport leadership?

### Theoretical Background and Literature Review

Research has explored the challenges women face, including lack of access to critical organizational resources (e.g., Hoeber, 2007), which may be perceived as constraining and may influence their involvement in sport leadership. Understanding women's experiences in sport leadership may provide insight to their motivation, job performance, and job satisfaction, impact in and for the organization, and intent to pursue or remain in leadership. A socio-structural empowerment perspective may help explain the organizational conditions that contribute to a meaningful experience for women leaders.

Socio-structural empowerment is defined as organizational conditions and forces that may produce a sense of power, or powerlessness, in individuals within a workplace (Spreitzer, 2008). Socio-structural empowerment derives from Kanter's (1977) structural framework of power in organizations, which states that systemic or formal power and informal power provides access to job-related empowerment structures. Formal power refers to the job title and position in the organizational hierarchy. Informal power refers to connections within and outside the organization. According to Kanter, this structural power provides access to four job-related structures, which Spreitzer (1996) termed socio-structural empowerment: information (access to knowledge and information to complete work-related tasks), resources (time, material, finances, and other resources necessary to do the role), support (guidance from peers, subordinates, supervisors, and others in the network), and opportunity (for growth and advancement). The dimensions of socio-structural empowerment have been explored in various studies and scholars have found support for their impact on individuals' empowerment in the workplace.

### Research Design, Methodology and Data Analysis

We used a qualitative research paradigm for this study. We conducted semi-structured interviews with 27 women leaders who held Board Chair/President or Board Member, Chief Executive Officer or Executive Director, Vice President or Vice Chair, Director, and Manager level roles. Interviews lasted approximately 45 minutes and followed a conversational approach (Patton, 2015). We asked the women about their job title and description and connections within and outside the organization and what they received from them. Further, we asked about the dimensions of socio-structural empowerment, and specifically about access to information, resources, support, and opportunities for growth and advancement within the organization, and how that shaped their work.

The audio-recorded interviews were transcribed verbatim. Transcript checking was utilized to allow participants to review their individual interviews and provide any corrections, thereby increasing the credibility of the findings (Guba & Lincoln, 1989). Final data was analyzed

through a process of a priori and emergent coding of themes (Patton, 2015). Initially, data was coded by themes related to the components of socio-structural empowerment, followed by further coding to identify subthemes within the a priori codes.

**Results, Findings and Discussions**

Study findings provide insight to how socio-structural empowerment provides a foundation and shapes women's experiences in sport leadership. The women sport leaders stated that they had access to information related to the organization's policies, processes, and goals, which was important to their understanding of the organization's direction, and it helped them situate their work in the bigger picture. Access to resources such as time, finances, skilled staff, and technology were critical to women leaders' ability to do their work, but resources available were insufficient, and the women needed more of them to do their job effectively. The women described a variety of forms of support they received, in the form of guidance and feedback from peers, superiors, and staff in the organization, which motivated them and provided them with guidance and passion to do their work.

Access to opportunities for growth and advancement and their organization's financial commitment to support their development helped the women enhance their competency in different areas, such as networking, safe sport, and equity, diversity, and inclusion. Further, internal processes related to performance reviews and succession planning provided the bases for advancement. Notably, women's formal power in terms of their job title and position in the organizational hierarchy was consistently described as the foundation of these conditions.

**Conclusion, Contribution and Implication**

This study expands the consideration of empowerment theory to the sport context. Study findings bring awareness to organizational conditions that may contribute to women leaders' sense of empowerment in organizations. These findings can help to inform and support the development of targeted solutions in the form of organizational policies, processes, strategies, and other such efforts, to ensure sport leadership roles are empowering for women. Finally, our study also provides a platform to explore women's empowerment in other sport contexts.

## Referee Bias: Actual vs Expected Additional Time

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### Aim and Research Questions

Do social forces and pressure affect the decisions of individuals? Researchers have long investigated how endogenous preferences are affected by such social environments. On this matter, there is experimental and empirical evidence which shows that individuals' behaviour is biased under different forms of social pressure. In this study, I examine the effect of fan pressure on referee decisions on additional time in football by using a novel variable, ball-in-play time.

### Theoretical Background and Literature Review

Studies on referee behaviour in sport can be considered under two categories. First, there are studies that examine referee behaviour with respect to additional time at the end of the game. These studies control the number of red/yellow cards, substitutions and injuries for time lost during a game. They found that referees add more time when home teams are behind in scores (Garicano, Palacios-Huerta & Prendergast, 2005). However, there might be other causes for time lost such as a winning team may slow the game down.

Second, studies focus on referees' penalty and yellow/red card decisions and claim that referees tend to award more penalties to home teams and punish away teams more severely with yellow and red cards when home fans are present only (see, Bryson, Dolton, Reade, Schreyer, & Singleton, 2021; Endrich & Gesche, 2020; Reade, Schreyer, & Singleton, 2022; Scoppa, 2021). As home teams have the majority of the fans in stadiums, they may cause a home bias in referee decisions through social pressure. However, these studies neglect that the absence of fans may affect home and away player behaviour too. Any changes in the number of yellow/red cards and penalties may stem from changes in players' behaviour as well.

### Research Design, Methodology and Data Analysis

In this paper, I examine referee behaviour in additional time by introducing a new variable, ball-in-play time, which eradicates the problem of controls in the referee bias literature on additional time and disentangles fan pressure's effect on referees and players and only focuses on referee decisions.

First, I calculate the expected additional time for each game by using ball-in-play data. The difference between the actual additional time, which is added by referees, and the expected additional time is considered as bias. Then, by borrowing and developing the empirical strategy of Garicano, Palacios-Huerta & Prendergast (2005), I inspect how this difference has been affected by the winner at the end of the 90th minute by the presence of home fans.

Football matches were played behind closed doors during the Covid-19 pandemic. Therefore, it created an opportunity to test if fans are able to affect referees to decide in favour of their teams. I use an OLS regression to estimate the effect of social pressure on referee decisions with a dummy variable for Covid-19, which takes 1 if it is a Covid-19 era and games are played behind closed doors. An interaction term of Covid-19 and game score (home or away are leading by one goal as in Garicano et al., 2005) is used to test any potential effect of fans on referee bias.

### Results/Findings and Discussion

Firstly, the study provides evidence of referee bias in favour of home teams. Referees keep the game 24 seconds shorter when home teams are leading. Secondly, the interaction term in the

model captures the effect of home fans on referee behaviour in additional times in football. The study proves that referee bias stems from fans' pressure.

## Conclusion, Contribution and Implication

I analyse the effects of social pressure on human decisions. The study shows that football referees favour home teams only when the home fans' pressure is present. Analysis exhibits that referees keep the game shorter while home teams are winning and longer while losing the game by one goal only in front of home fans. I conclude that social pressure has an effect on referee decisions as referees decide impartially in the absence of such pressure.

The study has a practical implication to prevent unfairness which stems from referee bias. The governing bodies of football may utilise ball-in-play data to overcome referee bias in additional time. In media, there have been ideas to improve the unfairness in additional time (e.g., stop-clock). Expected additional time may be an efficient solution by capturing the required time at the end of each half. Additional time could be automatically calculated and added, which leaves no room for bias, and it could be seen by players, coaches, and fans transparently.

**ID: 406**

Strategy, Leadership and Stakeholder Management in Sport

**Work Passion Among Employees in the Sport Workplace: Seeking Positive Outcomes and Avoiding the Critical Juncture of Obsessive Passion**

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This study seeks to better understand passion among employees in the sport workplace. Passion has been conceptualized in a variety of ways, but one of the more popular models is the dualistic form that views passion through harmonious and obsessive lenses. Scholars have contended that harmonious and obsessive passion are distinct variables that are experienced separately (Vallerand et al., 2003), while more recent scholarship has contended that passion is experienced on a continuum whereby individuals do not parse out these forms but rather experience features of both (Moeller et al., 2015). We aim to begin to resolve various theoretical arguments regarding the roles of harmonious and obsessive passion among employees by examining the experiences of sport employees. In doing so, we ask the following research question: how is passion experienced among sport employees?

Building on theories of motivation, passion's core premise considers that passion for work provides employees with the perseverance and drive to achieve work goals and sustain positive feelings from work. Central to this study is the construct of work passion, defined as "an individual's emotional and persistent state of desire based on cognitive and affective work appraisals" (Perrewé et al., 2014, p. 146). Passion literature has been largely dominated by the dualistic model of passion developed by Vallerand and colleagues (2003). Passion is a strong inclination toward an activity that people like, that they find important and identify with, and in which they invest significant time and energy (Vallerand et al., 2003). This model considers that passion for work not only includes an affective component (strong liking or love for work), but also an internalization component (work is internalized into person's identity). The internalization process can be autonomous or controlled, which eventually leads to two forms of work passion: harmonious (associated with autonomous internalization) and obsessive (associated with controlled internalization). Although harmonious passion is commonly viewed as the more desirable form of passion, obsessive passion has been found to produce positive outcomes among sport employees (Swanson & Kent, 2017). Moreover, scholars have noted that these forms of passion should not be viewed as a dichotomy but rather along a continuum (Moeller et al., 2015).

Semi-structured interviews were conducted to gather detailed narratives of how sport employees experienced passion in their workplaces. In total, 17 full-time sport employees were purposefully selected to sufficiently interpret their lived experiences within North American collegiate sport workplaces. The interviews lasted approximately 45 minutes and were transcribed verbatim. The questions within the interview guide included: "Do you consider yourself passionate about your work?," and "Does your level of passion for your job resemble an obsession or is it more harmonious or neither? How so?" This study utilized Braun and Clarke's (2021) reflexive thematic analysis procedure.

The results from this study included three themes that depict how passion was experienced by participants. These themes included the need to have obsessive-like passion to "survive" or persist in the sport industry, how participants found harmony within their obsessive passion, and their difficulty in distinguishing between harmonious and obsessive passion. These themes were used to construct a model that depicts how passion is experienced in the sport workplace. Like the position of Mueller et al. (2015), harmonious passion was experienced as a precursor to obsessive passion. That is, for one to be obsessively passionate, they must first experience harmonious passion. Obsessive passion was found to lead to positive outcomes like motivation

and positive emotions (similar to Swanson & Kent, 2017) but it can also lead to detrimental outcomes such as burnout or a lack of well-being. The results suggest that there is a "Goldilocks zone" whereby obsessive passion can be used for positive outcomes but does not reach the tipping point where individuals become burnt-out and choose to leave the industry.

We propose a model that illustrates how sport employees experience both harmonious and obsessive passion, which challenges the common view that these forms of passion are experienced separately but is in support of recent work on passion that argues they are experienced in the aggregate (Mueller et al., 2015; Zeimers et al., 2022). Further, we support the work of Swanson and Kent (2017) by highlighting the value of obsessive passion and extend their work by offering a more detailed description of how obsessive passion is applied within sport workplaces to foster effective work practices. Lastly, we offer an initial appraisal of the critical juncture of obsessive passion. That is, when do the positive benefits (e.g., well-being) of obsessive passion expire and give way to its detrimental effects (e.g., burnout)? The results of this study provide valuable evidence concerning how passion is not only experienced in the sport workplace, but its potential outcomes for sport organizations and employees.

**ID: 419**

## The Coordinating Logics of an International College Ice Hockey Tournament

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Sport management research employing institutional theory has called for a focus on institutional work to better understand how organizations navigate complex environments to create, maintain, and disrupt institutional structures. Institutional work is "the broad category of purposive action aimed at creating, maintaining, and disrupting institutions" (Lawrence & Suddaby, 2006, p. 216). However, much of the scholarship views institutional work through a competitive lens (Ocasio et al., 2017). For instance, research focuses on organizations seeking to enter a market, stave off competition, or regain dominance when faced with challenges (Robertson et al., 2022). Further, the institutional work research within sport often focuses on a singular organization or compares two competing organizations (Skirstad & Chelladurai, 2011). The focus on competition and single organizations has come at the cost of understanding the many organizations that work together to collaborate. For instance, international technology companies such as Amazon, Apple, Google, Meta, and others are now working together to create compatible products and software.

Despite the frequency with which inter-organizational collaborations occur there is surprisingly little research exploring organizational collaboration through an institutional theory lens (Ocasio et al., 2017). Specifically, there is little understanding of how logics coordinate collaboration. Logics are meaning systems present in a field actors deploy to make sense of policies, practices, norms, and assumptions in a bounded network, field, or industry (Scott et al., 2000). Organizational vision, mission, goals, and objectives as well as sources of legitimacy, authority, and identity provide insight into a logic influencing an organization. Logics can exist at the macro social level, the organizational field level, as well as the organizational level. Therefore, different logics influence different organizations, yet organizations with similar and dissimilar logics consistently collaborate to produce sport products.

Thus, the purpose of this study is to explore how a variety of inter-organizational actors with different intra-organizational logics collaborate to achieve a common vision, goals, and values. Specifically, this study focuses on the Friendship Four Ice Hockey Tournament in Belfast, Northern Ireland. The tournament brings together four US college hockey teams for a two-day tournament. Beyond coordinating four international hockey teams, the Odyssey Trust (the organizers of the event) works closely with local, national, and international public officials, youth hockey organizations, professional hockey organizations as well as community partners to promote education, social welfare, and community integration. The variety of organizations involved requires intense collaboration to ensure each organization works to achieve the stated purpose of the tournament while also working to achieve each organization's own goals.

The authors of this study completed 21 interviews with tournament officials, international and national government officials, team representatives, and college athletes. In addition to completing interviews, the author of this study traveled to Northern Ireland to meet with community and tournament stakeholders. Over the course of the trip, the author was able to observe the tournament as well as related activities such as community events, business symposiums, and joint-international government events.

Preliminary findings suggest a community and educational logic are two important underlying factors contributing to the mobilization and participation of sponsors, participating teams, and

certain government officials. Interestingly, the tournament organizers understood the importance of the community and education logics in mobilizing stakeholders, with many being vehement carriers of the logic, however, they also understood the logic as a supporting mechanism for their own organizational sport- and business-focused logics. The findings support theoretical claims of institutional plurality and how multiple dissimilar logics can co-exist simultaneously (Kraatz & Block, 2017). Further, it presents a case on how dissimilar logics can be integrated and support each other rather than be in competition (Robertson et al., 2022).

### A Review on the Role of Supporters' Trust and Fan Tokens as Different Ways of Engagement in Sport Business

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**Aim and Research Questions**: The aim of this paper is to reflect on the growing role of strategy of engagement for the supporters by the sports clubs, especially football clubs, focusing on two different approaches: the creation of supporters' trusts and the use of new digital tools, such as the fan tokens. The research question of this work is to analyze the evolution of the strategies of engagement in last decades and the different strategic approaches realized with the two different tools of supporters' trusts and fan tokens.

**Theoretical Background and Literature Review:** The development of the supporters' trust as a way of engagement and inclusion of the fans of a sport club into its governance system emerged about 20 years ago (Smith, 2000) and it has been already studied for its capacity to transform the role of supporters from passive to active inside the corporate governance system of a sports club (Cleland, 2010). The studies on this topic comprise also literature reviews (García & Welford, 2015), which can be however updated and integrated. The use of fan tokens constitute a new opportunity for the sport teams to reach money from its supporters through the use of digital technologies linked to blockchain (Vidal-Tomás, 2023). With the use of these technologies, sport teams are considering possible innovation opportunities where the focus is on reliablilty of authenticity or ownership of digital or digitizable assets (Baker et al., 2022). Therefore, although tokenization has generated a hype in sport management and governance by facilitating engagement behavior, it remains unclear to what extent this new tool can serve as an engagement platform to promote innovative relationships between sports organizations and its supporters (Stegmann et al., 2023).

**Research Design, Methodology and Data Analysis**: Starting from these premises, this work intends to develop a comparative analysis between aims, characters, opportunities, challenges and possible unsolved problems of supporters' trust and fan tokens. The research method used for this analysis is a systematic literature review, based on the concepts of supporters' trust and fan token. The research process will be illustrated in order to appear as objective, transparent, and replicable. The literature review will be based on multiple databases, accordingly to a systematic review research protocol.

**Results/Findings and Discussion:** The work intends to show in the first place that the two tools analyzed partially set common goals, but that at the same time from a strategic point of view they present significant differences. The common element of the two tools is that they are both ways to activate supporters' engagement, aimed at providing financial support to the sports club. The main element of differentiation consists instead in the fact that supporters' trusts are an element that embraces corporate governance, while fan tokens appear more as a marketing tool for the club. Beyond these basic profiles, other elements of commonality and differentiation can be identified by referring to the support technologies, communication strategies, methods of acquiring resources, implementation costs, and link with external companies for implementation of the tools.

**Conclusion, Contribution, and Implication:** This article appears to be one of the first contributions that relates two fan engagement tools which, although different from the point of view of their basic strategic profiles, present common goals. Furthermore, although one of the two tools, fan tokens, are much more recent, both tools can stimulate the ongoing debate in sports management and can be explored by sports clubs interested in developing their own

fans' engagement strategies. Consequently, this work brings an innovative contribution in the field of sport management, governance and strategy studies, favoring the development of an accurate, updated and comparative theoretical knowledge framework on supporters' trusts and fan tokens. The literature review that will be carried out, will set the foundations for the development of future research lines, in order to understand if and how the studied tools can be concretely used in the future, with possible new theoretical and practical implications.

**ID: 1120**
**Strategy, Leadership and Stakeholder Management in Sport - Revised Version**
*Topics:* Strategy, Leadership and Stakeholder Management in Sport

**The Leadership Lifecycle: Preparation, Executing and Exiting.**

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Leaders are needed in all areas of society, including sport management. Many aspiring sport management leaders often wonder how they can best prepare and position themselves for future leadership opportunities. Other colleagues, currently in leadership roles, often seek answers on how they can be more effective in the role. Finally, it is clear that too many practising leaders don't accurately read the signals that their influence is waning, and they must either change their approach or depart from the role and move on to new challenges. What are the signs and signals that a leader's impact is diminishing, and how and when do they know that it might be time for them to change (or consequently, be changed)? Rather than let others make decisions about their futures, this session will focus on what leaders can do to get ahead of the process. They might be able to change, or they should strategically prepare to leave the leadership role. If the latter course of action is selected, leaders will hear about strategies they can employ to ensure that they depart with grace, dignity, and the assurance that the organization will continue to move forward. There is a leadership lifecycle, and this session will cover the three areas of the lifecycle, with special emphasis on the initial and final stages of the model. The goal of this session is to help current and aspiring leaders effectively navigate each stage of their leadership journey.

There is a plethora of leadership books and research articles designed to help leaders be more effective in their role, and practicing leaders have clearly found the content to be helpful. There is also some research (although less) on the preparation and positioning stages of the leadership life cycle. However, even though the end comes for all leaders, there is very little content to help leaders effectively navigate this later stage of the leadership lifecycle. All leaders eventually depart the leadership role. Some are pushed. Some are pulled. Fewer leave on their terms, with their units flourishing and positioned for sustained success (and their stakeholders wanting more). My goal is to help leaders at this stage in the model, and their units or organizations realize a positive endpoint.

This session is informed by the latest research on leadership emergence, leadership effectiveness, and leadership succession planning and effective onboarding. The session is designed to help facilitate success at all stages of the leadership lifecycle. The session is designed to assist both current and aspiring leaders at different stages of their careers

**The Lived Experiences Of Football Coaches: Exploring The Impact Of Professionalisation And Governance On Coaches Working With Women's Football Teams.**

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Aim:

The aim of this research is to identify the impact of the professionalisation and governance of women's football on the football coaches working in the top three tiers of women's football in England; Women's Super League, Women's Championship, and Women's National League. The research explores the support, education and mentoring the coaches receive and identifies other resources that coaches require to fulfil their role, such as training opportunities, monetary reward, and childcare support.

Theoretical Background:

Women's football has an estimated 29 million women and girls' participating worldwide, with FIFA aiming to double participation to 60 million players by 2026 (FIFA, 2016). This growth in participation rates requires more coaches to work with the increasing number of players, with these coaches requiring a level of coaching knowledge linked to the age and ability of the group they are facilitating. Therefore, national governing bodies must provide appropriate coach education and mentoring to all football coaches to ensure that the players can develop. In England, the Women's Super League became a professional league in 2018, requiring players to be paid a full time salary and train for a minimum number of hours each week. This change required coaches to work full time to support the players, with some coaches leaving stable jobs to transition into professional football. This transition also required coaches to have appropriate qualifications and to work within the professional requirements of FIFA's club licensing. Whilst research has explored gender barriers in coaching (Karlik & Wolden, 2022), constructing coaching careers as a female coach (Ronkainen et al, 2020), and experiences of coach education from female participants (Lewis et al, 2018), there are gaps in the literature regarding the effects of professionalisation on the coaching workforce. As such, the purpose of the present study is to investigate the lived experience of these football coaches, to analyse how they have transitioned into the professional game and how the impact of professionalisation and governance is affecting these individuals when coaching in the Women's Super League, Championship and National League.

Methodology:

Coaches are required to work within the expectations set by their employer (the club) and the Football Association. Women's football is a growing sport and coaching staff are expected to promote the growth of the game as part of their role. As such, this study is framed within a critical realist perspective, acknowledging that the world is not solely made up of events, experiences, perceptions and discourses, but that there are underpinning structures and power relationships which exist (Patomäki & Wight, 2000). Semi-structured interviews were utilised to gather qualitative data to ensure there was flexibility to discuss different topics if desired and allow participants to be the expert of their own narrative. Following ethical review, participants took part in an online interview which was recorded and transcribed verbatim. Interviews were conducted with football coaches of any gender, working within the top three football tiers of women's football in England, who were required to hold a UEFA B licence coach qualification as a minimum requirement. The study was underpinned by a critical realist

perspective, with Interpretive Phenomenological Analysis (IPA) employed to analyse the data. Both IPA and critical realism seek to understand the social world and can be used together due to the need to consider the social, cultural and historical contexts in which individuals are situated (Smith, 2019). Critical realism provides a theoretical framework for understanding the social and cultural factors that shape the participants' experiences, whilst IPA provides a methodological approach for exploring and interpreting those experiences (Patomäki & Wight, 2000). To conduct the analysis, immersion in the data is being achieved and emerging themes and patterns are being identified.

Discussion:

Data collection and analysis is ongoing for this research project. The research aims to identify how the football coaches have adapted from working in an amateur or semi-professional environment to working in a professional environment, gain an understanding of their support networks, and identify other resources or support they require. Preliminary findings suggest coaches focus on creating a network of informal mentors to support them in their role. Additionally, discussions around coach education have highlighted gaps in the education process, with some coaches unable to access the UEFA Pro Licence, or the content taught on coaching courses is not relevant to their coaching role.

Conclusion:

Emergent results indicate that informal mentoring is important for coach development. In addition, more specific coach education to professional women's football is required so coaches have a better understanding of female footballers bodies so they can amend training requirements appropriately e.g. ACL injuries, menstrual cycles. The findings may have implications for potential policy recommendations aimed at the support and development of football coaches working in professional environments. This could be focused on further education, mentoring, or enhanced employment opportunities.

**ID: 1217**
Strategy, Leadership and Stakeholder Management in Sport - Revised Version
*Topics:* Strategy, Leadership and Stakeholder Management in Sport

## Understanding Barriers And Facilitators To Positive Mental Health For Football Referees

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**Aim and Research Questions:** The aim of this study was to explore factors which facilitate or act as a barrier to mental health for football referees.

**Theoretical Background and Literature Review:** In football, the majority of mental health studies have focused on players, with limited research pertaining to referees (Gorczynski & Webb, 2020). This is despite evidence suggesting that referees encounter similar physical and psychosocial issues, such as injury, performance fears, and evaluation concerns. Referees also face unique occupational pressures, including verbal and physical abuse which has been identified as the salient contributor to referee attrition rates (Webb et al., 2017). To date, limited research has explored the mental health impact of abuse and other stressors, with the most prominent study conducted by Gouttegarge et al. (2017), investigating mental health disorders among a cohort of European professional football referees. The study identified the one-season incidence rate as 10% for distress, 16% for anxiety/depression, and 8% for adverse alcohol use. For the individual, mental health disorders can affect levels of occupational satisfaction and enjoyment, and can have a negative impact on refereeing performance (Gorczynski & Webb, 2020). From a managerial perspective, poor mental health among referees may contribute to attrition rates, resulting in a reduced workforce. This decreased availability of referees raises concerns about the organisation of fixtures, potentially threatening the existence of amateur football (Webb et al., 2017). Gouttebarge's study illustrates that mental health disorders exist among football referees, yet there is a dearth of qualitative research regarding their lived experiences. The purpose of this study is to explore factors which either facilitate or act as a barrier to mental health maintenance, in order to develop strategies to address mental health symptoms and disorders in referees. This is with an overarching aim of enhancing job satisfaction, thereby improving recruitment and retention rates. In doing so, a multi-perspective approach has been taken, to compare the accounts of referees with that of other stakeholder groups who they are in direct contact with (such as players and referee development officers), to gain knowledge of mental health awareness, understanding, and provision.

**Research Design, Methodology and Data Analysis:** This study is underpinned by interpretivist philosophical principles and uses a multiperspective design to explore referee mental health. Semi structured interviews were conducted with a total of twenty-four participants, 6 from each of the following stakeholder groups: referees, referee development officers, coaches, and players. This was to gain a rounded and holistic understanding of factors which may affect referee mental health. Participants were selected to be interviewed via convenience and snowball sampling (Merriam & Tisdell, 2015), and were invited to take part in a single online interview (lasting approximately one hour). The interview guide had been developed from previous mental health research (Webb et al., 2021), and consisted of questions related to relationships with the other stakeholder groups, the impacts on mental health, and levels of organisational support available. Transcripts were recorded and transcribed verbatim, then reviewed idiographically and subject to interpretative phenomenological analysis (Smith, 2017). Following close reading and interpretation, each transcript was coded and eventually arranged into tables of higher and lower order themes. The

researcher then sought to identify patterns of convergence and divergence across cases to gain insight into how the participants experience and conceptualise referee mental health.

**Results/Findings and Discussion:** Initial results highlight gaps between the accounts of referees, and that of referee development officers, particularly with regard to perceived levels of organisational support. Referee development officers also reported challenges in terms of the standard of abuse reports, which referees appeared to be unaware of. In terms of mental health support, the 'Mental Health Champions' scheme was commonly referred to by multiple participants across stakeholder groups. Whilst many referee development officers spoke positively about the scheme, referees appeared less inclined to discuss mental health matters with people they felt were 'strangers', instead preferring informal support networks. The findings also identified the education of stakeholders as a recurring theme, both in terms of the role of the referee, and in terms of referee attrition rates. Some participants felt that increased awareness of the challenges that referees face and the threat to amateur football might be significant in reducing match-day conflict.

**Conclusion, Contribution, and Implication:** This study compares the accounts of referees to that of other stakeholder groups, regarding referee mental health. This study contributes to the limited pool of research by identifying barriers to referee mental health related to awareness, understanding and provision. The findings of this study may have implications with reference to potential policy recommendations aimed at the development of occupational environments for referees. Through increased understanding of factors which impact mental health, this study seeks to inform strategies to support the psychological welfare of football referees to improve job satisfaction and, therefore, retain a greater number of officials.

**ID: 1253**

Strategy, Leadership and Stakeholder Management in Sport - Revised Version

*Topics:* Strategy, Leadership and Stakeholder Management in Sport

### New Insights into the Sport leadership Generative Partnership Model: Including European Voices

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Introduction and Literature Review

Efforts to create a holistic sport leadership model have gained considerable traction in recent years, including the need to consider leadership as a process (Welty Peachey et al., 2015) and to view leadership as a social process constructed from different views within a given group (Billsberry et al., 2018). The previous works provided a foundation to begin moving beyond the common foundation of leadership styles or theories to provide the discipline of sport leadership with an understanding of how it influences organizations (Welty Peachey et al., 2015). With the foundation in place and conversations across sport leadership scholars, a generative model was developed to forge a dynamic holistic sport leadership model (Damon et al., 2022a). Specifically, Damon and colleagues (2022a) formed the Sport Leadership Generative Partnership Model (GPM) based on a sport leadership focused symposium at the 2019 North American Society for Sport Management (NASSM) conference. The goal of the Sport Leadership GPM is to incorporate culturally holistic considerations of leadership around the world, and the current presentation will be a step towards not only achieving that goal, but also contributing further understanding of sport leadership to the audience and those interested in the topic across research, teaching, and practice of sport leadership.

Aims

Since the symposium and article, efforts have been maintained to enhance the GPM by incorporating voices from different socio-cultural backgrounds. For example, Damon and colleagues (2022b) successfully integrated voices from Australia and New Zealand during the recent Sport Management Association of Australia and New Zealand (SMAANZ) conference. Further, the upcoming NASSM (2023) conference will see a similar emphasis by focusing on emerging voices in sport management and sport leadership; specifically aiming to facilitate leadership views and experiences from sport management graduate students and early-career academics. With this in mind, the purpose of the current presentation is to continue such conversation by including European academic voices whose focus is also within the discipline of sport leadership. We aim to further refine the GPM model through including European voices and through Hibbert et al.'s (2014) relationally reflexive framework. Hibbert et al.'s (2014) framework utilizes deep reflection and listening to integrate voices into theory and model development.

Method

To this end, our presentation will provide a summary of the Sport Leadership GPM to begin. With the foundation and background of the GPM presented, we will then turn to a comparative analysis of the GPM. This analysis will include merging the model with previous voices integrated and the prototypical view of sport leadership. We will then use that as a comparison with an emphasis on European voices and views of how the various socio-cultural aspects of

European sport leadership can positively influence the evolution of the Sport Leadership GPM. With each European country possessing unique aspects towards sport leadership, such discourse and inclusion of these voices will help to enhance the Sport Leadership GPM.

We will enact connectedness by following the framework of Hibbert et al. (2014) to not only present initial considerations of the GPM with European views integrated into it, but presenters will engage the audience in discussion to ensure that as many voices are included as possible. Additionally, as Damon et al. (2022a) outlined, sport management scholars around the world must be more reflective in their approach to how leadership is considered in our teaching, research, and practice. To this end, we will conclude the presentation by providing a link to a voluntary assessment tool developed by Damon and colleagues (2022a) for those interested in engaging in self-reflection on sport leadership. The assessment tool encourages the participant to reflect on their own views of sport leadership and how they emphasize sport leadership in their teaching, practice, and potential research. The assessment tool provides an opportunity for each participant to not only learn and reflect more on their own practicing of leadership across sport, but also aims to help participants identify areas where future collaboration with others interested in sport leadership may be most fruitful. We aim to facilitate this process by soliciting interest in the emerging Sport Leadership Group; a group aimed to connect scholars, practitioners, students, and others interested in sport leadership around the world.

## Safe Sport: Education and Training through Character-based Leadership Development

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### Aim

This professional practice paper focuses on how a character-based leadership development program can strengthen safe sport practices.

### Purpose and Background

Safe sport has become a globally relevant topic in view of recent high-profile incidents and allegations that appear to have historical roots (e.g., USA Gymnastics and UK football sexual abuse cases, Hockey Canada sexual assault allegations). Many organisations are urgently designing and implementing policies, procedures, and programs to advance a culture of safe sport (Gurgis & Kerr, 2021), one of which is leadership development. Our leadership development approach uses the leader character framework, which draws attention to 11 interconnected dimensions (i.e., accountability, collaboration, courage, drive, humanity, humility, integrity, judgment, justice, temperance, and transcendence) that work together to inform a habit of decision-making and judgment (Crossan et al., 2017). The purpose of our research-based program is to support character-based leadership development that will strengthen safe sport culture.

Safe sport is defined as the provision of a "training and competitive environment for athletes, coaches, officials, and volunteers that is free of abuse, harassment, and discrimination" (Higgs et al., 2019, p. 11). It is the lack of character-based judgment in everyday decisions that manifests into a toxic culture, leading to organisations that are not equipped with safe sport practices. For example, an individual who chooses not to speak up sets a tone for others to remain silent. The leader character framework provides a way of understanding how poor decisions and toxic cultures arise through the over- and under-weighting of dimensions that lead to compromised judgment. Our research has found that sport organisations tend to prioritize dimensions like courage and drive over dimensions of humanity, humility, and justice, which creates a 'win at all costs' mentality through tunnel-vision and reckless behaviour. Instead, organisations with a strong character culture encourages psychological safety leading to acts that call out toxic cultures.

### Program Design and Implementation, Outcomes, and Future Development

Our program proposes that everyone within an organisation is subject to character-based leadership development. This type of training encourages strong judgment across the entire organisation, such as supporting those who make policies, supporting coaches who have a direct influence on athletes, and supporting athlete agency. The leader character framework enables this approach as it takes a disposition to lead approach, where all individuals can practice leadership by bringing the best of themselves to their everyday practices (Seijts et al., 2015).

We developed a mobile software application based on the leadership character, habit development, and exercise science literature, to support and deliver the daily practice that character-based leadership development requires. Our research includes two parts: 1) examine whether the program facilitates character-based leadership development and 2) examine how character development influences safe sport practices. The first part of our research included

a 20-week program with 66 intercollegiate student-athletes using the mobile software application. We used a latent growth model to examine how program engagement contributed to character development and found that those who had higher program engagement experienced greater change in character-based leadership. We now plan to examine how a longer program may influence safe sport practices through a two-phase approach. The first phase will include a 'train the trainer' program with facilitators, coaches, educators, and leaders through the app-based leader character development program supported by monthly online workshops to facilitate discussion about how they can embed character-based development in their sport organisation to strengthen safe sport culture. And second, extend the app-based leader character development program to athletes for a one-year program supported by initiatives led by the trained trainers.

While character-based leadership development and safe sport can certainly be strengthened from the bottom-up, leaders in an organisation play a key role to set expectations, be role models, and educate, therefore investing in their character-based leadership development first is imperative. A 'train the trainer' approach can transform safe sport culture through character-based leadership development so that leaders in an organisation are equipped to educate and lead through example. Many sport organisations are beginning to recognize the importance of character as a powerful tool to transform their organisation, evident through practices such as recruitment and development (Crossan et al., 2022). Other organisations within and beyond sport are also undergoing character-based leadership development programs across their entire organisations to transform culture using the 'train the trainer' approach.

The leader character framework shows that all 11 dimensions are equally important, and that any dimension in deficiency or excess becomes a vice leading to a habit of compromised judgment and toxic cultures. A character-based leadership development program not only mitigates misconduct that can arise without safe sport practices, but instead enables individuals to thrive – bringing the best of themselves to everyday practices, supported by safe sport culture.

### Going To The Next Level: How To Enhance A Football Club's Management Performance? A Quantitative Assessment Based On The FoMa Q-Score.

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### Aim and Research Questions

In today's football industry, the interplay between effective management and sporting success as well as financial resilience has become crucial, attracting the attention of managers, investors, and other stakeholders. This research critically examines this nexus, offering insights on key factors of successful management performance and uncovering the focus good club management shall have. As finances and governance instead of on-pitch performance increasingly steer the course of professional football, this understanding is no longer a mere advantage, but a requirement for sustainable success in the football industry. Accordingly, this study has a twofold aim: First, to assess the validity and meaningfulness of the FoMa Q-Score (Zülch et al., 2020) in measuring the quality of football club management. Second, to evaluate the specific KPIs that drive success or failure in football club management.

The study addresses the following research questions:

(1) How has the quality of management of Bundesliga clubs evolved over time, and to what extent does the FoMa Q-Score capture this evolution?

(2) What are the key performance indicators that drive and dilute success over time, and how do these indicators vary across different Bundesliga clubs?

(3) Do performance indicators exist that define football clubs' overall management success or failure in general, independently from club-specific individual performances?

### Theoretical Background and Literature Review

Effective management is crucial to the success of football clubs on and off the pitch. Academia highlights the importance of dimensions such as on-the-pitch performance, governance, and financial management in achieving good management quality and sporting success (Coskun et al., 2021, Zülch et al., 2020; Lawrence, 2018; Plumley et al., 2017) and emphasizes the need for a long-term strategic approach to management that balances both short-term performance and long-term sustainability (Cruz et al., 2022). The FoMa Q-Score is one framework that has been established to assess this management quality for different football clubs in the German Bundesliga - for one specific season. However, no clear analysis of individual performance drivers and diluters of management performance over time does exist.

### Research Design, Methodology and Data Analysis

This study uses a quantitative approach based on panel data following Hair et al. (2018). The dataset is derived from the FoMa Q-Score's framework, considering four dimensions and 66 KPIs over time, and consists of publicly available data that has been built for this study from clubs' websites, associations, media outlets, industry studies and benchmark reports. It compiles 7.578 data points for the 18 clubs of the Bundesliga through seasons 2016/2017 – 2021/2022. All data points relate to sporting success, financial performance, fan welfare maximization and leadership and governance KPIs. The dataset is analyzed using quantitative methods, including regression analysis (panel regression, fixed-effects regression, random-effects regression) and multivariate statistical methods (principal component analysis, cluster analysis, discriminant analysis and factor analysis). For the final paper, the dataset will be extended by an additional 1.278 datapoints for the 2022/2023 season.

### Results/Findings and Discussion

The study proves that the FoMa Q-Score can capture a football club's management performance over time. The score has increased on average across most football clubs over the past six years, indicating an overall improvement in management quality. However, the increase is not uniform across all clubs, and there are significant variations in the relative contributions of different management dimensions to the scores' increase. The cluster analysis identifies four distinct groups of football clubs based on their management quality over time: constantly high-performing, improving, declining and constantly low-performing clubs. All cluster clubs compile a unique set of success and failure indicators which give clear recommendation to practitioners how to improve club performance over time. The principal component analysis reveals that financial performance indicators and leadership and governance criteria greatly influence the management performance of clubs – both positively and negatively. Sporting success on the other hand is only significantly pronounced with constantly high-performing clubs. The Fan welfare maximization KPIs are indifferent. The results imply that good financial performance and good leadership and governance are essential to improve a club's overall management performance, measured by the FoMa Q-Score.

### Conclusion, Contribution, and Implication:

The results of the study have implications for football club owners and managers in day-to-day business: good management performance, which drives sporting success, is very much defined by upright performance in financial management and solid leadership and governance. The management of football clubs needs to focus primarily and preferably on these indicators to improve a club's overall success. The study's findings contribute to the research on management quality of football clubs by providing a comprehensive analysis of the evolution of management quality over time as well as success drivers and diluters. While the insights presented are substantial, it is acknowledged that the study's scope is limited by its exclusive focus on the German Bundesliga and its reliance on the FoMa Q-Score framework for management quality assessment.

### Exploring Students And Alumni's Perception Of Sport-Based Volunteering And The Impact Their (Non-) Engagement Has Had On Their Development

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**Aim and Research Questions**

In the UK, volunteering has been promoted as a solution to a perceived skill gap in young people since the 1960s and this messaging has been particularly emphasised during periods of economic recession (Kamerade & Ellis Paine, 2014). However, there is a lack of empirical evidence to support the claim volunteering improves employability and purely positive promotion excludes the associated *costs* of volunteering (Adams et al., 2018). Furthermore, there is concern the link between volunteering and employment has been overstated (Kamerade & Ellis Paine, 2014). Therefore, this study sought to understand students and alumni's own experiences of sport-based volunteering at university and how they perceive (non-) volunteering has impacted them.

RQ1: What impact does sport-based volunteering have on students' personal and professional development?

RQ2: What are the other benefits, or costs, of volunteering as a university student?

**Theoretical Background and Literature Review**

By encouraging individuals to volunteer to develop skills and enhance their employability, the government devolved themselves of responsibility that a higher education alone is not enough to gain employment post-graduation (Dean, 2015; Griffiths et al., 2017). Subsequently extra-curricular skill development has become a marketable factor for universities to capitalise on, leading to volunteering being 'sold' to students as a mechanism to increase the likelihood of success post-graduation (Dean, 2015).

Many UK universities now deliver a sport-based volunteering programme as an additional 'workforce development' strand with the intention to improve graduate employability rates. This scenario is considered a 'win-win' by as promoting sport-based volunteer roles to students is thought to enhance an individuals' employability whilst ensuring the sporting offer is sustained. However, some have criticised the belief that volunteering benefits both the student and the university equally as it hasn't considered the potential costs of volunteering on students such as lower mental health scores (Adams et al., 2018; Holdsworth & Quinn, 2010). Furthermore, there is a lack of agreement between academia and industry as to what attributes students need to develop for employment (Griffiths et al., 2017). The unsupported rhetoric that volunteering is wholly beneficial has ethical implications due to the large number of university students volunteering in sport.

The sport-volunteering programme (SVP) at a well renowned UK sporting HE institute was selected as a case-study. The programme provided opportunities for students to volunteer in a variety of areas such as media and marketing, or performance support. In addition, the programme delivered specific skill development sessions and facilitated networking opportunities.

Overall, the case-study considered whether engagement in this programme aided development of graduate attributes and if that had a positive effect on employment post-graduation. The research was underpinned by human capital ('*what you know*') and social capital ('*who you know*') theory. Previous phases of this research found students and alumni perceived

volunteering to be important in their development, but there were limited differences between volunteers and non-volunteers' development of graduate attributes (Borrie et al., 2022). Therefore, this study was interested in understanding the students and alumni's perspective of how volunteering has impacted them.

**Research Design, Methodology and Data Analysis**

Current students and alumni (n=27) at one UK HE institute participated in a qualitative semi-structured interview. The participants included students and alumni who had not volunteered during their studies, had volunteered, and had volunteered with the SVP. Three separate interview schedules were developed based off a literature review and findings from a survey in a previous phase of research (Borrie et al., 2022). The interviews discussed their motivation to volunteer, their student experience, how they thought they had developed personally and professionally, and their responses to societies perceptions of volunteering. Reflective thematic analysis was utilised to generate codes and categorised them into themes.

**Results/Findings and Discussion**

Data has been collected but it will be fully analysed, interpreted and written up in time for the conference. Initial findings suggest that students did not feel a pressure to volunteer during their studies. Students who volunteered, but not in the SVP experienced heightened challenges such as managing conflict due to a perceived lack of support. Non-volunteers perceived similar development of human and social capital to volunteers. One limitation of this design meant that the comparison within sport-volunteering was outside of the scope of research.

**Conclusion, Contribution and Implication**

Whilst volunteering is perceived by students and alumni to aid personal and professional development, non-volunteers gained similar development through alternative activities. This questions the importance placed upon volunteering and how it is promoted to students. This study suggests sport-based volunteering that is not well supported may result in students facing additional stressors. Therefore, it is important for universities to consider how to reduce the potential costs students face volunteering and maximise the developmental impact. Subsequently a discussion regarding best practice of volunteer programmes and how this can be implemented in less well-resourced institutes is needed.

**ID: 1431**

**Strategy, Leadership and Stakeholder Management in Sport - Revised Version**
*Topics:* Strategy, Leadership and Stakeholder Management in Sport

**The Impact of Leadership Development on DI Female Student Athletes**

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**Aim and Research Questions**

Leadership development has been used as a tool to achieve goals, build confidence, and work on strong self-efficacy (Bower & Hums, 2009). The purpose of this pilot study is to determine the impact of leadership development amongst female student-athletes during their college career from sport, personal and professional standpoints. This study explores female student-athletes' who have enrolled in leadership minors and therefore have completed related trainings to course content.

**Theoretical Background and Literature Review**

A college is a place where people build their character and find their identity (Bower & Hums, 2009). For most student-athletes, the assimilation process into college is complicated by competing time demands as well as the deficiency of mentoring relationships (Bower & Hums, 2009; Ragins, 1989). Leadership has been a skill, a type of job or position where women have not always belonged. Fortunately, gender equity advocacy keeps bringing awareness due to movements such as the Civil Rights Act of 1964 (Gregg & Fielding, 2016). In addition, stereotypes, lack of mentoring, lack of flexible working environment, gender bias, and leadership skills are some of the strongest barriers that women face in academia and business (Kalaitzi, et al., 2017). Therefore, mentoring as well as coaching have been proven to be crucial for people's development (Ragins & Scandura, 1997).

**Research Design, Methodology and Data Analysis**

This developing grounded theory qualitative study relied upon interviews with five Division one female Student-Athletes from Golf, Soccer and Tennis from a university located in the southeastern United States. To satisfy the requirements, the participants had all completed at least one class from the leadership minor, had won conference, and belonged to a team with an average GPA of 3.5 or above. The interviews lasted between 30 to 45 minutes and were recorded and transcribed. Next, the researcher highlighted phrases that were similar among the interviewees, and identified emerging themes (Creswell & Creswell, 2017).

Tuckman's (1965) Team-Development Model was applied to understand the leadership development process for female student-athletes. The themes that arise from the data demonstrated a clear process where the participants experienced different phases throughout their development. As demonstrated in the findings, this is not a linear process, and growth can happen at different levels simultaneously. Therefore, the five stages of forming, norming, storming, performing, and adjourning (Tuckman, 1965; Creswell & Creswell, 2017) were found to not only fit the mode but also to provide a continuous plan to guide the development.

Even though the sample size is small as it is a pilot study, we felt the preliminary results are promising given leadership themes in the data and the elite nature of the interviewees. In addition, the researchers are continuing to expand the research to contribute to the preliminary results stated here. Althoug every development follows the same order, it stage identification does not necessarily happen at the same time or follows the same progress.

*Forming* –This is the first stage of the model.

*Storming* – At this point the student-athletes are realizing what they can use their leadership training for (Tuckman, 1965).

*Norming* –Players define the process and the purpose of working towards specific goals. Player comments such as the ones below indicates the process of thinking that corresponds with this stage.

*"Being a good player made people respect me, so it was easier for them to see me as a leader. A big part of working on myself is earning that respect. I want people to look at me and to see where I am and to also recognize all the work I have done to get here."*

*Performing* – During this phase players start seeing some of the results from a personal, professional or sports standpoint. For instance, some interviewees claimed that to positively impact their team on and off the field, they understood the need to work on themselves first (Tuckman, 1965).

*"Leadership development has completely changed me, it has impacted my life in a positive manner"*

*Adjourning* – Unlike other stages of this model, there is no end. Leadership development is ongoing. Every time that a player gets to the performance stage with a specific goal achieved, they will keep challenging themselves in the areas where they think they can grow the most and start all over again.

## Conclusion, Contribution, and Implication

Findings reveal that student-athletes understand the importance of leadership development from a personal, professional, and sport standpoint. In addition, this journey influences the development of one's self-identity, contributing to the creation of a identity beyond sports. This developing research study helps understand how leadership can be utilized as a tool to fill the gaps and the needs of a female student-athlete. In addition, it provides a model where the process and their pace is unique to every person. This research has the potential to inform undergraduate leadership curricula and shape coaching behaviors.

## Conquering Digital, The Strategies Of Professional Sports Organisations In A New Stakeholders Era

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### 1. Aim and Research Questions

In an era where digital is disrupting the whole of society, the entertainment industries are being reshaped. The question of the war for attention, is becoming a central issue for private companies. The case of professional sport is not an exception to these questions. For a long time, a form of cultural exception was invoked to explain the form of irrational passion that struck sport. Today, many leaders are worried about a possible emerging disinterest among sport consumers. This was the reason used to justify the first Super League project. Cultural industries have been fully disrupted by digitalisation (Durand, 2014). Led by this phenomenon, the sports sector is deeply changing. Our work aims to understand the effects of digitalisation and entertainment on the structuring and strategies of professional sport actors. This leads us to ask the following research question, how digital bring institutional work to be involved in the strategic choices made by sports organisations?

### 2. Theoretical Background and Literature Review

The business models (BM) of sport organizations has been classified (Andreff & Staudohar, 2000) in three different ways, the amateur BM, the traditional model based and the globalised model. However, technology is reshaping the strategies and the BM of organizations, (Teece, 2018, p.40). This concept is not just an accounting analysis of how to generate value in its static conceptualization. Indeed, it has a profound strategic dimension that illustrates how a company seeks to evolve "*the BM is considered as a concept or a tool to address change and focus on innovation, either in the organization, or in the BM itself.*" (Demil & Lecocq, 2010, p.228).

In this particular context, the relationship and role of sport fluctuate.Sports organisations are changing their strategy with regard to institutions. Understanding the relationship of sports organisations to institutions can be studied through the prism of institutional work described as "*the purposive action of individuals and organisations aimed at creating, maintaining and disrupting institutions*" (Leca et al., 2009, p.1). With a plurality of actors and partially aligned interests, institutional work is a tool for understanding the strategy of sport organisations.

### 3. Research Design, Methodology and Data Analysis

To carry out this study, we implemented a stakeholder analysis methodology. The very nature of our project implied that we needed to understand the position and strategy of all the actors in order to materialise the structuring of the professional sports sector. We focused on a mainly qualitative method with 50 semi-structured interviews and 3 exploratory interviews, complemented by an analysis of public grey literature. The entire chain of stakeholders was studied through processual analysis highlighting 5 profiles of interviewees:

- sports and public institutions;
- sports teams, clubs or franchises;
- commercial partners;
- outsiders;

- leaders of consumers.

Data collection was carried out in 12 countries, 4 continents and focused mainly on football, basketball, cycling, golf and motor sports. Following the previous order of players, the distribution is 25%, 25%, 15%, 25%, 10%.

## 4. Results, findings and discussion

This work gives a new description and understanding of the structuring of the professional sports industry. We propose the conceptualization of a link between institutional work and business models. We create a typology of 5 strategies of institutional works that illustrates how sport organizations influence institutions to promote their economic strategies. Our results make it possible to qualify institutional strategies as a function of BMs, ecosystem dominance and the desire for reform. Across sports, we see similarities in the relationship between sports organizations and institutions, enabling us to propose this typology. The case of football, with the Super League being the catalyst for a major change in the industry (Welsh, 2023), conflict between PGA & LIVGolf and European basketball highlight these similarities. Many stakeholders are conducting institutional work for a new form of regulation to improve their business model and not the sustainability of the professional sports industry. One of the major limitations of this work is the over-representation of European football institutions in the group of institutions, which guides the responses in this profile. Moreover, this group has so far adopted a very defensive stance, which has limited the information produced by this group but also illustrates the political dimension of the evolution of the institutions.

- ## 5. Conclusion, Contribution and Implication

In the age of entertainment, institutional work confirms the need for the European model of sport to move forward. NBA is often held up as an example for anyone wishing to establish themselves as the new leader of a redesigned sports sector, whether it be broadcasting, formats, new technologies... While their strength comes from their collaboration and ability to align themselves to drive a win-win strategy. The contribution of this work is to offer a better understanding of the functioning and structuring of the sector, notably on the strategic nature of institutional work.

## Creating Value with Digital Technologies in Professional Sport Clubs

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Digital technologies are deeply integrated into today's society and enable new products to attract customers. Young generations grow up using these technologies affecting their behavior, interests, and way of life. For organizations it is vital to perceive this development and transform adequately to attract the interest of their future customers (Buck et al., 2021). Especially in the sport domain, there is a missing transformation and a lacking understanding of digitalization as a holistic movement (Xiao et al., 2017). This is a major concern for the longevity of the sport sector because the central element of the sport domain is value co-creation and resource integration by all stakeholders. Therefore, it is essential that sport clubs understand the needs and desires of all involved stakeholders including fans, sponsors, players, and coaches (Woratschek et al., 2014). If sport clubs fail to address the digital needs of their future fans and sponsors, they will ultimately lose access to the crucial part of the co-creation equation. To counter this imminent challenge, we must understand how sport clubs are positioned from a digitalization perspective. Therefore, we use the German ice hockey league as a case setting to research the question of how do German ice hockey clubs engage in digital transformation?

Digital transformation refers to an organization's approach of adopting digital technologies to improve business processes, create new revenue streams, and ensure sustainable value creation. Previous research has extensively explored the digital transformation within organizations outside the sports context. Within the sports domain, the literature is rich of studies exploring the use of specific digital technologies on the playing field, such as GPS positioning (Diel et al., 2021). However, very few have examined the digital transformation of professional sport clubs from a holistic perspective (Frevel et al., 2022). Current research misses to compare the digital maturity of sport clubs and which initiatives these sport clubs pursue to advance their digital competencies.

We aim to close this gap in research by creating a holistic digital maturity model considering the clubs of the German first division hockey league (Penny-DEL). The relevant literature was collected and brought together to form an overview on the digital activities within a professional sport club. To fill this theoretical framework with practical data, we opted for a dualistic approach. We analyzed each club of the Penny-DEL from an external perspective by inspecting publicly available data (e.g. website). Additionally, we conducted semi-structured interviews with managers of German hockey clubs to triangualte our framework with an internal perspective. The gathered data, therefore, consists of 25 Indicators per club forming the external perspective, as well as 10 interviews with a length of approx. 1 hour, to form the internal perspective. To extract knowledge from interviews, we built on existing digital transformation theory and used the eight building blocks of digital transformation presented by Buck et al. (2021) as an analytical coding frame.

The resulting framework consists of the following eight building blocks: "Value Proposition" covers products and services connected to digital technologies. "Customer" deals with customer insights and fan interaction. "Transformation Management" gives insights on the digital strategy and management. "Human Resources" contains information about the digital skill set of employees. The "Organizational Structure" deals with the club's agility to undergo digital change. Culture discusses Workplace and the digital mindset of organization and

employees. "Operations" focuses on the integration of digital Technologies in the club's off and on field operations. Lastly, "Data" contains the collection and use of both off field business and customer data, as well as on field sporting data. On the base of these eight building blocks and their respective indicators, the clubs can be rated on their digital maturity in each category and subsequently ranked in a table. Therewith, our research provides a precise picture of the digitalization activities of the Penny-DEL clubs, compares the digital maturity of these, and implicates best practice examples.

From a theoretical perspective, we learned that sport clubs require a strategic focus on leveraging digital technologies to create value for stakeholders without excluding existing stakeholders and fans. Furthermore, developing the necessary organizational capabilities to effectively manage the complex and dynamic environment plays a major role. However most European clubs operate under a win-maximizing premise and are compelled to use most of their financial and human resources to ensure the highest quality of play, which strongly limits the room for costly longtime investments in digital transformation endeavors. Our framework helps clubs to tackle this challenge by offering a tool, which eliminates uncertainty regarding the use of digital technologies and, therefore, helps clubs to strategically plan sustainable investments.

Although the primary data was collected from professional ice hockey teams, our case setting considers peculiarities that are generally valid for European professional sport clubs. Therefore, we can generalize the results to be valid for other European team sports, too.

### Academy Logics and Young Footballers Preparedness for Life

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**Aim and research questions**

Young, talented footballers are often taken out of their everyday environment to an elite junior environment in which they can solely focus on negotiating the route to the top. All aspects of the talent development environment are under scrutiny for optimum pathways and methods that may be used through the development environment and epistemology of the coaches who are central to its design (Collins & MacNamara, 2012). This study deals with young football players' retrospective reflections on the academy environment and how their investment in the academy affected their lives. The study is seen by the authors as a pilot for an upcoming and extended project that investigates the various logics involved among players and stakeholders that constitutes the development environment of a football academy.

**Theoretical background and Literature review**

Thorton and Ocasio (2008) define institutional logics as "the socially constructed, historical patterns of material practices, assumptions, values, beliefs and rules by which individuals produce and reproduce their material subsistence, organize time, and space, and provide meaning to their social reality (p. 101). Although the choice to follow the dream to become professionals involves a sacrifice, a responsibility follows for those who manage these young peoples' life to ensure that they still can develop into good citizens (Ronkainen, 2021). This involves schooling, social and psychological wellbeing and substantiating life skills broader than sports that can help managing life after the football career. This is particularly important in the context of academy players of which very few will succeed in the end. An institutional logics perspective was adopted to better understand the different logics that emerged within the academy and how these could play part in how the participants perceived their preparedness for the future.

**Research design, Methodology and Data Analysis**

Semi structured interviews were carried out with former academy players (n=4). The participants were selected from the same cohort in one top Norwegian academy three years after they failed to sign a professional contract when reaching senior age. The interview guide was shaped by the content of the theoretical framework and literature rationale. Yet, it also opened for new themes and views to reach the surface. The interviews were transcribed verbatim before being exposed to notions of content analysis (Biddle et. al, 2001). The experiences and findings form the pilot are expected to inform the interview guides for the main study.

**Results/Findings and discussions**

A total of seven general characteristics were revealed from the analysis:

1. *Motivation and interaction among the players are put to the test as the pressure to perform increases.* A gradually shift from intrinsic to extrinsic motives to participate during their time in the academy was reported.
2. *High focus on performance characterized the learning environment in the transition to senior football.* Notions of unpredictability, rivalry, negative feedback, high shoulders, and lack of joy indicated that the final academy stage was not for everyone.

3. *The players' ambition affects how they cope with the transition to senior football.* Willpower to keep going despite sporting resistance and non-sporting temptations seemed to make a difference.
4. *Supportive stakeholders that see you and cares about you inspires to further development.* Manly coaches and friends who made footballers feel deliberating and helpful in the development of identity.
5. *The "academy bubble" limits social inclusion and versatile identity development.* Some experienced peers outside the academy which increased their self-awareness and social references, but most stayed with the group with little room for others and with high discipline demands.
6. *A culture where the importance of school comes in the shadows of the football effort.* Attitudes embedded in the culture and structural factors lead to poor school results among most players.
7. *Letting go of the academy identity and finding your own way can be challenging.* Although all participants reported positive experiences and lessons learned from their time academy, their handling of the move to "normality" differed. Some appreciated their "new" life. Others suffered from identity crises or struggled to leave out of established academy routines and identity.

**Conclusion**

The overall findings from this pilot indicate that the academy life seems driven by a sport logic that involves an "all in" attitude rader than driven by an educational logic. The risk of going all in to reach a bright future as a professional footballer is that other important aspects of life (education, social life) might be downgraded and in the next turn lead to an abrupt reassessment of own self and identity. Our results argue, in line with scholars (Clarke et al, 2018; Dowling et al., 2018), that gaining further knowledge of how these environments can prepare players more holistically without making the road to the top less rocky (Collins & MacNamara, 2012) is important.

**ESMQ New Researcher Award**

### Interrelationships between Authenticity Perceptions of Sport Heritage Event, Positive Emotion, Cross-Cultural Understanding, and Word-of-Mouth

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Aim

Sport heritage events attract tourists from different countries and cultural backgrounds. The perceived authenticity of the event (i.e., local culture and identity) leads to attendees' cultural capital acquisition (Hinch & Higham, 2005). The tourism industry strives to maximize not only tourists' behavioral outcomes but also their experiential outcomes in the destination. Considering sport heritage events, UNESCO has implemented a global initiative for sustainable sport tourism development called 'Traditional Sports and Games.' This highlights the importance of sport- and tourism-oriented management research to investigate the commodification of local sport heritage. Moreover, there is a lack of knowledge on how international sport tourists understand the culture of a destination when perceiving authentic sport events. Therefore, this research examined the relationship between sport tourists' perceived authenticity of a sport heritage event and their perceptions of the destination, such as their cross-cultural understanding and word-of-mouth.

Theoretical Background and Literature Review

The stimulus-organism-response theory (Mehrabian & Russell, 1974) and the broaden-and-build theory (Fredrickson, 2001) inform this study. The combination of these theories, which focus on the affective aspect of consumer experiences, highlights the role of positive emotions. Particularly, the relationship of perceived authenticity and tourists' behavioral and experiential outcomes are explained. Although Fairley and O'Brien (2018) found that a sport event presented international players with authentic and cross-cultural experiences, the process between tourists' perceived authenticity and destination perceptions is not yet well researched.

Methodology

This research consisted of two studies. Sumo wrestling, a traditional Japanese sport with a history of over a thousand years, was chosen as the research context. Study 1 tested the reliability and validity of the measures. The online survey contained measures of authenticity perception, positive emotion, word-of-mouth, and cross-cultural understanding. We sampled international sumo fans who had recently watched live sumo during their visit to Japan. They were recruited via social media (n = 156). After validating the scales, Study 2 tested the proposed hypotheses using data collected through an on-site survey of international tourists watching sumo in Tokyo (n = 272). The same measures were used as in Study 1. Both studies were checked for common method variances (CMV) following Williams et al.'s (2010) marker technique.

Results

The confirmatory factor analysis (CFA) results in Study 1 showed acceptable model fit indices after removing five items with low factor loadings. The CFA marker technique concluded that CMV did not confound the established measurement model. In Study 2, we followed the same procedures as in Study 1 and conducted structural equation modeling (SEM). The CFA in Study 2 indicated that the measures adequately captured the constructs after removing one item ($\chi^2$/df = 55.388/38 = 1.458, CFI = .991, SRMR = .026, RMSEA = .041). Although the CFA marker technique implied that method variance might have affected the measures, further analyses showed that the presence of CMV did not bias the relationships between variables.

SEM found that all three hypotheses were statistically supported. The path from perceived authenticity to positive emotion was statistically significant ($\gamma = .680$, $p < .000$). Positive emotion was significantly correlated with word-of-mouth intention ($\gamma = .941$, $p < .000$) and cross-cultural understanding ($\gamma = .565$, $p < .000$).

Discussion, Conclusion, and Implications

This research confirms that a stimulus of sport heritage events triggers sport tourists' positive emotions, evoked by authenticity perceptions, leading to tourists' cross-cultural understanding and word-of-mouth. The findings illustrate the important role of positive emotion in producing visitors' experiential and behavioral outcomes of the sport tourism experience at heritage sport events. As a theoretical implication, the broaden-and-build theory highlights that tourists' positive emotion in the sport heritage event facilitates their cross-cultural understanding of a destination. While the broadened knowledge through tourism activities has been used to predict potential behavior in tourism (e.g., spending patterns during a trip), its antecedent has not been extensively studied. Also, the results of this study extend the validity of the theoretical framework of the stimulus-organism-response theory in sport heritage tourists from abroad. The relationship was previously reported for each sport and tourism context (e.g., Jang et al., 2020), but not for international tourists attending a sport heritage event. As a practical implication, sports organizations managing a traditional sport should (re) consider what is authentic in the sport and how it emerges. Showcased authenticity in sport heritages can attract a tourist. Collaborations with regional destination management organizations could enhance the appreciation of authenticity and illuminate the potential value of the destination's sport heritage as a tourist attraction. The suggestions are expected to accelerate sustainable sport tourism development.

## Trying To Find The Key To Leadership Effectiveness In Sports – The Role Of Person-Group Fit And Leadership Prototypes

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### Aim

The study aims to enhance our understanding of the effects of congruence in Implicit Leadership Theories (ILTs) on leadership effectiveness in a sports context. It conceptualises ILT congruence as a specific type of supplementary fit (SF) between the individual and the group and hypothesises that as the level of ILT congruence increases, perceived levels of leadership effectiveness (LE) increase.

### Literature Review and Hypotheses Development

ILTs are mental models comprised of individual's lay theories of leadership, which guide their sensemaking process when perceiving and reacting to leaders (Billsberry et al., 2018). SF is present when a person embellishes or possesses characteristics that are similar and meaningful to other individuals in the environment. In this study, SF is assessed as the similarity between the individual (IILTs) and the group (GILTs) regarding their leadership prototypes.

This research draws on Schneider's (1987) attraction-selection-attrition model, which proposes that "via social interactions, normative influence, and leadership processes, group members may come to hold similar perceptions of shared group values" (Seong et al., 2015, p. 1185). A central premise of the current study is that any leader's effectiveness is primarily determined by other's perceptions of them. Perceptions of leadership effectiveness depend upon the extent to which an individual is perceived as prototypical of the (leader) category (Reicher & Hopkins, 2003). From this, it can be hypothesised that individuals whose ILTs closely align with their group's leadership prototype will be perceived as possessing more effective leadership abilities.

### Methodology

Data was collected over nine months via a quantitative mixed-mode survey, comprising 17 questions split over six sections. The professional team sport context was the research setting, which was defined as the top three leagues of the respective type of sport. The overall type of sampling adopted was non-probability purposive sampling. The screening and elimination process lead to a cleaned sample of $N = 194$ (83 female, 125 male) from 13 European professional sport teams (128 Volleyball, 63 Handball, 17 Football).

Within section one of the survey, consistent with Epitropaki and Martin (2004), a total of 21 ILT items were ranked on a 9-point Likert scale ranging from 1 (not at all characteristic) to 9 (extremely characteristic), to compute a total of six ILT dimensions (i.e., sensitivity, dynamism, dedication, intelligence, masculinity, and tyranny) which depict the independent variables (IVs; i.e., IILTs and GILTs) used in this study.

In section two, the dependent variable (DV; i.e., LE) was captured via a valued social network approach. Perceived LE was measured on a 7-point Likert scale drawing on the leadership effectiveness measure proposed by Haslam et al. (2001). Polynomial regression (PR) with response surface analysis (RSA) was used to examine congruence effects of the two predictor variables (i.e., IILTs and GILTs) on the single outcome variable (i.e., LE).

### Results and Discussion

A significant relationship between the predictors (IILTs and GILTs) and the outcome variable (LE) was established for dedication and dynamism. As argued by Swanson et al. (2020), dynamism is an essential component for ideal leaders within sport management. The explanatory power of the dynamism dimension ($R^2 = .105$) to predict LE further strengthens this observation.

No congruence effect could not be confirmed for any of the six ILT dimensions. As such these findings contradict two fundamental assumptions that supported the development of the hypotheses. First, the current results do not confirm that "individuals who are perceived as being attitudinally similar to a rater received more favourable evaluations" (Engel & Lord, 1997, p. 991). Second, individuals representing the leadership group prototype were not perceived as more effective leaders (Hogg, 2001).

These finding are important as it is generally assumed that similarity on psychological characteristics such as leadership ideals would result in higher evaluations of LE. Instead, the findings, contradict this assumption and indicate individuals whose ILTs closely align with their group's leadership prototype were not perceived as possessing more effective leadership abilities. Three potential explanations for the absence of the hypothesised congruence relationship are (1) the impact might be moderated by the presence or absence of power; (2) due to shared fate competence instead of prototypicality might become more predictive of perceived LE; (3) perceptions of LE might depend on congruence between observed behaviour and ILTs.

As no congruence relationship could be established, the potential importance of diversity in leadership prototypes should be considered. Sport managers and coaches should consider diversity not only on demographic characteristics but also deep level attributes such as leadership ideals in their hiring and team composition.

**Conclusion**

This study introduced ILT congruence research to the professional sport context, it further accounted for the multidimensionality of ILTs and most notably integrated the SF literature in its conceptualisation of ILT congruence. As such, this research represents the first empirical examination of individuals and group's sharing leadership ideals and LE, utilising PR and RSA.

## Examining the Post-Economic Impact of a Sport Mega-Event on Residential Real Estate Markets: Spatial Hedonic, Repeat Sales, and Geographic Information System Approaches

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**Aim and Research Questions**

This present study advances the body of research focusing on the economic impact of sport mega-events in the small regional economy. Specifically, this study investigates apartment sales prices after the actual Games in three host regions (i.e., PyeongChang, Gangneung, and Jeongseon) from the 2018 Olympic Games. These regions are relatively smaller communities than those that normally host sport mega-events, and thus this event was chosen as the focus for this study, expecting small regions may have had different impacts from social overhead capital, such as new rail lines and sport facilities revamped for the mega-event.

**Theoretical Background and Literature Review**

To date, the scholarship focused on economic impact has questioned the claims of large financial windfalls to communities that host such mega-events (Humphreys, 2019), while the mega-event literature has claimed to have various intangible influences that may emerge before, during, or after mega-events (Wicker & Downward, 2019). However, prior research focused on the economic impact of mega-events is plagued by the lack of empirical evidence, as well as an over-emphasis on utilizing aggregated data, such as per capita income. While sport mega-events are typically hosted in large communities with a significant possession of wealth and resources, any potential influence emerging from an event may be subjective to the local economic condition (Agha & Taks, 2015).

Findings from this line of research noted that hosting a mega-event has the potential to increase real estate prices, specifically because of the spatial proximity to host sites and stadiums. However, Lu and Yang (2015) found increasing housing values in host regions during the construction periods for the 2000 Olympics, but no impact after the event, indicating a critical gap in the knowledge about the net intangible effects of large events in both large and small host communities and the timing of the impact occurrence. In this matter, this present study advances potential economic impact of mega-events on residential property values in small host communities after the actual Games.

**Research Design, Methodology and Data Analysis**

This study utilizes apartment sales transaction data from 2016 to 2019. The data set is provided by the Korean government. For examinations, first, Two-Way Fixed Effects (TWFE) regressions based on the hedonic pricing model were estimated. Using a quasi-experimental design, this study assigns the three host regions as a treatment group and the rest of the fifteen non-host regions as a control group, as well as it includes time-identifying groups: before and after the Games. Second, repeat sales (RS) regressions following Humphreys and Nowak (2017) were conducted. Third, Geographic Information System (GIS) network analysis was conducted for assessing realistic proximity of the sport facilities. In order to account for the various ways that property values may be impacted by hosting a mega-event, this present study estimated several models. Specifically, it includes models for (1) the net change in the monthly sales prices in host regions, (2) the net changes in the price by proximity to the sport facilities, and (3) proximity maps based on driving time between housing units and the sport facilities.

**Results/Findings and Discussion**

The results from the estimated TWFE regressions indicate a significant increase in sales prices, with host regions experiencing a 1.1% to 6% increase when compared to non-host regions after the actual Games in 2018. However, this effect seems to be very weak during the actual Games. Simultaneously, no proximity effects were found in any distance around the Olympic facilities. Both results are consistent with the results from RS regressions. The GIS network analysis visualizes the impact areas in the map with five different zones that refer to 5 minutes to 30 minutes driving time ranges. While apartments are widely spread out throughout the 30 minutes driving time ranges, the majority of the apartments are located within the 5 minutes driving time zones. Importantly, groups of apartments are connected by a highway, which shortened the driving time between towns and expanded impact areas of sport facilities.

**Conclusion, Contribution, and Implication**

The findings in this research highlight the potential localized impacts that may occur after hosting sport mega-events. Notably, the apartment sales prices in the host regions did not increase during the Olympics but increased one year after. Moreover, the price premium to the proximity of the sport facilities did not appear after the actual Games. In addition, along with prior literature, proximity effects may occur greatly right after when the host sites are announced. Over time, the impacted areas may have expanded so that no proximity effects of sport facilities were captured. These findings suggest that housing demand in the host communities after the Games may not be greater than the claim by proponents of sport-driven urban developments. As such, the findings of the present study provide a richer picture of the local intangible impact of sport mega-events.

**Best Conference Paper Award**

## The Use of Bricolage in a Resource-Constrained Sport for Development and Peace Organization

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### Aim and Research Questions

Despite the growth of the sport-for-development and peace (SDP) field, concerns have been raised that the sector is heavily resource-constrained and that many organizations face considerable sustainability challenges due to competition for external funding. Given the enduring funding challenges in SDP, the purpose of this study is to utilize the concept of bricolage to examine how a resource-constrained organization in Kampala, Uganda, Young African Refugees for Integral Development (YARID), (re)combines and uses multiple resources to address the social needs of refugees through SDP. The specific research question guiding this study is, how does a resource-constrained organization engage in different forms of bricolage to effectively address social issues through SDP?

### Theoretical Background and Literature Review

Scholars have distinguished between material and ideational bricolage (Baker, 2007). Entrepreneurs engaging in material bricolage may mobilize numerous types of external and internal resources. External resources focus on those available in the external environment (e.g., social relations/connections; tangible products/spaces; financial resources such as donations) (Vanevenhoven et al., 2011). Internal resources center on at-hand resources inside an organization (e.g., physical or financial inputs) or of specific individuals (e.g., professional knowledge and expertise). Unlike material bricolage that focuses on mobilizing different types of physical, human and/or social resources to tackle a problem, ideational bricolage means recombining or transforming cultural-related resources, such as older myths, values, and/or norms, to pursue societal gains (Baker, 2007). In the context of SDP, the process of bricolage may help organizations overcome the shared challenge of resource constraints in order to sustain and advance SDP operations.

### Research Design, Methodology and Data Analysis

A participatory action research approach was adopted to ensure the study was co-led with YARID and its members, who are referred to as co-researchers. Data collection methods included semi-structured interviews, photovoice, and photocollage. A total of 42 individuals (n=21 males; n=21 females) participated in the research, including program participants (n=25), YARID staff (n=11), and community members (n=6). Data analysis had two phases. First, during photocollage sessions, Author 1 and co-researchers engaged in dialogue while narratives were presented to analyze the similarities and differences amongst experiences. Second, in-depth analysis occurred after Author 1 left the field. Initial open coding took place followed by codes being refined and further developed based on existing literature on bricolage (e.g., Baker, 2007). Next, pattern coding was used to further uncover commonalities across the data and subsequently develop aggregate themes. To enhance the rigour of analysis, Author 2 and 3 were brought on as critical friends (Smith & McGannon, 2018).

### Results/Findings and Discussion

During YARID's start-up phase, two forms of bricolage were evident: leveraging network resources (material) and creating sport club (ideational) which sought to address conflict resolution. During organizational growth, three forms of bricolage were used to address

emerging social issues of refugees: internal and external resources (material) to reduce language barriers; pursuing external funding and partnerships (material) to support women's empowerment; and creating new myths surrounding sport (ideational) to locate new economic opportunities. The findings contribute new insights into research on social entrepreneurship and social innovation in SDP, which has been guided mostly by strategic management and resource-based perspectives (e.g., Svennson et al., 2020). More specifically, rather than attempting to rapidly scale their organization to generate *new* resources required for social programs, YARID staff reconfigured resources already existing within their proximate network to initiate programs and ensure varied social issues were addressed, which is a hallmark of bricolage (Baker, 2007). Additionally, partnerships and collaboration were critical for both types of bricolage, which builds on recent SDP research (e.g., Jones et al., 2017) that emphasize the importance of collective action.

## Conclusion, Contribution, and Implication

This study advances existing literature in three significant ways. First, while social entrepreneurship and social innovation have been found to enable SDP organizations to be more adaptable, *how* organizations and practitioners recombine resources – and what those resources are – to maintain SDP operations despite limited resources remains understudied (McSweeney et al., 2022). Second, and in relation, is that there have been explicit calls by scholars to investigate the role of bricolage in SDP. To our knowledge, this study is the first empirical analysis focused on bricolage not only in SDP, but sport management more broadly, and thus holds significance for organizations confronted with resource challenges in the sport industry. Third, by focusing on both material and ideational bricolage, this study's findings advance insights into the range of resources that individuals recombine to 'make do'. Based on the study's findings, SDP staff and organizations should consider not only their material resources, but also existing social and cultural norms that they may be able to utilize creatively for ideational bricolage to continue SDP program operation.

## Sport Integrity As A Future-Making Process: Examining The Construction Of Anti-Doping Institutional Infrastructure In Australia.

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### Aim and Research Questions

This study investigates the integrity of sport as a future making process enacted by the development of anti-doping institutional infrastructure. Incidents of athlete doping act as field configuring events, simultaneously exemplifying dystopian futures that reinforce negative connotations of athletes as 'drug-cheats', whilst providing the rationale for political and financial support to incrementally construct anti-doping institutional infrastructure. By demonstrating the process of institutional infrastructure elaboration, we articulate how issue fields change from one type (i.e., an interstitial issue field) to another (i.e., a bridging issue field). Two research questions guide our empirical inquiry: (1) what processes drive institutional infrastructure elaboration? and (2) how does institutional infrastructure elaboration change field types?

### Theoretical Background and Literature Review

Cheating via the use of performance enhancing drugs, weakens the legitimacy of sports standing in society and requires ongoing management to maintain the fairness of sport (Read et al., 2019; Kihl, 2020). Institutional infrastructure refers to the "cultural, structural and relational elements that generate the normative, cognitive and regulative forces that reinforce field governance" (Hinings et al., 2017, p. 163) and include elements such as regulators and field configuring events. In the context of this study anti-doping institutional infrastructure refers to the legislative powers, resources, education, and testing powers a national anti-doping agency possesses in order to enact anti-doping measures within a given country.

Analytically our focus is on the issue field of anti-doping within Australia. Issue fields are defined as fields that "become centers of debates in which competing interests negotiate over issue interpretation […] field formation is not a static process; new forms of debate emerge in the wake of triggering events that cause a reconfiguration of field membership and/or interaction patterns" (Hoffman, 1999, p. 351). To assess how institutional infrastructure changed field institutional issue field types we enacted Zietsma et al. (2017) two-by-two typology which produced four types of field conditions: contested, fragmented, aligned/aligning, and established. The typology is based on two elements (1) the degree of elaboration of institutional infrastructure (high, low), and (2) the prioritization of logics within a given field (settled, unsettled). Anti-doping has always maintained a relative settled prioritization of logics, with integrity and fair play central to the phenomena of sport. However, a substantial aspect of anti-doping institutional infrastructure included the creation of international and national anti-doping governance and regulations overtime, consequently it is this elaboration of cultural, structural, and relational elements over time and their role in reinforcing field governance that is the focus of this study.

### Research Design, Methodology and Data Analysis

Our study examines how anti-doping institutional infrastructure was created in Australia. To do so, process research was deemed necessary (Langley, 1999). Data were collected from secondary sources between 1972 and 2022 and included over1000 pages of verbatim parliamentary debates on seven pieces of legislation (plus five amendments to these legislative acts) related to mitigating doping by athletes. Supporting these data, we also analyzed several

Senate reports related to drugs in sport, 40 annual reports from national anti-doping related organizations, and various support documents such as investigations, public reports, and books (e.g., biographies of key decision makers). Analytically, we adopted a 'temporal bracketing' approach common to process studies (Langley, 1999). As its name suggests, temporal bracketing involves decomposing projects into phases or project sequences, that provide temporal units of analysis that can be analyzed to understand progressions over time (Brunet et al., 2021).

**Results/Findings and Discussion \*\***

Drawing from Zietsma et al. (2017), our findings reveal that the field of anti-doping evolved from an interstitial issue field to a bridging issue field in three distinct temporal brackets: aligning (1972-1987), aligned (1988-2005), and established (2006-2022). In the pursuit of creating a 'fair' future for sport marked by equal competition between athletes. Each temporal bracket (i.e., time period) witnessed an elaboration of anti-doping institutional infrastructure, including substantive increases in funding, legislated powers, and controls over the individual liberty of citizens that are also professional athletes. our research investigates shifts in field conditions from aligning, to aligned, and finally an established anti-doping issue field.

**Conclusion, Contribution, and Implication \*\***

The past fifty years has seen the substantive elaboration of anti-doping institutional infrastructure to produce and enact a future of 'clean' and 'fair' sport – free from performance enhancing drugs and based on integrity. The accumulation and expansion of resources, powers, and legislation (e.g., funding, educating, testing, investigating, and arbitrating doping) means that efforts to produce a fairer future sport environment is now supported with a highly elaborated (i.e., established) and interdependent (i.e., bridging) institutional infrastructure to support the anti-doping issue field. One of the key practical contributions this study makes is as an exemplar for other countries to follow who may be looking to advance their anti-doping approach via legislative interventions.

## Germans' Preference and Willingness To Pay for More Sustainable Mega Sports Events

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### Aim and Research Questions

Mega sports events have been shown to have a significant environmental impact. This is why waste production, land, air and water pollution, and deterioration of the natural environment should be considered when organising mega sports events (Sotiriadou & Hill, 2015). Similarly, such events can have a considerable negative impact on the social sustainability (SS) of host communities (Smith, 2009, p. 117). To diminish these unwanted effects, sports organisations could implement initiatives to increase the environmental sustainability (ES) and/or SS of their events. Some even argue that these improvements could also have positive economic effects, for instance because additional revenues could be generated (Greenhalgh & Drayer, 2020).

But to date, revenue generation in relation to environmental improvements has hardly been studied in the sports context (Thormann & Wicker, 2021). To the best of the authors' knowledge, no literature exists regarding SS in this context at all. Another research gap worth mentioning is the question whether media rights could contribute to financing an improved sustainability of mega sports events. The lack of pertinent information is problematic because most people follow these events via the media and because media rights revenues have a very high economic relevance for mega sports events and the organisations behind them (International Olympic Committee, 2019).

To fill this research gap, the aim of this study is to investigate media consumers' willingness to financially contribute to a mega sports event's ES and SS. To reach this aim, the presentation addresses the research question: How do changes in the ES and SS of a mega sports event affect customers' willingness to pay (WTP) for media pay cards? This is done based on a representative panel survey among Germans using a conjoint analysis.

### Theoretical Background and Literature Review

In the sports industry, literature can be found that supports a positive WTP for environmental initiatives by, for example, sports club members (Thormann & Wicker, 2021) and fans (Greenhalgh & Drayer, 2020). But literature regarding SS or mega sports events does not exist in this regard thus far.

As a theoretical background, the triple bottom line approach is chosen to understand the potentially positive environmental, social, and economic outcomes of sustainable business practices (Kellison & Kim, 2014). Considering the aim of this paper, the primary emphasis is placed on economic outcomes of making mega sports events more sustainable because previous research has shown that sustainability initiatives can be turned into a "revenue generating phenomenon" (Greenhalgh & Drayer, 2020).

### Research Design, Methodology, and Data Analysis

The data collection was conducted in collaboration with a panel provider among Germans in June 2021. For the research presented here, a choice-based conjoint design (CBC) was included, containing 16 choice-sets, with each set consisting of 3 product concepts and a "none"-option. The specific reference product was a media pay card for watching a mega

sports event (IOC Olympic Games, FIFA World Cup, IAAF World Athletic Championship and HIFA Handball World Cup).

After screening, 970 respondents were included in the sample, demonstrating good representativeness with 52.3% females and 47.6% males. The respondents' age ranged from 18 to 69 and 43.5% were between 40 and 59 years old. The analysis involved the calculation of average utilities using the hierarchical bayes method, and the determination of the respondent's WTP for different levels of ES/SS when purchasing a pay card for watching the respective event.

### Results and Discussion

The results imply an almost linear increase in WTP for higher levels of ES and SS when buying the pay cards. The maximum WTPs were 21.32 EUR for 100% ES and 20.84 EUR for 100% SS of the respective mega sports event.

Taking the triple bottom line approach into consideration, the results allow the conclusion that positive economic outcomes in form of additional revenue generation can be expected by implementing sustainability initiatives at mega sports events. However, the attitude behaviour gap between sustainability values and behaviour, gender and age differences as well as limitations of the CBC and WTP are discussed in the presentation.

### Conclusion, Contribution, and Implication

Concluding, the WTP results underscore that German media consumers are willing to pay an almost linearly increasing price premium for a pay card to watch more sustainable mega sports events.

This presentation contributes to the state of research by examining the economic benefits of increasing the sustainability of mega sports events. The results also enhance the understanding of the importance of ES and SS for media audiences in sports, which is a crucial piece of new information because of the key role of media rights revenues for many sports organisations. The practical insights obtained from this study are highly relevant and have significant managerial implications for organizing mega sports events and selling media rights in sports in general. These are discussed in the presentation.

*Football Culture In Leipzig – From Tradition to Commerce?* A Qualitative Empirical Analysis Of The Competitive Situation Between 1. FC Lokomotive Leipzig, BSG Chemie Leipzig And Rasenballsport Leipzig.

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## 1. Aim and Research Questions

Leipzig has a long football tradition. The German Football Association was founded here on January 28, 1900. In 1903, VfB, the predecessor of 1. FC Lokomotive, won the first ever German football championship. The duel between Lokomotive and Chemie is the second most frequently played German football derby. The fan sympathies were distributed between these two member-run clubs. This changed in 2009 after Red Bull took over the playing rights of SSV Markranstädt in the 5th league and founded Rasenballsport (RB) Leipzig. In addition to rejection, RB is also experiencing growth in supporters who focus on the Bundesliga and the European Cup. So far, there have been no studies on how RB influences Leipzig football culture. Thus, the following *overarching research question* was derived: *What influence did the appearance of RB Leipzig have on Leipzig football culture?*

Based on theory, *nine sub-research questions (SRQs)* were developed.

A first complex deals with the status quo of the football city (SRQ 1), changes in Leipzig's football culture (SRQ 2) and reactions of the fan scenes of Lok and Chemie to the appearance of RB (SRQ 3).

A second area is dedicated to fan identity (SRQ 4), identification with one of the football clubs (SRQ 5) and reasons for the migration of fans to RB (SRQ 6).

The third part focuses on attitudes towards the sponsorship concepts of the clubs (SRQ 7), the threat to football tradition through commercialization (SRQ 8) and fan resistance to RB (SRQ 9).

## 2. Theoretical Background and Literature Review

Passion and commitment from fans are crucial to the value of sporting events (Zagnoli & Radicchi, 2010). According to Bauer et al. (2005) club history and tradition, logo, colours, stadium atmosphere and supporter affiliations are often more important to the fan experience than success. Thus, fan loyalty differs from brand loyalty, because fans often remain loyal to their club even in the face of prolonged failure. There are several motivations for fan identification, with the region of origin effect being a central one. (Gómez-Bantel, 2016), because sports clubs are ambassadors of regional identity (Collins et al., 2016). However, social media makes it possible to follow geographically distant clubs. (Hutchins et al., 2019).

Social identity and group membership are essential for becoming a fan (Tajfel, 1974).

Instead, the bandwagon effect (Lazarsfeld et al., 1944) is a psychological distortion caused by pressure to conform and favoring an already successful football club.

Myth transfer (Bär, 2013) includes the passing on of legends - memorable successes, outstanding goals and fascinating personalities - that are staged across media.

## 3. Research Design, Methodology and Data Analysis

15 semi-structured exploratory expert interviews with an average duration of 45 minutes were conducted from June 7th to July 6th, 2021 with five fans each of Lokomotive, Chemie and RB. The experts were members of the fan scene, scene connoisseurs and journalists who have exclusive knowledge of their clubs and the Leipzig football scene. Social networks,

messengers, e-mails and personal contacts were used to acquire them. The interview guide included *five main categories*: *(1) fan biography, (2) status of Leipzig football culture, (3) strategies of one's own club, (4) culture of Leipzig football clubs, (5) RB model*. The interviews were conducted via ZOOM. Based on the idea of qualitative content analysis according to Mayring (2019), a system of main and subcategories was deductively formed. Transcription and qualitative content analysis were carried out with MAXQDA 2020. The subcategories were adjusted inductively.

## 4. Results/Findings and Discussion

Lokomotive fans associate football culture with fan loyalty and active engagement. For them, tradition is very important. Tradition plays no role for RB supporters. RB is denied by the Lokomotive and Chemie fans as a "pure marketing tool".

Lokomotive and Chemie fans respect the traditions and achievements of their respective local rival and feel a strong aversion to RB.

They justify becoming a fan with social identity, region of origin and myth transfer. Fans switched to RB because of the prospects for the Bundesliga and European Cup.

Lokomotive supporters advocate limiting the influence of sponsors in order to preserve the sovereignty of the association. Hence, Lokomotive and Chemie fans welcome the focus on local sponsorship.

They evaluate non-violent protests against RB positively.

## 5. Conclusion, Contribution and Implication

The appearance of RB radically changed the Leipzig football scene. There are many parallels between Lokomotive and Chemie, whereas the commercially oriented concept of RB is strongly criticized by the supporters of the two traditional clubs. Commercialization is seen as a threat to football tradition by them. Lokomotive fans are offended that sponsors are paying attention to RB as a driving force. Even if the RB club structure is viewed by RB fans as important for success, it is still perceived negatively by the RB supporters themselves, so that the criticism is understandable.

## Meaningful Work in Sport for Development and Peace (SDP): Examining Its Interplay with Shared Leadership and Work-related Outcomes

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### Aim and Research Questions

Although meaningfulness in work is a key motivator for nonprofit practitioners to involve in the field, we have limited knowledge about what shapes SDP professionals feel their job is meaningful and the potential role meaningful work can play in building employee experiences in SDP. Addressing the knowledge gap associated with meaningful work is important to help address challenging employee experiences and subsequently enhance better employee outcomes in SDP (Whitley et al., 2019). Therefore, this study aimed to examine the relationships among shared leadership, meaningful work, and a set of employee outcomes among SDP practitioners.

### Theoretical Background and Literature Review

For the purpose of study, meaningful work is defined as "work that is subjectively meaningful, important, rewarding, or aligned with personal values" (Bailey et al., 2019, p. 98). Researchers have investigated the determinants and outcomes of meaningful work in different organizational settings. In particular, leadership has received considerable attention as a key predictor for meaningful work because leaders play an important role in promoting the meaning of work among employees. However, existing literature remains limited to examining the relationship between vertical leadership and meaningful work although SDP scholars have identified shared leadership as a viable leadership approach for the SDP sector (Kang & Svensson, 2022).

Researchers have documented the use of meaningful work as a factor that links with leadership and employee-related outcomes ranging from innovative work behavior (IWB) to turnover intention (Bailey et al., 2019; Ganjali & Rezaee, 2016). In SDP, scholars have begun to focus on employee experiences such as motivations, engagement, and IWB because retention of staff members has become a pressing issue in SDP (Svensson et al., 2017). As such, this study proposed an empirical model grounded in the relevant literature examining shared leadership as an important antecedent of meaningful work. At the same time, the direction of shared leadership in the model associated with meaningful work was predicted to link with a set of employee experiences such as IWB and turnover intention. Taken together, the following hypotheses were developed.

Hypothesis 1: Shared leadership will have positive effects on meaningful work.

Hypothesis 2: Meaningful work will be positively associated with innovative work behavior.

Hypothesis 3: Meaningful work will be positively associated with lower turnover intention.

### Methodology, Research Design, and Data Analysis

Data was collected through an online survey via email invitations soliciting responses. The respondents were identified from publicly available staff lists shared in global SDP networks (e.g., sportanddev, Common Goals, ASDP, Beyond Sport). In addition, a survey advertisement was posted on sportanddev's website to reach more potential respondents. The data was collected from March to April 2023. A total of 173 responses were collected with a response rate of 11% out of 1,563 samples. The survey included pre-established scales including (a) Grille & Kauffeld (2015) for shared leadership, (b) Steger et al. (2012) for meaningful work,

(c) Janssen (2000) for IWB, and (d) Moore (2000) for turnover intention. The data was analyzed through structural equation modeling (SEM) to examine the relationships between variables.

**Results/Findings and Discussion**

The Confirmatory factor analysis (CFA) indicated close fit at the .05 level: $\chi^2$ ($df$ = 146, $n$ = 173) = 339.57, $p$ < .05; $\chi^2/df$ = ; RMSEA (90% CI = .07, .10) = .088; CFI = .91; TLI = .90. The evidence of the validity of scores from the previous studies and scales yielded the efficacy of the variables. We then conducted SEM to test the hypothesized associations, including the direct paths from shared leadership to meaningful work as well as from meaningful work to the two outcomes. Results from the SEM indicated that the model fit the data well: $\chi^2$ ($df$ = 148, $n$ = 173) = 354.323, $p$ < .05; $\chi^2/df$ = ; RMSEA (90% CI = .07, .10) = .09; CFI = .91; TLI = .89. Our model revealed that shared leadership had significantly positive effects on meaningful work ($\beta$ = .68, $p$ < .001), supporting Hypothesis 1. Results of the effects of meaningful work provided for our predictions that one unit increase in meaningful work was positively related to increased innovative work behavior ($\beta$ = .44, $p$ < .001) and decreased turnover intention ($\beta$ = -.59, $p$ < .001). Thus, Hypotheses 2 and 3 were also supported.

**Conclusion, Contribution, and Implication**

This study contributes to the literature by highlighting the importance of meaningful work to provide better employee experiences (i.e., IWB and turnover intention) in SDP. Further, shared leadership was identified as a viable form of leadership promoting meaningfulness in work for SDP practitioners (Kang & Svensson, 2022). Practical implications from this study include how SDP organizations can build favorable organizational conditions (e.g., leadership practice) to promote meaningfulness in work for their employees expecting better employee experiences. We hope this work becomes a foundation for discussions about meaningful work between academics and practitioners.

## The Field-Weighted Citation Impact as a Metric at the Publication Level: Strengths, Limitations, Potential Improvements and Contribution to Sport Management as a Field

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### 1. Theoretical Background and Aims

The SciVal/Scopus Field-Weighted Citation Impact (FWCI) is the ratio between the cites received by a publication and the average cites received by all other similar publications, i.e., with the same publication year, type, and field (Elsevier, 2022; Lancho-Barrantes & Cantu-Ortiz, 2020; Purkayastha et al., 2019). In contrast to raw/average cites that are influenced by these factors, the FWCI enables comparisons between any publications across but also within a field. Academics can use it to evidence the impact of their publications, e.g., for career advancement/promotion or workload arrangements, in particular within universities explicitly referring to the FWCI along journal lists in their objectives. As sport management may be unfavoured with raw/average cites compared to fields such as sports sciences, the FWCI may help it reach a better recognition. However, the FWCI suffers from limitations that raise issues about its accuracy and reliability. The first two aims of the current research are to investigate four factors of the FWCI that are addressed as limitations and suggest potential improvements, relative to sport management. The third aim is to contribute to the current debate about sport management as a field (Gammelsæter, 2021; Gammelsæter & Anagnostopoulos, 2022).

### 2. Hypotheses and Methodology

I hypothesise that four factors of the FWCI may represent limitations. First, the fields are the Scopus subject areas of the journals that are different across journals within the same field, meaning the benchmarks against which their publications are compared are different and, hence, it may be more challenging to reach the same FWCI in some journals than others. To investigate this, I map 16 journals identified as belonging to sport management based on their Scimago similarities (i.e., the percentages of referenced publications shared between journals) against their Scopus subject areas. I then analyse the consequence of their different Scopus subject areas on the benchmark against which their publications are compared.

Second, the FWCI is limited to the year of publication in a journal issue and the following three years, meaning a document 'making' impact from the fourth year after its publication (delayed recognition; Lachance & Larivière, 2014) may have a lower FWCI than its actual impact. I illustrate this with a paper that made a greater impact from the following fourth year after publication onwards, with some evidence that this is not automatically the case for any publication.

Third, the FWCI may favour documents published in an issue far after their online publication over documents directly published in an issue, as the former documents have more time to be read and cited. Fourth, for the same reason, the FWCI may favour documents published in January (or online in the previous years) over documents published in December. To examine the last two factors, the coefficients of correlation over time between cites and the number of months between the (online) publication and end of year t are calculated, based on the author's own publications until 2022 (n = 54). If the coefficients of correlation go down over time, this provides some evidence that documents published early in year t or online before year t are initially favoured compared to documents published late in year t, which translates in more cites over the period covered by the FWCI and hence a better FWCI. The sources of the data are SciVal and Scopus.

### 3. Results/Findings and Discussion

Scopus subject areas are very different across the 16 sport management journals analysed with 15 areas covered with different average cites (benchmarks). Therefore, it is more challenging to reach a high FWCI when publishing in some journals rather than others, with European Sport Management Quarterly and Journal of Global Sport Management being the most challenging as the benchmark they face is higher.

The limitation of the four-year period for the FWCI is illustrated with a 2013 paper. Over 2013-2016, this paper was cited around three times more than the other 2013 papers in the same journal; over 2017-2022, the same paper was cited around six times more than the other 2013 papers, meaning its FWCI could be higher if not limited to four years.

In relation to the publication timing, the coefficients of correlation between cites and months are 0.61 in t, 0.52 in t+1, 0.17 (0.38 without an outlier publication) in t+2, 0.50 in t+3, 0.36 in t+4 and 0.21 in t+5, confirming that earlier publications are favoured.

## 4. Conclusion, Contribution, and Implication

The results highlight the limitations of the FWCI, hence addressing the first aim of the research. The second aim, i.e., suggesting potential improvements, relates to two ideas: making the fields based on Scimago similarities between journals; and extending the period considered. The first idea also contributes to a better identification of sport management as a field based on data publicly available, therefore answering the third aim set in the current research.

**Workshop A: Innovation in Sport for Development and Peace**

**ID: 161**

### Performance Psychology for Sport for Development Leaders: Elevating Human Potential to Achieve Organizational Success

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Statement that Abstract relates to professional practice: This presentation relates to professional practice in that it prepares Sport for Development organizational leaders for success by enhancing their own mental skills and abilities.

Aim: This presentation calls for evidence-based, innovative training of Sport for Development organizational leaders which cultivates their own mental skills to achieve organizational success.

Purpose and Background: Leaders of Sport for Development (SfD) organizations around the world are charged with navigating dynamic, complex environments to enact transformational, sustainable social change. A number of challenges exist for SfD leaders as they build and manage these organizations (e.g., limited resources and capacity; Schulenkorf, 2017; Svensson & Hambrick, 2016), requiring leaders to develop and refine knowledge, skills, and abilities that facilitate their performance and the success of their organizations. Within the SfD literature (e.g., Schulenkorf, 2017; Svensson & Cohen, 2020; Welty Peachey & Burton, 2017), there is growing recognition of the need for leadership development and mentorship in fundraising, nonprofit business management, leadership, and social entrepreneurship. In practice, steps have been taken to address these concerns (e.g., Elevating Black Leaders in Sport facilitated by the Laureus Sport for Good USA Foundation; Global Goal 5 Accelerator facilitated by Soccer Without Borders). However, these efforts often overlook one critical area that impacts leaders on a daily basis: mental performance. Mental performance refers to the ability to maximize one's potential beyond the physical, tactical, and technical aspects of success, and, rather, to train one's mental state for optimal performance (AASP, 2023). Mental performance can include building confidence and motivation, managing stress, thriving in a competitive environment, maintaining productivity, and developing resilience skills. It can be intentionally cultivated through individual exploration, formal education, or performance psychology consulting, with a focus on training the mind to adopt a growth-oriented mindset in pursuit of excellence. This is essential, as research shows that as mental performance improves, people's ability to think and respond to pressure-filled situations - which is a key component of effective leadership - improves (Hallett & Hoffman, 2014). This presentation will outline a framework of performance optimization, led by scholars with applied experience in performance psychology consulting, focusing on mental skills and abilities, which will elevate human potential and experience - and ultimately lead to more effective, impactful, and sustainable organizations.

Design and Implementation: Employing a performance optimization framework for SfD organizational leaders requires a focus on mental performance. SfD leaders are charged with creating optimal spaces in which young people can thrive, which requires safe and supportive learning environments that support the social, emotional, and mental health needs of youth. To best serve these young people and lead their organizations in an effective and efficient manner, SfD organizational leaders would benefit from their own training grounded in cognitive-behavioral coaching and mental skill development. Through cognitive-behavioral coaching, performance psychology consultants help SfD leaders identify their own goals, impediments to goal achievement, and strategies for goal achievement. This promotes motivation, self-efficacy, and productivity. Through mental skills training, leaders learn how to cultivate

mindfulness, confidence, and resilience through the use of skills like attentional control (i.e., focus), self-talk, imagery, and relaxation (e.g., breathing exercises, progressive muscle relaxation). These skills are strongly correlated with enhanced overall well-being and capacity to adapt and thrive in challenging situations. In this presentation, we will share how SfD organizations could use a performance optimization framework to support SfD organizational leaders, with a particular focus on cognitive-behavioral coaching and mental skill development.

Outputs/Outcomes, Reflections and Future Development: After attending this presentation, participants will understand: (a) the ways in which cognitive-behavioral coaching and mental skills training elevate human potential and experience; (b) the relationship between peak performance for an SfD organizational leader and the degree to which an organization is effective, impactful, and sustainable; and (c) the requisite steps for an SfD organization to create a performance optimization framework.

This is an exciting time for the SfD field, with tremendous interest, growth, and innovation in the area of leadership development by researchers as well as practitioners and other stakeholders. As we consider how to build upon the evidence base, theoretical foundations, and practical insights related to leadership development, it behooves us to explore how performance psychology might impact SfD organizational leaders. This is an innovative approach to leadership development which has yet to be explored in SfD, with the potential for tremendous impact on the individuals and organizations involved. We hope that this presentation stimulates interest among researchers, practitioners, and other stakeholders, with a particular focus on how performance psychology training could be crafted to best support SfD organizational leaders.

**ID: 251**

Workshop A: Innovation in Sport for Development and Peace

## Creating a Decolonized Development Fund: A Participatory Action Research Case Study

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### Aim and Research Questions

This exploratory study seeks to understand two under-researched aspects of the sport for development and peace (SDP) sector: (1) the complex challenges and viable solutions to creating a decolonized SDP funding initiative, and (2) the means of optimizing resource-providing collaborations for more sustainable and impactful outcomes. In partnership with a Practitioner Advisory Committee (PAC), the research team is conducting a participatory action research (PAR) initiative to co-design and implement sector-led best practice funding processes toward the following research question: How do resource providers in the SDP sector decolonize their collaborations with partners?

### Theoretical Background and Literature Review

SDP exists largely in a post-colonial context, that requires informed and intentional efforts from hegemonically dominant stakeholders (High-Income countries - HIC) in their collaborations with historically underrepresented groups (Low-Middle Income Countries - LMIC; Giulianotti et al., 2016). Because the majority of SDP funding flows from HIC governments and international nonprofits to LMIC grassroots entities, an imbalanced resource-dependent relationship is often the result. More powerful HIC stakeholders historically dictate the terms of collaboration via onerous and exclusive application processes and varying degrees of vertical partnership. Subsequently, partnerships often result in interorganizational tensions and compromised outcomes (Raw et al., 2019).

We draw on the theory of practice architecture which states that in order to initiate and sustain change in a practice, supporting arrangements (architectures) must also change in relation to one another. Kemmis et al. (2014a) define a practice as a socially established human activity where characteristic arrangement of actions and activities (doings), ideas and discourses (sayings), and relationships (relatings) are all coherent in a distinct project. These arrangements are what make practices possible, and maintain their existence through the provision of resources such as language, materials, and social networks (Kemmis et al., 2014b). Therefore, in order to transform SDP funding practices, and sustain that change, individuals must engage in "thinking about, making changes to, and monitoring and documenting" the arrangements that enable and constrain the landscape of practice (Kemmis et al., 2014b, p. 58).

### Research Design, Methodology and Data Analysis

This in-progress case study approach to a critical PAR initiative uses social analysis, reflexivity, and transformational action, in partnership with practitioners, to improve SDP funding toward more rational, sustainable, and just practices (Kemmis et al., 2014b). With the PAC, we will follow the steps of critical PAR, including planning, action, observation, and reflection. Unlike most PAR where the practitioners are critically exploring their own practices, the practitioners (nonprofit leaders) involved in this study are stepping into new roles (i.e.,acting as a funder).

Because of the post-colonial and power-laden nature of the SDP sector, grassroots practitioner voices are drastically underrepresented (Lindsey & Bitugu, 2018). The PAC will design what

they believe to be a decolonized SDP funding initiative from the ground up. This design challenges current practices and invites historically marginalized stakeholders to step into the position of power. The PAC consists of four SDP leaders offering a variety of demographic representation (i.e., two men and two women, two in the LGBTQ+ community, speaking 10 languages total, representing four continents). The PAC was recruited via existing practitioner networks, and are being compensated for their expert involvement in this project via a research grant.

Data will be collected with the PAC through meeting notes and recordings, questionnaires, documentation resulting from the PAC design process, and researcher observations. Currently, there is guaranteed funding for two cycles of the initiative, allowing for the PAC to revise their funding model between cycles - consistent with the re-plan, act, observe, and reflect expectations of the action research spiral. While there is a practical project implementation element to grant initiative, the PAC will also engage in reflexive prompts included in their questionnaires, encouraging their active interrogation of their thoughts, biases, perspectives, and actions in the research and project implementation process. Braun and Clarke's (2022) reflexive thematic analysis will be used to analyze transcripts of PAC meetings and PAC questionnaire responses .

**Results/Findings and Discussion **

Data collection is ongoing, though first cycle results from this longitudinal case study will be available at the time of the conference. Findings will be insightful for discussion and implications at the practitioner-friendly SDP workshop. Anticipated findings will demonstrate the seen and unforeseen challenges of designing best-practice funding initiatives, in addition to achievable implications for funders in future funding processes and partnership models.

**Conclusion, Contribution, and Implication **

This research demonstrates an innovative and never-before-seen SDP project that involves design of a novel funding initiative, incorporating practitioner expertise, and engaging in complex critical PAR. The PAC activities will provide insight to differences in priorities and objectives in funder versus practitioner-driven funding design, nonprofit leaders experience navigating a role change in the funding process, methodological implications for critical PAR in international, post colonial contexts, and theory of practice architectures.

## Game on Philly!: Exploring Collective Impact Projects in SDP

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### Aim and Research Questions

Collective impact projects represent an innovative approach to collective organizing that have received support from a variety of policymakers and foundations yet received very limited empirical attention. This study contributes to the burgeoning literature on innovation in the SDP context by examining the implementation of *Game on Philly!*, a sport-based behavioral intervention that was delivered through a backbone-mediated collaborative to address obesity-related disparities among middle school students in under resources schools in Philadelphia. The study focused on two research questions:

1. What factors influenced the process and outcomes of implementation?
2. How did perceptions of the process and outcomes of implementation vary across different program partners (i.e., backbone staff, school champions, coaches)?

### Theoretical Background and Literature Review

Collective impact projects mediated by backbone organizations represent an innovative approach to management that holds promise for the SDP sector, yet there is currently limited empirical research to inform their optimal functioning. This study examined the implementation of an SDP project delivered through a collective impact project mediated by a backbone organization. In addition to making a meaningful contribution to the current literature focused on innovation in SDP management, findings also contribute to the growing interest in the role of backbone organizations to "promote the health of the nonprofit sector" (Amramson & McCarthy, 2012, p. 423). The Consolidated Framework for Implementation Research (CFIR) is a widely used and comprehensive framework for evaluating program implementation and identifying factors that may impact program effectiveness (Keith et al., 2017). CFIR is comprised of six key domains and 39 different constructs. These domains include Intervention Characteristics, Inner and Outer Setting; Readiness for Implementation; Characteristics of the Individual; and Implementation Process (McLoughlin et al., 2022). This study drew on CFIR to inform the research design, methodology, and data analysis, which is described below.

### Research Design, Methodology and Data Analysis

*Game on Philly!* was administered by the Philadelphia Youth Sport Collaborative (PYSC), a backbone organization serving nonprofit sport-based youth development organizations in Philadelphia. Programming was delivered by PYSC member organizations and school champions were recruited from each school to help facilitate recruitment and various tasks related to programming (ex., daily attendance). CFIR constructs were selected to develop the surveys, interview guides, and inform the coding process. Interviews were semi-structured and data were coded through deductive thematic analysis between September and December 2022. The coding process involved both deductive thematic analysis and quantitatively rating the valence of CFIR constructs from -2 (Negative) to +2 (Positive) based on their influence.

### Results/Findings and Discussion

Quantitative results indicated that most constructs were perceived positively by all project partners, as 21 of 26 (81%) constructs had positive average ratings. Individuals from different partner groups were fairly consistent in terms of their perception of the implementation, as the

valence of average ratings across all three partner groups (i.e., PYSC staff, school champions, sport coaches) was the same on 17 of 26 (65%) constructs.

Thematic analysis revealed that five constructs were especially critical to informing partners perception of implementation effectiveness, 1) innovation source, 2) tension for change, and 3) executing, 4) design quality and packaging, and 5) networks and communication. To summarize, most individuals expressed positive sentiments regarding the purpose and rationale behind the *Game on Philly!* intervention and recognized the need for change. However, individuals explained that the complexity of the intervention proved difficult to manage and several key components of the intervention were not implemented as intended. Moreover, a lack of communication between partner groups caused instability, and negatively impacted the fidelity of implementation.

**Conclusion, Contribution and Implication**

The findings of this study indicate that while the *Game on Philly!* program was perceived as an important intervention that addressed a variety of local concerns, the implementation structure was too complex and ended up complicating delivery. Although some challenges were undoubtedly created or exacerbated by the COVID-19 pandemic, the findings provide information that can inform policy and practice in a variety of contexts.

**ID: 1177**

## Going Back to Move Forward? The Potential Of Circular Cooperation For Refugees And Sport For Development And Peace

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### Aim and Research Question

This presentation introduces the concept of circular cooperation and discusses its potential for the Sport for Development and Peace (SDP) sector. The purpose of the presentation is to discuss the current application of circular cooperation as a practice for SDP initiatives targeting refugee populations. Currently adopted by the NGO Don Bosco 2000, between Sicily, The Gambia, Senegal, and Mali, circular cooperation has been used as a developmental practice to tackle the root causes of refugee crises and safeguard populations at risk. Therefore, the aim of the presentation is to discuss how circular cooperation methodologies in SDP could help address refugee crises at their root causes and help re-develop the homes of returning refugees (Giulianotti et al, 2019).

### Theoretical Background and Literature review

Circular cooperation is defined as the recurring cooperation between a former asylum-seeker who has come back to their country of origin, and the NGO that provided support during refuge, to tap into resources that facilitate the development of the migrant's own community (La Cara & Sella, 2022). Developmental efforts are independently led in both planning and implementation by the former refugee, which identifies ways to safeguard and improve the livelihoods of their community of origin. Circular cooperation is currently adopted by Don Bosco 2000, an NGO operating across several refugee camps in Sicily that hosts and assists refugees who have arrived to the island after having crossed the sea from Africa to Europe.

Since 2014, around 20,000 people have been reported dead or missing at sea while crossing the Mediterranean from North Africa, in an attempt to find safety in Europe (UNHCR, April 2023). This crossing, known as the Central Mediterranean Route, is considered one of the deadliest migratory routes in the world (UNHCR, 2018). Many non-governmental organizations (NGOs) currently operate within the Northern African states, the Mediterranean Sea, and Sicily, directly addressing the situation (Cusumano, 2018). Within this multiplicity of interventions, sport is being used by various organizations in the area to contribute to achieving broader goals of development. In the region, Sport for Development and Peace (SDP) and broader developmental initiatives focus on providing relief, safety, and improving livelihoods. Overall, SDP initiatives aim to contribute to the positive resettlement of refugees, finding in sports a possible element to achieve such aims and objectives (Norrito & Mason, 2022).

### Research Design, Methodology and Data Analysis

This presentation draws from extended fieldwork conducted by the first author in Sicily (Southern Italy), including 29 semi-structured interviews with refugees and over 26 hours of recorded conversations. After an initial qualitative thematic analysis (Braun & Clarke, 2019), and feedback sharing with participants, this contribution has been co-produced collaboratively with members of Don Bosco 2000, the NGO that has first operationalised the circular cooperation model. Knowledge has thus coproduced to evaluate the possibilities of circular cooperation to inform the design of SDP initiatives.

**Results/Findings and Discussion**

The results have shown that SDP could be a positive complimentary offering through circular cooperation to prevent further unsafe crossing and safeguard populations at risk. Originally implemented to provide fundamental support for basic necessities of the community, circular cooperation has relied on agricultural development to provide primary sustainment and employment. Nonetheless, while agriculture takes care of reducing poverty and hunger, increasing employability, and providing a specific set of skills, through circular cooperation SDP complimentarily addresses good health, well-being, education, and inclusivity. Overall, the complementarity of agriculture and SDP in the context of circular cooperation, provides an all-round approach to increasing livelihood, offering an example of a proper bridge-building, multidisciplinary partnership (Svensson & Loat, 2019; Whitley et al, 2022). Furthermore, circular cooperation relies on the decision making of the returning individual, being the ultimate agent and development leader of their community. The cooperative role of asylum-seekers thus becomes key in preventing neo-colonial practices. Returning refugees tap into the wider resources that are available for them in their host country, and lead programs and initiatives to achieve autonomous, community-led development (Saavedra, 2018).

**Conclusion, Contribution and Implication**

In conclusion, circular cooperation is a vehicle for SDP to cooperate with other developmental fields, ensure the autonomy of initiatives and meaningfully address the necessities of user groups. The adoption of circular cooperation in SDP directly safeguards and improves the livelihood of forcibly migrating populations. Moreover, the adoption of a circular cooperation methodology could challenge neocolonial tendencies in SDP. Indeed, a fundamental aspect of circular cooperation is that refugee lived experiences guide the interventions that are necessary to rebuild their community. Overall, the presentation highlights the critical importance of circular cooperation to advance good practice in refugee-focused SDP efforts.

**ID: 1309**

Workshop A: Innovation in Sport for Development and Peace

**Social Inclusion Through Sport and Creative Activities?: Examining Innovation in SDP Through a Case Study of the JoinUs Foundation.**

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*Aim and Research Questions*

In recent years, more and more SDP actors across the world have seen the possibilities of using sport and cultural activities to create social change. In the wake of the pandemic, it became evident that the need such interventions was growing also in the Norwegian society. For instance, national youth surveys conveyed that for many young people, and especially the girls, the pandemic had negative effects, and had led to solitude and isolation. In addition, war and conflict have increased the number of refugees in Europe, and many have been resettled for shorter and longer periods in Norway. Research show that language, culture and uncertainty about one's own future and situation can be a barrier for refugees to experience being included into society (e.g. Papageorgiou et.al, 2021).
In this landscape the JoinUs foundation (*JoinUs* hereafter) was established by two former professional footballers in 2020. As a social entrepreneur, the aim of *JoinUs* is to create an arena for friendship and networking through sport and cultural activities, and the vision is that is that everyone should have equal opportunities to participate in sport and other activities regardless of their social and cultural background.
The purpose of this paper is to examine innovation in SDP from the perspective of *JoinUs*. As a case *JoinUs* is interesting for several reasons. First its organization as a foundation is different from the way sport activities are normally organized in Norway. Second, as a social innovation, *JoinUs* have adopted non-traditional solutions to social inclusion, by the use sport broadly defined and in their cooperation with relevant stakeholders. Third, the background of the social entrepreneurs behind *JoinUs* is interesting in terms of their cooperation with local community stakeholders. In this paper the following research question is asked: Which critical strengths and challenges have *JoinUs* faced in the process of establishment?

*Theoretical Background and Literature Review*

Social entrepreneurship is referred to as "an individual or organizational enterprise aimed at achieving social change using innovative practices while reinvesting some or all profits back into the organization or social purpose" (Weerawardena & Mort (2006) in McSweeney & Hakiza, 2022, p. 161). In line with the purpose of the workshop, innovation is defined as "the ability to develop better ways of achieving meaningful impact in addressing a given social issue and promoting positive social change" (Svensson, Mahoney, & Hambrick, 2020, p. 392). This paper aims at adding to the body of scholarly work on social entrepreneurship and innovation in SDP. In particular, the paper addresses the organizational perspectives of the social innovation and, aims at uncovering *how* JoinUs work, rather than *if* it works. It builds on previous SDP research addressing critical strengths and challenges of SDP organizations in light of theories and frameworks (Svensson & Hambrick, 2016).

*Methodology*

Ten qualitative interviews were carried out with representatives of *JoinUs* and their cooperating partners. Semi-structured interview guides were developed, informed by the research questions as well as relevant research on social entrepreneurs in SDP. The interviews lasted from 30 and 55 minutes, were recorded and thereafter transcribed by a professional service. Ethics approval for the project was granted from the Norwegian Centre for Research Data (NSD). The interviews are coded in NVivo 12 and thematically analysed utilizing Braun and Clarke (2006).

*Results                                        and                                        Discussion*
Preliminary results indicate that the main strengths of *JoinUs* is its human resource capacity. In all the interviews with cooperating partners, the persons behind *JoinUs* are credited for being innovative, respected, well-known and of "high standards". The local connection and backgrounds as former footballers are also viewed as strengths, as well as their ability to build strong networks. Consequently, the foundation has in the last six months strengthened the economic capacity by receiving substantial support from new funders, thus secured the activities in the years to come. Strengthened economic support have further enabled additional paid staff. Like other organisations focusing on sport and inclusion, the critical challenges are related to continued funding and economic stability. *JoinUs* aims at expanding their activities to other cities, and a challenge raised in the interviewees is that this may jeopardise the quality of the activities. From *JoinUs'* point of view, a critical challenge is to secure activities by attracting                                        new                                        volunteers.
*Conclusion                                        and                                        Inplication*
The case of *JoinUs* illustrate how a social innovation can thrive on a local level with cooperating                partners                in                the                community. Most SDP initiatives typically take place in marginalized communities. *JoinUs* is operating in a less marginalized (even a 'privileged') community, however with increasingly visible societal divisions. The paper thus illuminate how local social entrepreneurs can use SDP 'principles' to promote positive social change also in less marginalized settings. The case of *JoinUs* further illustrate how sport and sport-like activities can be organised outside the Norwegian sport club structure, that have traditionally been in a monopolist position.

**Building Shared Values in Sport for Development Praxis: Innovations from Rugby for Peace Colombia**

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1.

1. Aim and Research Questions

The following study will focus on the complexities of building shared values that drive the practice of sport for development work globally. The aims of the research were twofold:

a) To question the underlying assumptions around 'universal' values that contribute to sport for development work specifically.

b) To design an effective way of discussing the nature of and agreeing on shared values that guide an SFD project.

Both these aims are predicated on the following question:

How can SFD practitioners contend with the moral complexities of determining the foundational values that guide practice in diverse global contexts?

2. Theoretical Background and Literature Review

Since the mid-90s the Sport for Development and Peace (SDP) field has grown into a large discipline encompassing many organisations working in diverse contexts employing a range of means to achieve (broadly) positive social change through sport. Academic discourse has grown in tandem as a large discipline in its own right. As have the number of critical voices correctly indicating the degree of 'evangelism' that undergirds the field (Coalter 2014). Worth highlighting is the postcolonial critique which, among other things, highlights the centrality of colonial discourses, knowledge(s) and 'Othering' that punctuate the field (Hayhurst 2016). While there have been worthwhile attempts to decentre such narratives and produce alternative theoretical frames to innovate in SDP (see Svensson and Levine 2017). In SDP practice there remains a concurrent problem wherein the values that drive such projects are Western-made, understood and imposed.

Drawing from 12 years of SDP field experience across a number of global contexts this research seeks to consolidate this values problem and begin to highlight a solution. The cosmopolitan and communitarian theoretical frames are drawn upon to consider the theoretical basis through which shared values can and should be constructed

3. Research Design, Methodology and Data Analysis

The core of the research design is both reflective and case study based, utilizing the author's 12 years of experience working across a number of both sport for development and sport for peace contexts via Football and Rugby for Peace International respectively. This reflection culminates in an exercise that was recently completed whilst working on behalf of Rugby for Peace International and the Colombian Ministry of Sport in Barranquilla, Colombia. Within which both local and international facilitators convened a session where the initial values of Trust, Respect, Inclusion, Responsibility and Equity were translated, discussed and critiqued. An innovative approach to 'rebuilding values' was

then taken that was driven by local community leaders, rugby and boxing coaches consisting of 9 men and 6 women (adult).

### 4. Results/Findings and Discussion **

The reflective exercise and indeed the process of building this workshop presentation, has uncovered a novel way of decentring not only SDP facilitators from high-income contexts but also the values imbued. Through the exercise, local agents were able to take ownership of the value-building process which then almost immediately fed into the practical work that took place on the field of play. Local facilitators confirmed and discussed existing values in a language and context that was applicable to their own experience and took the opportunity to also add new values around social class and access to resources (for example).

In participating in and leading the above exercise local agents were able to confirm their understanding and applicability of the existing core values to their own experience and rank them accordingly. In this, there was a recognition of cosmopolitan ideals around citizenship that favours a form of global citizenship championing inclusion over exclusion, and collective moralities over the competitive agency of (state) actors (Linklater 1998). Moreover, the formulation and discussion of additional values allowed for a more communitarian recognition of human values and ethics as shaped by our experience in dwelling in and deriving our nature from our communities (Masolo 2004).

### 5. Conclusion, Contribution, and Implication **

Building on previous research that has foregrounded a more dialogical approach to SDP practice (Spaaij and Jeanes 2013). This research draws from timely reflections on the moral evolution of the field whilst offering a practical innovation for the co-construction of values. This takes place in a way that foregrounds local agency whilst speaking to the universal values that bind the human condition via a moral and ethical transnational solidarity.

**ID: 1388**

Workshop A: Innovation in Sport for Development and Peace

## The Dark Side of Social Innovation: Integrating a Digital Application for Sport-For-Development Programmes

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**Aims and Research Questions:**

This study aims to understand the extent to which digital technology as an innovative tool can facilitate and support sport-for-development (SFD) programmes to achieve their desired social change mission. The following research questions are addressed: i) How might a digital application support SFD programmes? ii) What pro-adoptive and resistance factors influence the integration of a digital application in SFD?

**Theoretical Background and Literature Review**

Digital technologies have been recognised as a promising social innovation strategy and are exercised in various ways to assist SFD programmes to better achieve their desired social change missions. However, research on technology in SFD remains scarce (Svensson & McSweeney, 2022), with some exceptions. For example, digital technologies have been utilised in SFD programmes to improve accessibility to community sports, a data-gathering tool for community needs analysis and a form of participatory action research. It is critical to further investigate the impact of technology on SFD programmes' performance given the rapidly accelerating advancements in the digital world as well as recent calls to strengthen monitoring, evaluating, and learning (MEL) efforts (Whitley et al., 2020). However, social innovation may not always exert positive outcomes and/or challenge the status quo (McSweeney et al., 2021). Nevertheless, incorporating critical perspectives and/or reporting on negative outcomes can be an opportunity to learn from what has not worked (Harith et al., submitted). Exploring user experiences with technological innovations can identify critical antecedents to ensure successful adoption (Ulrich, 2021). Nevertheless, understanding the attitudes of stakeholders towards newness can foster innovations (Winand & Anagnostopoulos, 2017). This study will follow Westaby's (2005) Behavioural Reasoning Theory to understand various pro-adaption and resistance factors to innovation. This theoretical framework acknowledges reasons for and against innovation that capture subjective factors such as attitudes, intentions and behaviours as opposed to technology's failures.

**Research Design, Methodology and Data Analysis**

This research followed an SFD project, IncluPAS, and the designing, testing, and implementation of a digital application across three European Cities (Ghent, Vilnius, and Thessaloniki). A realist-informed process evaluation was adopted. This methodology allowed a inductive and open-ended approach, as opposed to the structured processes of a realist evaluation, which consists of specific methods through a set process. This enabled a more flexible and iterative exploration of the underlying mechanisms of the implementation process. This provided a deeper understanding of how the digital application was received within varying contexts and the observed outcomes under specific circumstances. Semi-structured interviews were conducted with relevant community organisations (n = 24), community champions (n=18) and on-field practitioners (n=3). Further, supportive material of project

partner process evaluations, observations, and reflective notes was also collected. Interviews were transcribed and translated. A thematic analysis was conducted in line with the grounding framework of Behavioural Reasoning Analysis.

**Preliminary Results and Discussion**

The preliminary findings have highlighted an incongruency between the importance of digital technology and the integration of such tools into communities. The potentiality of a digital application to support the different communities was addressed, including critical functionalities that could assist in engaging youths to adopt such technology. This included the visuality of the application, available languages, and the sporting activities represented. However, various practical limitations and barriers were observed that impeded the successful integration of the digital application into communities. Initial findings indicated the presence of resistance to innovation, despite conducting an in-depth needs analysis prior to implementation. Factors contributing to this resistance included the lack of representation of targeted users within the digital application, a need for a critical mass on the digital application and the necessity for digital technology to respond to community needs. Nevertheless, such findings can serve as critical antecedents necessary to integrate a digital application across different contextual backgrounds.

**Conclusions, Contribution, and Implications**

Despite strong advocation for social innovation as a sound strategy for effective SFD management, this study delves into the dark side of social innovation by investigating the potentiality of a data-driven digital application to assess social impact. The study contributes to the SFD field in two ways. First, this study responds to scholarly calls to strengthen MEL efforts within SFD by focusing attention on the way in which technology may enable better collection of MEL data. Second, this study uncovers both pro-adoptive and resistance factors related to unsuccessful integration of a digital technology for SFD MEL. Thus, this study advances insights into the potential negative consequences and limitations that may occur with the implementation of digital technology within SFD programmes and communities. These findings indicate the importance of reporting on failures and negative outcomes to advance theoretical understanding of SFD social innovation in order to provide critical programmatic suggestions for SFD programmes.

**ID: 1403**

Workshop A: Innovation in Sport for Development and Peace

## The Use of Bricolage in a Resource-Constrained Sport for Development and Peace Organization

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### Aim and Research Questions

Despite the growth of the sport-for-development and peace (SDP) field, concerns have been raised that the sector is heavily resource-constrained and that many organizations face considerable sustainability challenges due to competition for external funding. Given the enduring funding challenges in SDP, the purpose of this study is to utilize the concept of bricolage to examine how a resource-constrained organization in Kampala, Uganda, Young African Refugees for Integral Development (YARID), (re)combines and uses multiple resources to address the social needs of refugees through SDP. The specific research question guiding this study is, how does a resource-constrained organization engage in different forms of bricolage to effectively address social issues through SDP?

### Theoretical Background and Literature Review

Bricolage is defined as "making do by applying combinations of the resources at hand to new problems and opportunities" (Baker & Nelson, 2005, p. 33). Scholars have distinguished between material and ideational bricolage. Entrepreneurs engaging in material bricolage may mobilize numerous types of external and internal resources. External resources focus on those available in the external environment (e.g., social relations/connections; tangible products/spaces; financial resources such as donations) (Vanevenhoven et al., 2011). Internal resources center on at-hand resources inside an organization (e.g., physical or financial inputs) or of specific individuals (e.g., professional knowledge and expertise). Unlike material bricolage that focuses on mobilizing different types of physical, human and/or social resources to tackle a problem, ideational bricolage means recombining or transforming cultural-related resources, such as older myths, values, and/or norms, to pursue societal gains (Baker, 2007). In the context of SDP, the process of bricolage may help organizations overcome the shared challenge of resource constraints in order to sustain and advance SDP operations.

### Research Design, Methodology and Data Analysis

A participatory action research approach was adopted to ensure the study was co-led with YARID and its members, who are referred to as co-researchers. Data collection methods included semi-structured interviews, photovoice, and photocollage. A total of 42 individuals (n=21 males; n=21 females) participated in the research, including program participants (n=25), YARID staff (n=11), and community members (n=6). Data analysis had two phases. First, during photocollage sessions, Author 1 and co-researchers engaged in dialogue while narratives were presented to analyze the similarities and differences amongst experiences. Second, in-depth analysis occurred after Author 1 left the field. Initial open coding took place followed by codes being refined and further developed based on existing literature on bricolage (e.g., Baker, 2007). Next, pattern coding was used to further uncover commonalities across the data and subsequently develop aggregate themes. To enhance the rigour of analysis, Author 2 and 3 were brought on as critical friends (Smith & McGannon, 2018).

### Results/Findings and Discussion

During YARID's start-up phase, two forms of bricolage were evident: leveraging network resources (material) and creating sport club (ideational) which sought to address conflict

resolution. During organizational growth, three forms of bricolage were used to address emerging social issues of refugees: internal and external resources (material) to reduce language barriers; pursuing external funding and partnerships (material) to support women's empowerment; and creating new myths surrounding sport (ideational) to locate new economic opportunities. The findings contribute new insights into research on social entrepreneurship and social innovation in SDP, which has been guided mostly by strategic management and resource-based perspectives (e.g., Svensson et al., 2020). More specifically, rather than attempting to rapidly scale their organization to generate *new* resources required for social programs, YARID staff reconfigured resources already existing within their proximate network to initiate programs and ensure varied social issues were addressed, which is a hallmark of bricolage (Baker, 2007). Additionally, partnerships and collaboration were critical for both types of bricolage, which builds on recent SDP research (e.g., Jones et al., 2017) that emphasize the importance of collective action.

**Conclusion, Contribution, and Implication**

This study advances existing literature in three significant ways. First, while social entrepreneurship and social innovation have been found to enable SDP organizations to be more adaptable, *how* organizations and practitioners recombine resources – and what those resources are – to maintain SDP operations despite limited resources remains understudied (McSweeney et al., 2022). Second, and in relation, is that there have been explicit calls by scholars to investigate the role of bricolage in SDP. To our knowledge, this study is the first empirical analysis focused on bricolage not only in SDP, but sport management more broadly, and thus holds significance for organizations confronted with resource challenges in the sport industry. Third, by focusing on both material and ideational bricolage, this study's findings advance insights into the range of resources that individuals recombine to 'make do'. Based on the study's findings, SDP staff and organizations should consider not only their material resources, but also existing social and cultural norms that they may be able to utilize creatively for ideational bricolage to continue SDP program operation.

**ID: 1407**
Workshop A: Innovation in Sport for Development and Peace

## Leadership Development in Sport for Development and Peace: Practitioners' Perspectives

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**Aim                    and                    Research                    Questions**

Over the last twenty-five years, there has been a proliferation of Sport for Development and Peace (SDP) organizations operating in underserved communities around the globe. As a result, a growing body of researchers have examined resource mobilization and the development of relevant capacities for community-based nonprofits tasked with implementing SDP initiatives. Leadership has been identified as a critical intraorganizational condition for social innovation in SDP. Yet, the role of leadership and the process of leadership development remain significant knowledge gaps (Jones et al., 2018; Schulenkorf, 2017). Therefore, the purpose of this study is to explore leadership development in SDP. Specifically, three research questions were developed: RQ1: How (if at all) have practitioners experienced leadership development within the SDP field?; RQ2: How important (if at all) is leadership development for the SDP field; and RQ3: How would existing SDP leaders design future leadership development processes in SDP?

**Theoretical                    Background                    and                    Literature                    Review**

This study is guided by the emerging body of literature on leadership in SDP (Jones et al., 2018, Kang & Svensson, 2023; Welty Peachey & Burton, 2017). Prior scholars have primarily explored the applicability of different leadership approaches in SDP contexts. More specifically, servant and shared leadership have been identified as particularly valuable forms of leadership for the social change-focused nature of SDP (Jones et al., 2018; Welty Peachey & Burton, 2017). However, there remains a significant knowledge gap in the current body of literature regarding the processes of leadership development in SDP (Schulenkorf, 2017). For this paper, leadership development is defined as the process of developing individuals to take on leadership roles.

**Research                    Design,                    Methodology,                    and                    Data                    Analysis**

Guided by a social constructivist paradigm, a so-called 'interpretive' or 'basic qualitative research methodology' design was chosen for the purpose of this study (Merriam & Tisdell, 2016). A sampling frame was established through a review of the members of Common Goal (formerly known as streetfootballworld), an international network of nonprofits leveraging football for social change. Data collection via semi-structured interviews is currently in progress. A total of 56 executive leaders (e.g., Chief Executive Officer, Director) of SDP organizations were purposefully invited. A total of 10 interviews have been completed and the data collection is expected to be completed by end of June 2023. The interviews have been conducted via Zoom and ranged between 45-70 minutes in length. Each interview is being transcribed verbatim via Otter.ai. Data are being analyzed through a two-cycle inductive coding approach to identify common themes.

**Results                    and                    Discussion**

The preliminary data analysis has revealed several important findings that are critical for understanding the role of leadership development processes in SDP, as well as elements of utmost importance for developing future leadership development programs. First, existing SDP leaders have had limited or no personal experiences with any formal leadership development processes. Second, practitioners recognized the critical importance of formal leadership development mechanisms for the future of the SDP field, yet noted the significant shortcomings in their current approaches to leadership development. Third, participants

identified several ideas for how to design more robust future leadership development programs. For example, most participants suggested leadership development programs should target SDP staff members between the ages of 28 and 35 who are ready for the 'next big thing.' Participants also argued for the need for such programs to be much more representative of the community and participants to improve diversity in leadership roles within the field. Leaders indicated the need for more specific leadership development programs that target young female coaches and former program participants. The cultural context of the environment in which SDP organizations operate was also identified by several participants as an important consideration if leadership development initiatives are to be successfully within the SDP field.

**Conclusion, Contribution, and Implications**
The findings of this study will have important implications for theoretical advancements on the role of leadership within the SDP field (Welty Peachey & Burton, 2017), considering leadership can serve as a catalyst for social innovation (Svensson & Mahoney, 2020). Specifically, our study contributes to advance existing knowledge by highlighting practitioners' experiences of leadership development and existing practices by SDP organizations. Practically, the findings from this study will highlight best practices for how existing leaders would develop more transformative and meaningful leadership development programs in SDP, which subsequently can help create environments more conducive to social innovation. Additionally, the findings are expected to allow for the identification of ways that SDP funders, networks, and other resource providers can better support the creation of innovative leadership development programs to generate the future leaders of the SDP field.

**ID: 1413**

Workshop A: Innovation in Sport for Development and Peace

**Accelerating Impact? Start-Up Incubators and Accelerators in Sport for Development**

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**Aim                and                Research                Questions**

Social innovation is increasingly emphasized as critical for sport for development (SFD) organizations to sustain their operations and develop meaningful solutions to social issues (McSweeney et al., 2022). Yet, the research is clear in the broader management and entrepreneurship literature that many social innovations fail because organizations are unable to mobilize the resources, knowledge, and processes needed to successfully implement new ideas. Although researchers have begun to explore intraorganizational conditions needed for social innovation in SFD, less attention has been paid to the potential role that social impact-focused accelerators or incubators could play in this space. Therefore, the purpose of this study is to explore practitioners' perspectives on SFD-specific accelerators and incubators. Specifically, four research questions were developed: RQ1: What value (if any) do practitioners ascribe to social impact accelerators and incubators? RQ2: What are the biggest opportunities for SFD-specific accelerators/incubators?; RQ3: What do practitioner perceive to be the biggest challenges for SFD-specific accelerators/incubators?; RQ4: How would practitioners design the ideal SFD accelerator/incubator?

**Theoretical            Background            and            Literature            Review**

This study is guided by entrepreneurship and management literature on start-up incubators and accelerators, particularly those with a social impact focus (e.g., Pauwels et al., in 2016). Start-up accelerators are intended to have a profound impact on early-stage organizations by supporting the founders and leaders through specialized training, mentoring, and access to funding to achieve an amount of growth in the span of a couple of months, which otherwise may take organizations years to realize. One of the main differences between incubators and accelerators is that accelerators are typically limited-time cohort-based initiatives with competitive application processes. In contrast to common beliefs that nonprofit or social impact-focused incubators are less efficient, prior research have found that social incubators are in fact just as efficient as their for-profit counterpart in terms of the financial growth of participating organizations in addition to the focus on social objectives (Sansone et al., 2020). In SFD, Whitley and Welty Peachey (2022) suggested that place-based accelerators could provide an innovative way to better support local SFD organizations. The notion of start-up accelerators and incubators has generated significant attention within the broader management and entrepreneurship literature. Yet, most prior literature has been centered on how existing accelerators operate and how they decide between different applicants. Insights from practitioners, on the other hand, on their experiences and perspectives for how they desire for start-up accelerators and incubators to be operated remain scarce. This knowledge gap is somewhat surprising considering that the success of start-up accelerators and incubators depend on the provision of resources and solutions aligned with the needs of practitioners.

**Research        Design,        Methodology,        and        Data        Analysis**

An interpretive or so called 'basic qualitative research methodology' (Merriam & Tisdell, 2016) was adopted for this study, guided by a social constructivist paradigm. Data collection is scheduled to begin in May through semi-structured interviews with leaders of award-winning and innovative SFD organizations. An initial sampling frame has been established through purposeful sampling based on a review of SFD-specific networks and prior SFD-specific award competitions. More than 50 SFD leaders are being invited to participate in the study. Data collection is expected to be completed by June 2023. All interviews will be

digitally recorded and transcribed verbatim. Data will be analyzed through a two-cycle coding procedure to identify themes.

**Results** **and** **Discussion**

The findings are expected to highlight the resource constrained environment that many SFD organization operate within. Considering that prior research on organizational capacity of the nonprofits implementing SFD programs has consistently noted significant capacity constraints for the past 15 years, participants are expected to have a positive view on the creation of SFD-specific incubators and accelerators since the field remains in significant need of dedicated resource providers, particularly those designated for early-stage organizations. The diverse geographical locations and program foci of SFD organizations may be identified as challenges for SFD-specific support mechanisms. Yet, the access to funding component of social impact accelerators is expected to be particularly valued since financial capacity remains one of the lowest capacities for most SFD organizations (Svensson et al., 2018).

**Conclusion,** **Contribution,** **and** **Implications**

There is a growing recognition that more attention is needed on innovative solutions for how local SFD organizations and social entrepreneurs are supported (Whitley & Welty Peachey, 2022). This study will contribute to address the existing knowledge gap on what start-up support mechanisms practitioners desire for SFD organizations (McSweeney et al., 2022). Prior research in the broader management literature also suggests that the impact of startup accelerators for organizations pursuing social missions are significantly impacted by a variety of contextual factors. Therefore, it is of utmost importance to explore what start-up incubators and accelerators should look like and how they should function within the SFD field, which has important implications for SFD funders, networks, and practitioners.

**ID: 1423**

Workshop A: Innovation in Sport for Development and Peace

### All Hands on Deck! Orchestrating Cause Leadership Through Multi-stakeholder Partnerships

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Aim and Research Questions

Orchestrating a sport for development multi-stakeholder partnership (MSP) is complex as MSPs bring together firms, non-profits, government agencies, and other concerned actors. Thus, better understanding how MSPs that leverage sport for development attract, then retain partners over time, is an important theoretical question.

Theoretical Background and Literature Review

Schein (2010) argues that leaders determine what kinds of leadership is possible within a given context. Orchestrating leadership is all the more critical in the context of grand challenges such as the climate emergency and the migrant crisis. Thus, with the intent of building a manageable research project that will contribute to our acquired knowledge in the field of cause leadership, we decided to leverage Georges et al's (2016) Framework for Addressing Grand Challenges as it "provides a structure to embed future research in this area" (p. 1887). As such, this framework will bound our analysis while unpacking the numerous relationships involved in Georges et al's (2016) three main actions needed to address grand challenges a) *articulating and participating in grand challenges* that lead to b) *multilevel actions* that produce c) *outcomes and impacts*. Thus, building on this point of view, the main objective of this study is to collate how A and B come about, in action, to produce C.

Research Design, Methodology and Data Analysis

Because of vastness of leadership research, providing new insights on how cause leadership comes about requires a structured approach. To this end, we adopted an inductive approach as they are recognized as promising research avenues to make sense of the complexities associated with grand challenges (Eisenhardt, 2016). Specifically, we examined a) how concerned actors decide to become a cause leader that decides to take on a GC; as well as b) how and why cause leaders first activate then retain partners. In a sense, we set out to understand the orchestration of what we label as cause leadership, which is the effect of the multitude of actions posed by the actors that are actively involved with a partnership dedicated to take on a grand challenge.

Results/Findings and Discussion

During in-depth interviews (n=23) we conducted with the key for profit, non-profit and governmental partners of one major sport for development MSP, we asked interviewees to tell us their version of the partnership's story. Our analysis demonstrates that three main themes emerged around the orchestration of cause leadership, notably: Deciding to take on a cause; realizing the need for partners; leveraging resources to activate others.

Conclusion, Contribution, and Implication

The main contribution of this paper is to provide insights about how orchestrating cause leadership comes about in atypical, yet innovative, multi-stakeholder partnerships that leverage sport for development.

**ID: 1435**
Workshop A: Innovation in Sport for Development and Peace

**Meaningful Work in Sport for Development and Peace (SDP): Examining Its Interplay with Shared Leadership and Work-related Outcomes**

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**Aim and Research Questions**

Although meaningfulness in work is a key motivator for nonprofit practitioners to involve in the field, we have limited knowledge about what shapes SDP professionals feel their job is meaningful and the potential role meaningful work can play in building employee experiences in SDP. Addressing the knowledge gap associated with meaningful work is important to help address challenging employee experiences and subsequently enhance better employee outcomes in SDP (Whitley et al., 2019). Therefore, this study aimed to examine the relationships among shared leadership, meaningful work, and a set of employee outcomes among SDP practitioners.

**Theoretical Background and Literature Review**

For the purpose of study, meaningful work is defined as "work that is subjectively meaningful, important, rewarding, or aligned with personal values" (Bailey et al., 2019, p. 98). Researchers have investigated the determinants and outcomes of meaningful work in different organizational settings. In particular, leadership has received considerable attention as a key predictor for meaningful work because leaders play an important role in promoting the meaning of work among employees. However, existing literature remains limited to examining the relationship between vertical leadership and meaningful work although SDP scholars have identified shared leadership as a viable leadership approach for the SDP sector (Kang & Svensson, 2022).

Researchers have documented the use of meaningful work as a factor that links with leadership and employee-related outcomes ranging from innovative work behavior (IWB) to turnover intention (Bailey et al., 2019; Ganjali & Rezaee, 2016). In SDP, scholars have begun to focus on employee experiences such as motivations, engagement, and IWB because retention of staff members has become a pressing issue in SDP (Svensson et al., 2017). As such, this study proposed an empirical model grounded in the relevant literature examining shared leadership as an important antecedent of meaningful work. At the same time, the direction of shared leadership in the model associated with meaningful work was predicted to link with a set of employee experiences such as IWB and turnover intention. Taken together, the following hypotheses were developed.

Hypothesis 1: Shared leadership will have positive effects on meaningful work.

Hypothesis 2: Meaningful work will be positively associated with innovative work behavior.

Hypothesis 3: Meaningful work will be positively associated with lower turnover intention.

**Methodology, Research Design, and Data Analysis**

Data was collected through an online survey via email invitations soliciting responses. The respondents were identified from publicly available staff lists shared in global SDP networks (e.g., sportanddev, Common Goals, ASDP, Beyond Sport). In addition, a survey advertisement was posted on sportanddev's website to reach more potential respondents. The data was collected from March to April 2023. A total of 173 responses were collected with a response rate of 11% out of 1,563 samples. The survey included pre-established scales including (a) Grille & Kauffeld (2015) for shared leadership, (b) Steger et al. (2012) for meaningful work,

(c) Janssen (2000) for IWB, and (d) Moore (2000) for turnover intention. The data was analyzed through structural equation modeling (SEM) to examine the relationships between variables.

**Results/Findings and Discussion**

The Confirmatory factor analysis (CFA) indicated close fit at the .05 level: $\chi^2$ ($df$ = 146, $n$ = 173) = 339.57, $p$ < .05; $\chi^2/df$ = ; RMSEA (90% CI = .07, .10) = .088; CFI = .91; TLI = .90. The evidence of the validity of scores from the previous studies and scales yielded the efficacy of the variables. We then conducted SEM to test the hypothesized associations, including the direct paths from shared leadership to meaningful work as well as from meaningful work to the two outcomes. Results from the SEM indicated that the model fit the data well: $\chi^2$ ($df$ = 148, $n$ = 173) = 354.323, $p$ < .05; $\chi^2/df$ = ; RMSEA (90% CI = .07, .10) = .09; CFI = .91; TLI = .89. Our model revealed that shared leadership had significantly positive effects on meaningful work ($\beta$ = .68, $p$ < .001), supporting Hypothesis 1. Results of the effects of meaningful work provided for our predictions that one unit increase in meaningful work was positively related to increased innovative work behavior ($\beta$ = .44, $p$ < .001) and decreased turnover intention ($\beta$ = -.59, $p$ < .001). Thus, Hypotheses 2 and 3 were also supported.

**Conclusion, Contribution, and Implication**

This study contributes to the literature by highlighting the importance of meaningful work to provide better employee experiences (i.e., IWB and turnover intention) in SDP. Further, shared leadership was identified as a viable form of leadership promoting meaningfulness in work for SDP practitioners (Kang & Svensson, 2022). Practical implications from this study include how SDP organizations can build favorable organizational conditions (e.g., leadership practice) to promote meaningfulness in work for their employees expecting better employee experiences. We hope this work becomes a foundation for discussions about meaningful work between academics and practitioners.

**ID: 2524**

Workshop A: Innovation in Sport for Development and Peace

## The Dark Side of Social Innovation: Integrating a Digital Application for Sport-For-Development Programmes

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**Aims and Research Questions:**

This study aims to understand the extent to which digital technology as an innovative tool can facilitate and support sport-for-development (SFD) programmes to achieve their desired social change mission. The following research questions are addressed: i) How might a digital application support SFD programmes? ii) What pro-adoptive and resistance factors influence the integration of a digital application in SFD?

**Theoretical Background and Literature Review**

Digital technologies have been recognised as a promising social innovation strategy and are exercised in various ways to assist SFD programmes to better achieve their desired social change missions. However, research on technology in SFD remains scarce (Svensson & McSweeney, 2022), with some exceptions. For example, digital technologies have been utilised in SFD programmes to improve accessibility to community sports, a data-gathering tool for community needs analysis and a form of participatory action research. It is critical to further investigate the impact of technology on SFD programmes' performance given the rapidly accelerating advancements in the digital world as well as recent calls to strengthen monitoring, evaluating, and learning (MEL) efforts (Whitley et al., 2020). However, social innovation may not always exert positive outcomes and/or challenge the status quo (McSweeney et al., 2021). Nevertheless, incorporating critical perspectives and/or reporting on negative outcomes can be an opportunity to learn from what has not worked (Harith et al., submitted). Exploring user experiences with technological innovations can identify critical antecedents to ensure successful adoption (Ulrich, 2021). Nevertheless, understanding the attitudes of stakeholders towards newness can foster innovations (Winand & Anagnostopoulos, 2017). This study will follow Westaby's (2005) Behavioural Reasoning Theory to understand various pro-adaption and resistance factors to innovation. This theoretical framework acknowledges reasons for and against innovation that capture subjective factors such as attitudes, intentions and behaviours as opposed to technology's failures.

**Research Design, Methodology and Data Analysis**

This research followed an SFD project, IncluPAS, and the designing, testing, and implementation of a digital application across three European Cities (Ghent, Vilnius, and Thessaloniki). A realist-informed process evaluation was adopted. This methodology allowed a inductive and open-ended approach, as opposed to the structured processes of a realist evaluation, which consists of specific methods through a set process. This enabled a more flexible and iterative exploration of the underlying mechanisms of the implementation process. This provided a deeper understanding of how the digital application was received within varying contexts and the observed outcomes under specific circumstances. Semi-structured interviews were conducted with relevant community organisations (n = 24), community champions (n=18) and on-field practitioners (n=3). Further, supportive material of project

partner process evaluations, observations, and reflective notes was also collected. Interviews were transcribed and translated. A thematic analysis was conducted in line with the grounding framework of Behavioural Reasoning Analysis.

**Preliminary Results and Discussion**

The preliminary findings have highlighted an incongruency between the importance of digital technology and the integration of such tools into communities. The potentiality of a digital application to support the different communities was addressed, including critical functionalities that could assist in engaging youths to adopt such technology. This included the visuality of the application, available languages, and the sporting activities represented. However, various practical limitations and barriers were observed that impeded the successful integration of the digital application into communities. Initial findings indicated the presence of resistance to innovation, despite conducting an in-depth needs analysis prior to implementation. Factors contributing to this resistance included the lack of representation of targeted users within the digital application, a need for a critical mass on the digital application and the necessity for digital technology to respond to community needs. Nevertheless, such findings can serve as critical antecedents necessary to integrate a digital application across different contextual backgrounds.

**Conclusions, Contribution, and Implications**

Despite strong advocation for social innovation as a sound strategy for effective SFD management, this study delves into the dark side of social innovation by investigating the potentiality of a data-driven digital application to assess social impact. The study contributes to the SFD field in two ways. First, this study responds to scholarly calls to strengthen MEL efforts within SFD by focusing attention on the way in which technology may enable better collection of MEL data. Second, this study uncovers both pro-adoptive and resistance factors related to unsuccessful integration of a digital technology for SFD MEL. Thus, this study advances insights into the potential negative consequences and limitations that may occur with the implementation of digital technology within SFD programmes and communities. These findings indicate the importance of reporting on failures and negative outcomes to advance theoretical understanding of SFD social innovation in order to provide critical programmatic suggestions for SFD programmes.

**ID: 2530**
Workshop A: Innovation in Sport for Development and Peace

**Developing New Anthropological Insights Into Innovative Sport for Development and Peace (SDP) Practices: A Case Study of Boxgirls Kenya**

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**Aim and Research Questions**

This paper is based on anthropological research with Boxgirls Kenya to examine innovation in SDP in two related respects. First, in terms of innovation in research methodology, it will propose the use of ethnography to explore the impact of SDP programmes on the lives of girls and young women in the Global South, in order to gain an in-depth understanding and explore long-term impacts. Secondly, this paper will discuss innovation in SDP practice through the case study of Boxgirls Kenya, a community-based organisation, which uses the non-traditional sport of boxing alongside non-sport components to engage women and girls as well as other community members to challenge gender norms and achieve a range of development outcomes.

**Theoretical Background and Literature Review**

Gender-based SDP programmes cite a range of intended benefits, in particular the ability to challenge gender norms and stereotypes. However, research on the impact that these programmes have on the participants has been limited and has rarely explored long-term impacts (Chawansky & Hayhurst, 2015). Therefore, innovative and creative qualitative research methods have been called for to address this gap (Darnell et al. 2016).

Increasingly non-traditional sports are being innovatively employed by gender-focused SDP programmes in order 'to develop better ways of achieving meaningful impact in addressing' gender equality and 'promoting positive social change' (Svensson, Mahoney, & Hambrick, 2020, p. 392). In particular, combative sports have been popular in order to provide women with practical self-defence skills. However, it has been suggested that this type of intervention may encourage increased instances of gender-based violence, as men and boys who are excluded from the programming may feel the need to reassert their dominance (Hayhurst et al., 2014). Therefore, it is important to explore both the positives and the negatives of utilising non-traditional and innovative sports, including boxing, in gender-based SDP programmes.

Within the anthropology of sport, boxing has been a popular sport/ social arena to research (e.g. Trimbur, 2013). It has been argued that boxing remains a masculine site despite the fact that women now commonly participate, and research sites have been predominantly male. Therefore, Boxgirls Kenya, as largely female environment provides an innovative research site in which to explore gender within boxing. Consequently, the research that this paper is based on examines how boxing is being mobilised to challenge gender norms and stereotypes in Kenya.

**Research Design, Methodology and Data Analysis**

The innovative anthropological approach considered in this paper, involves one year of ethnographic research in Nairobi, developed in collaboration with both Boxgirls Kenya themselves and with the Laureus Foundation as research funder. Ethnographic study is focused on the informal community of Kariobangi, with long-term participant observation, alongside informal and formal interviewing being the primary methods of investigation. Participant observation has particularly added to insights that may be drawn from stand-alone interviews that are more common in the SDP field and provides opportunities to explore embodied subjectivities as they unfold in everyday activities including in the office, gym, schools and

community sessions (Oxford & Spaaij, 2019). Interviews are being utilised to understand the experiences of a range of interlocutors including direct participants, alumni, staff, teachers, parents and other community members. The research had been undertaken from the position of observer as participant, meaning that the voices and experiences of the girls and women who participate in the programme are privileged over that of the researcher. Ethnography also has the ability to yield unexpected insights that would likely be missed by more conventional ways of monitoring projects. While ethnographic methods are well suited to examining the lived experiences of those participating in SDP programmes as well as other community members, its use within the SDP literature has been limited and is currently underdeveloped, especially in exploring gender-based SDP interventions.

**Findings and Discussion**

While the data collection for this research is still ongoing, emergent findings will address a number of key themes in relation to innovation in SDP research and practice. First, reflections on the ethnographic method and the positionality of the researcher, especially given that this research differs from previous ethnographic research in boxing in that it is being conducted by a female researcher in a predominantly female setting. Second, the tensions of using boxing to challenge gender norms. Third, the utility of engaging other community members (e.g. parents and teachers) in gender-based SDP interventions to avoid the onus being placed on the beneficiaries of the programme to create change alone (Hayhurst et al., 2014).

**Conclusion, Contribution and Implication**

This paper will contribute reflections for other researchers on the possibilities and challenges of anthropological and ethnographic approaches to SDP research. It will also have implications for practitioners engaging in gender-focused SDP seeking to innovate their practice in terms of how the sport elements of programmes are utilised and involving other community members beyond the direct participants.

**Workshop D: Sport and the Metaverse**

**ID: 184**

Workshop D: Sport and the Metaverse: Characteristics, Applications, Value and
Future Development

**Sport and the Blockchain: An Emerging Relationship**

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**Aim/Research Questions**

Despite a rapid rise since its 2008 introduction, blockchain technology has struggled to reach
a mainstream audience. A recent legitimation strategy is through sports; crypto-based
sponsorships are worth an estimated $2.4bn to the sports industry. However, the recent
"crypto-winter" has seen high-profile sports sponsors such as Voyager Digital and FTX, as
well as sport-specific schemes such as SportemonGo, cease trading (Financial Times, 2023).
As such, this study seeks to evaluate the extent of the integration between sports properties
(including athletes, clubs/teams, competitions/federations) and cryptoasset companies, and
identify issues that have beset such partnerships.

**Literature Review**

Blockchain technologies can benefit sports properties beyond mere sponsorship (Baker et al.,
2022; Naraine, 2019). There has been a recent trend for selling sport-branded cryptoassets,
often tokens. First, 'utility' tokens are created to provide the owner with a specific benefit and
are marketed within sport as 'fan tokens' (Demir et al., 2022). Second, non-fungible tokens
(NFTs) are unique tokens that signify ownership, often of an image or video. The most well-
known of these, both in sport and beyond, is the NBA's Top Shot (Kett, 2022). Beyond this,
the immutable and transparent nature of the blockchain has led to suggestions that it could
provide a tool for a sports organisation's core operations, such as data management and
ticketing (Jin et al., 2021; Naraine, 2019).

**Research Design**

This data collection follows the approach of Chalmers et al. (2021) and takes place in two
phases. First, 4,178 different secondary sources were analysed and coded to identify 1,859
instances of sports properties and blockchain collaboration. The coding of these sources
revealed four distinct themes. Secondary blind-coding was conducted by the third author, with
a Krippendorff's alpha of over 0.85. The second phase of data collection is currently being
undertaken, with primary data being collected through interview from various stakeholders
(e.g., club officials, cryptoasset companies) within the sport and cryptoasset industries to
understand the approaches undertaken in such sponsorships and steps taken to overcome
potential risks.

**Results/Findings**

Sponsorships by cryptoassets (n=589) have permeated sport at all levels, from high-profile
sponsorships of F1 and FIFA World Cup to smaller sports organisations like Gibraltar United.
Blockchain companies have also secured endorsements from 169 different athletes, despite
several admitting not fully understanding the product that they are promoting. Further, 38
sponsoring companies have run into financial troubles, including six that no longer trade.

The second theme is token sales, led by NFTs sold by 571 athletes and 122 teams. These are
typically individual collections or groups of similar sports properties combining to sell
collectable NFTs, such as NBA Top Shot. Collectable NFTs have recently been combined with
fantasy sports allowing NFT owners to earn points based on real-world sporting performances.
Similarly, fan tokens are announced for 196 sports organisations. Tokens are often augmented

by real-world activations, including voting in polls and competitions. The attraction of selling these tokens is clear; blockchain technology allows creators to earn revenue from secondary sales. However, consumers may need cryptocurrency to buy the tokens, while the token's value is subject to market forces. This has led to allegations of 'pump-and-dump' schemes, where crypto-investors purchase fan tokens at low prices before selling the tokens at an inflated price to unsuspecting sports fans.

Despite cryptocurrencies and tokens being the most recognisable cryptoasset, there is little evidence that sports organisations use them beyond sales to fans, or marketing ploys such as paying sponsor or transfer fees. However, the underlying blockchain technology has been used for fan engagement purposes, through mobile phone apps and the metaverse, while 16 sports properties have blockchain-based ticketing systems, which might be employed for the 2024 Paris Olympic Games. Finally, two blockchain companies manage and secure funding for young athletes.

The final stream, not identified in the literature, is formal partnerships. Fifty-two athletes have equity investments in blockchain companies, and 22 have their own crypto start-ups. The current crypto-winter highlights the risk in such investments; five athletes owned stakes in FTX, and were named in the subsequent court case for their role in promoting the company. Blockchain companies have similar sports investments; Socios purchased 24.5% of Barça Studios, while crypto-communities and Decentralized Autonomous Organisations (DAOs) have purchased football clubs.

**Conclusions**

As can be seen, sports and blockchain companies have become rapidly intertwined. The issues typically stem from cryptoassets companies failing to fulfil initial promises, often with sponsorships or selling crypto-assets. This suggests that sports properties should increase the levels of due diligence ahead of agreements, but as the recent case of FTX highlights, this is not easy, especially for sports companies without specialist financial and legal expertise. As such, regulation may need to come from governing bodies, but 158 federations and governing bodies have their own such partnerships. Regulation of cryptoassets beyond sport is still being developed, so specialised regulation is unlikely to come soon.

**ID: 1416**

Workshop D: Sport and the Metaverse: Characteristics, Applications, Value and Future Development

## Metaverse And Cricket: Implications Of Virtual Reality Technology On Casual And Leisure Practice

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This study aims to address the gap of implications of Metaverse technologies in casual and leisurely practice and consumption of sports through the research question "How does Virtual Reality affect the casual and leisurely practice of cricket?". Moreover, while Metaverse in the context of sports has been discussed before, cricket provides a novel context to look at how Metaverse technology confluences in sports in the cultural context global south regions that are also showing rapid economic growth and technology adoption among their population.

Metaverse is the concept of an immersive virtual world where users can engage in social and economic exchanges (Ritterbusch and Teichmann, 2023). This world and its exchanges are enabled by technologies beyond just the internet, including specialized hardware technologies. While they have been around for a while, it is only recently that an interest in Metaverse and its related technologies has picked up.

One of the most prominent technologies enabling Metaverse is VR(Virtual Reality) technology. VR technologies provide an immersive sensory experience in a virtual world using specialized digital equipment. It has been defined as "an artificial environment which is experienced through sensory stimuli (such as sights and sounds) provided by a computer and in which one's actions partially determine what happens in the environment"(Merriam-Webster, 2023) but it is also used to refer to any specialized technologies that help create and access it. While it has existed for some time now, it has become increasingly relevant due to the rising interest in Metaverse among big technology companies and consumers.

Metaverse technologies are being utilized in sports in various manners. Leagues and clubs across the globe have utilized VR technologies in various manners ranging from in-stadium experience to building a new property itself to boost revenues. The implications of VR technology in sports consumption have been studied extensively across various factors like improving sport performance and improving fan-experience (Sawan et al., 2020). Literature also suggests that there is a positive attitude towards the technology among sports fans (Rynarzewska, 2018).

VR has also evolved enough to transcend the perception of being a videogame to create actual sustainable leisure sports culture (Bum et al., 2018). Since VR also provides an opportunity to play sports in a virtual world and compete with other players globally, an up-to-date understanding of the implications of VR on casual and leisurely sports practice is required, especially since the technology itself has matured enough for development of sustainable offerings that exist in the market now.

The existing literature has also been carried out in specific sporting contexts limited to some geographic regions. For feasibility reasons, initially there was a limited choice of sports available to play in VR. Coupled with the high costs associated with using the technology, the consumption of sports using VR was limited to certain demographics across the world. This has dramatically changed over time with rise in incomes across parts of the world, providing accessibility to VR technology and the development of the technology with regards to its offerings.

The study will examine a Metaverse offering in cricket that uses a league-like setup- IB Cricket's Metaverse Cricket League. The VR offering is based in the sport of cricket, which is

one of the most popular sports in the globe with a consumer demographic that has not been covered in previous literature. This research will provide an initial overview of cricket in metaverse currently, along with the ongoing developments and challenges it faces. Through a case study analysis, the study will provide insight on the offering and the complimentary or disruptive implications it has on sports consumption.

Data on these offerings will be gathered through the information provided by the organizations across their website, social medias, and other forms of media. The data would then be used to understand the offering in depth and comparing it to conventional sports offerings and the potential Metaverse technology usage highlighted in previous research on the subject.

The case-study analysis will contribute to understanding of the implications of VR technology on sports practice among casual and leisurely consumers. While previous literature has shown that there is a positive attitude among consumers towards the technology, this study will contribute towards understanding how the adoption of the technology will fit with the existing practice of sports. This knowledge would be a useful step towards understanding the disruptive potential of VR technology on a larger scale that can be further pursued in depth.

**Workshop E: Women's Football Development in Europe**

**ID: 312**

Workshop E: Women's Football Development in Europe: State of Play and Perspectives

### Collaboration Between The Main Sport Actors In A Women's Sport League In Development

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Over the last years, women's sport and particularly women's football has been developing rapidly. Research demonstrates that women's leagues are following different levels of development, ranging from amateur to professional level (Pfister & Pope, 2018). Additionally, diverse governance models are implemented in women's football leagues around the world. While some leagues are governed by the national football federation, a Men's Pro League, or a Women's Pro League, others are governed by more than one of these organisations, each being implicated at varying degrees and responsible for different matters (World Leagues Forum, 2021). Unlike any other industries, the main actors (like the league, the federation, and the clubs) of sporting contest actively need to collaborate to make the competition successful (Chadwick,                                                                                                   2009).

Scholars have studied collaboration between different types of organisations and in different sectors (Parmigiani & Rivera-Santos, 2011), including sport (Babiak et al., 2018). These relationships can have multiple forms, structures, and outcomes (Proulx et al., 2014). In the context of this research, the collaboration between the main actors (the clubs and the governing bodies) involved in a women's sport league in development will be examined and more specifically the management and the evaluation of the collaboration. The research question addressed being "How are the main actors in a women's football league in development collaborating?".

As highlighted by Thomson et al. (2022) in their literature review on women's professional sport leagues, women's professional sport would have more chance to develop if it is structured, administered, and marketed in its own way. In terms of collaboration, the main actors (i.e. national football federation, league governing body and the clubs) in women's sport leagues have to collaborate to face different challenges, such as the lack of media coverage (Musto et al., 2017), investment in the women's game (Valenti et al., 2020) or the struggle to attract new sponsors (Morgan, 2019), compared to men's sport leagues (Thomson et al., 2022). Although most research have already explored collaboration in men's sport leagues (i.e. Cousens & Slack, 2005; O'Brien & Slack, 2003), it is important to study women's sport leagues apart from men's ones to better understand the characteristics and distinctiveness of women's sport leagues. Moreover, while scientific interest on professional women's sport is emerging in the field of sport management (Valenti et al., 2018), studies have mostly focused on actions relating to administration and human resources, sponsorship, and infrastructure implemented by sport organisations to develop women's football (e.g., Aoki et al. 2010) and the use of policies to influence and improve women's football, such as national licence manuals (e.g. Kjær & Agergaard, 2013). By examining the process of this collaboration, this study will seek to highlight the main challenges and facilitators of this overlooked collaboration shaping the development                          of                         professional                         women                          sport.

To address this question, two theoretical models will be used. First, the model of Thomson and Perry (2006) and Thomson and al. (2009) will guide the in-depth analysis of the management of the collaboration. Through this model, the administration, governance, autonomy, mutuality, trust, and communication of the collaboration will be explored. Second, the evaluation of the collaboration will be analysed based on the model of Parent and Harvey (2009).

To maximise the quality, the depth, and the richness of the data, a qualitative research approach

was chosen. Two types of participants were selected. First, the national sport governing bodies which include the national sport federation, the Royal Belgian Football Association (RBFA), and the organisation responsible of the men's professional football game, the Pro League. The eleven clubs involved in the Lotto Super League are the second type of participants. The study design incorporated two sources of data collection: (a) documents from the participating organisations and (b) semi-structured interviews. In total, nine representatives from eight clubs of the Lotto Super League, two representatives of the RBFA and one representative of the Pro League participated in semi-structured interviews. A semi-structured interview guide was used to collect data. Face to face interviews were privileged (n = 9) when possible, with two interviews being conducted online. All the interviews were digitally recorded with the agreement of the participants and transcribed verbatim. Interview transcripts are currently analysed using NVivo following the six phases of analysis proposed by Braun & Clarke (2022).

At the time of abstract submission, results are not fully analysed yet, but will be available for presentation at EASM 2023. Preliminary results indicate that, in term of administration, there is a lack of clarity with regards to the clubs about the roles and responsibilities of each actor and the decision-making process. Additionally, a problem of communication has been highlighted between the women's department of the clubs and the Pro League, with no direct communication or communication through the men's department of the clubs. Theoretical and practical implications will be discussed during the presentation.

**ID: 443**

**Building Loyalty among Women's Football Fans in Europe through Effective Sponsoring: An Evaluation of Volkswagen's #NotWomensFootball campaign.**

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**Aim and Research Question**

The aim of this research is to explore key concepts that drive fan loyalty in Women's Football in Europe, identify "core" motives within the women's game context, to then determine how sponsors can effectively engage with the fans and build their loyalty. Volkswagen's #NotWomensFootball campaign will be used as an example to illustrate best practices and lessons learned and consequently provide a reference point for other sponsors. In order to reach the aim, the below three research questions will be answered.

*RQ1: What are the key drivers of fan loyalty in Women's Football?*

*RQ2: Are there any "core" motives that contribute to the consumption behaviour, motivation and perception of Women's Football fans?*

*RQ3: Was Volkswagen's #NotWomensFootball campaign effective in terms of engagement and positive sentiment among Women's Football fans?*

**Literature Review**

Women's football has seen unprecedented growth in participation and fandom, particularly after the record-breaking EURO 2022 held in England. The professionalization of women's teams and stakeholder support have led to increased visibility and commercial opportunities for the women's game (Leslie-Walker & Mulvenna, 2022) also, it has brought a significant opportunity to grow and develop domestic leagues by building fan loyalty. Research has shown that those with a strong sport or team identification attend more games and predict more future success for their team (James & Ridinger, 2002). However, research on the motivations and behaviour of female fans in comparison to male fans remains limited (Pope & Williams, 2018). A recent study conducted on female fandom in England's Women's Super League identified common themes such as "social engagement", "community", and "inspiring others". Participants noted that attending women's games had a different atmosphere and a friendly community feel (Leslie-Walker & Mulvenna, 2022). Understanding the consumption patterns, perceptions and motivations of fans in women's football is crucial to converting this interest into sustained engagement. By exploring the key drivers of fan loyalty in women's football and identifying effective strategies for sponsors to engage with fans, this research aims to help build a sustainable future for women's football in Europe.

**Methodology**

This research will use a mix-method approach to explore the research question. Firstly, a quantitative survey will be conducted to identify the key drivers of fan loyalty in women's football. The survey will be distributed online to fans in Europe, and will look to determine how the combination of factors such as attendance, sport and team identification, and loyalty (Lee et all, 2017) along with the concepts of gender equality and pure sport (Delia, 2020) contribute to building fan loyalty in Women's Football. By this, it's expected to find "core" motives that may contribute to spectator behaviour specific to the women's sport context. Additionally, this research will also incorporate a qualitative element by conducting content analysis of twitter posts using the #NotWomensFootball published during the Women's Euro 2022. Following the suggestions of Blaska et al. (2012), systematic random sampling of tweets will be conducted and a coding protocol will be developed to guide the analysis. The findings

from the quantitative and qualitative analysis will be used, on one hand, to develop to evaluate the Volkswagen #NotWomensFootball campaign's approach, objectives and performance and provide future recommendations; and on the other, to add to women's football research, in terms of fan loyalty and contribute to its sustainable growth.

**Results and Discussion**

This research will be conducted between the months of April and August and the outcomes will be published on September 5th 2023 as a Master's Degree Dissertation. Based on the proposed research question and methods, the study is looking to achieve results such as understanding key drivers of fan loyalty, core motives, to then tailor sponsor engagement strategies accordingly.

**Conclusion**

In conclusion, this study will explore the key drivers of fan loyalty in women's football in Europe, and identify effective strategies for sponsors to engage with fans, by utilising a mix-method approach. The example Volkswagen's #NotWomensFootball campaign will illustrate best practices and lessons learned that can be adopted by other sponsors to build sustainable engagement with fans. Overall, this research contributes to the growing body of knowledge on women's football fandom and has the potential to drive increased participation, fandom and commercial opportunities for the women's game in Europe.

## ID: 461

Workshop E: Women's Football Development in Europe: State of Play and Perspectives

### Women's Football Development in Europe: State of Play and Perspectives

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*Aim*

Despite a significant growth of women's football throughout Europe, pre-research conducted by UEFA Women's Football Unit established significant disparity between National Association's (NAs) and their approach to Women's National Team (WNT) football. The aim of this applied research is to better understanding the provision and support offered by NAs to their WNT in areas such as: Coaching, Competition training and facilities, Professional status and financial support, Employment and collective bargaining agreement, Education, Discrimination and policies and Parental or Pregnancy support.

*Literature Review*

Due to issues of access to information and cooperation with NAs, there are relatively few academic studies that significantly seek to investigate the provision of support offered to them by their respective NAs. However, women's football is almost unanimously considered as an area suffering from the comparison with the men's game. This has been shown in the lack of women in leading positions (Bradbury et al., 2014) or as top-level coaches (Fasting and Pfister, 2020), in the difficulty to pursue a career as a full-time professional footballer (Agergaard, 2014) or in the discrimination faced by athletes (de Haan and Knopper, 2020). These observations contrasts with recommendations from international bodies such as the European Charter of Women's Right in sports, the European Union or FIFPro, claiming for equality between women and men in sport but also to set up minimum requirements to that outline the essential responsibilities of NAs towards their WNT.

*Methodology*

Due to the descriptive nature of desired data and the location of respondents, online surveys were deemed to be the most appropriate and suitable instrumentation for data collection. Data was collected in sending questionnaires to the 55 NAs in partnership with UEFA's Women's Football unit through three online surveys dedicated to 1) the provision and support offered by NAs to their Senior WNT players, 2) the provision and support offered by NAs to their U17 and U19 WNT players and 3) WNT captain's personal experiences, opinion, and recommendations for improvement regarding the provision and support offered by NAs. Data was analyzed as part of a tripartite approach: raw data was examined in order to identify overall themes; essential meaning units were constructed and subject to further examination; coded-meaning units arranged to clusters and clusters with similar meaning linked together with the aim of revealing the essential structure of issues being investigated. As a final element of the Senior WNT survey, NAs were asked to submit their Collective Bargaining agreements. We received nine documents in total.

*Results and Discussion*

We have observed considerable differences in the standards and provision of support made available to WNTs from country to country. Areas where support seem to be appreciated and valuable is linked to the improvement of the quality of support from the coaching and staff members. The domain where development are particularly required are compensation for earning lost, the practice of signing Collective Bargaining Agreements with WNT players, the provision of clothes adapted to the athletic performance of female athletes or the parental and pregnancy support, such as supporting players during pregnancy and child birth.

*Conclusion*

Recommendation can be classified into three categories. The first one addressing WNT players as elite athletes to contribute to the development of the players' personal and team performances. The second one recognizing WNT players as workers and tackle concerns of professionalized labour while the last one perceives WNT players as more than just footballers and holistically address fundamental Human Rights.

**ID: 474**

Workshop E: Women's Football Development in Europe: State of Play and Perspectives

**A Differentiated Feminisation of International Football: Analysis and Comparison.**

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*Aim*

In the aftermath of the Women's World Cup (8th edition) organised in France in June 2019, disparities are still being observed. Indeed, while the rate of feminisation of French (7.4%), Spanish (6%), Portuguese (2.75%) and Italian (2.4%) football is struggling to exceed 8% despite the impetus of federal incentives or plans, Germany (15.5%), England (24.6%), Norway (29.7%), Sweden (38.4%) and the United States (55%) have much higher rates. The question posed is simple: how can we explain the differences in the feminisation of football on an international scale?

*Literature Review*

The review of the literature on the subject has enabled me to uncover a number of explanations for the complex feminisation of football: some studies have pointed to the fact that football is historically and culturally male (Prudhomme-Poncet, 2003; Boniface and Gomez, 2019; etc.). ; others have revealed a multi-speed 'encouragement' on the part of the governing bodies of the various nations studied (Williams, 2003; Pfister, 2003; etc.); many studies have shown how the stereotypical representations shared in French society find favourable echoes in the world of football (Mennesson, 2004; Davisse and Louveau, 1991; etc.). ); some studies have focused on the analysis of primary socialisation modes that more rarely lead girls to develop an appetite for football (Lentillon, 2009; etc.); others have revealed the stereotypical mediatisation of women's sport, and football in particular (Montañola, 2012; Ravel, 2016; etc.); finally, some studies have focused on what happens within women's teams, some of them noting problematic 'girl-on-girl' relations (Martin, 2014). This review of the literature, which brings to light a number of blind spots in the scientific community, has thus prompted me to analyse and compare the institutionalisation processes of these so-called women's footballs even more closely in order to identify the brakes and levers that help explain the differentiated development of the practice in these countries.

*Methodology*

In order to carry out this comparative analysis (Julien 2005), I firstly reviewed the historical and sociological literature (n=51) on this topic in each of the selected countries. I then conducted oral surveys with national officials responsible for the development of women's football. Finally, I unearthed the archives of Georges Boulogne, bequeathed by the National Union of French Coaches and Technical Managers (UNECATEF). I also consulted the "Retronews" and "Gallica" collections to illustrate the trends identified. This work identified four main factors that have had an impact on the development of women's football in all these countries: "mega-events", "media", "egalitarian public policies" and "sports policies".

*Results and Discussion*

While through this work I have been able to successively identify the weight and impact of these four levers on the differentiated development of women's football in these nine countries, I would like to return here to the synthesis of these four factors. Indeed, I have been able to identify three main findings for all of these countries. Firstly, the major impact of (mega) sporting events. Secondly, the secondary but decisive role of sports governing institutions. Thirdly, the undeniable importance of the articulation of three factors: sports institutions, the media and (mega)events.

*Conclusion*

To conclude, the combination (or not) of these four factors has allowed me to shed new light on the development of so-called women's football in England, Germany, Norway, Sweden, the United States, France, Italy, Portugal and Spain. Indeed, it is through an incessant process of social legitimisation, which in this case involves its institutional recognition, regulation, standardisation, media coverage and inclusion in school curricula, that the practice has become differently embedded in the sporting culture of these societies.

**Workshop G: Online Hate and Sport**

**ID: 337**

Workshop G: Sport, Media, and Communication – Online Hate and Sport

**The Impacts of Online Abuse on the Personal and Professional Lives of Sports Journalists**

**Kearns, Colm Gerard**[1]; **Sinclair, Gary**[1]; **Kilvington, Daniel**[2]; **Liston, Katie**[3]; **Black, Jack**[4]; **Doidge, Mark**[5]; **Fletcher, Thomas**[2]; **Lynn, Theo**[1]; **Rosati, Pierangelo**[6]
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**Aim and Research Questions**

The increasing digitalisation of news media has fundamentally altered the relationship between journalists and audiences. Suspicion of, and discrimination against, the mainstream media is a prominent feature of a socio-political climate that has seen a resurgence of right-wing extremism and conspiracy theorising. Sports journalists, who have always faced an audience rife with tribal loyalties and fraught tempers, are particularly vulnerable targets of such discriminatory abuse. This is all the more concerning given the intersection of sport and socio-political issues. Our paper collates data from 21 interviews with sport journalists in order to explore the impact of such abuse on their professional and personal lives. In doing so, it sheds light on how this climate of hostility shapes modern sports journalism on an institutional level.

**Theoretical Background and Literature Review**

The role of emotion work in journalism is now the subject of increasing attention by academics. Wahl-Jorgensen and Pantti (2021) described the 'emotional turn' that has occurred in journalism studies, which was sustained by the rise of digital technologies and 'the increasing mobilization, exploitation and capitalization of emotions in digital media' (p.1). Notably, however, sports journalism has been under-served by existing research. Sports writers straddle a tightrope to achieve 'objectivity' or, at the very least, authority, gleaned from balanced reporting. This balancing act involves the suppression of their own emotions as part of a deliberate engagement of those felt by sports fans. In this regard, their lives are like many other workers previously discussed with regard to emotional labour. However, success in sports journalism is monitored today through the numbers of online views of articles, the numbers of newspapers that are sold and through the online responses of fans. Increasingly, sports journalists have to deal with online hate (Kearns et al, 2022). Experiencing online hate is not the preserve of sport journalists. However, sport is a particularly illuminating context in that it by its very nature and purpose raises emotional tension and hence can invite tribalism and hostility. Consequently, there is a need to investigate the emotional impact of such online hate on sports journalists in light of analysis pertaining to emotion work in journalism.

**Research Design, Methodology and Data Analysis**

Following institutional ethical approval, the authors conducted 21 semi-structured interviews with sports journalists located in the UK and Ireland (8 female, 13 male). The interviews were semi-structured to allow for the interviewees to raise issues and experiences that the researchers did not initially account for. We followed Lindlof and Taylor's (2017) axial coding framework. All authors reviewed the transcripts of each manuscript and identified a number of broad higher order categories (e.g. emotional labour of managing online abuse). After initial analysis, the higher order codes were compared with existing literature, before a larger number of lower-order sub-themes (e.g. personal impacts, professional impacts) were identified and subsequently coded into further sub-themes. The authors compared and contrasted each other's coding in order to establish consistency in analysis of each interview.

**Results/Findings and Discussion**

We found that while institutions and editors do not apply direct pressure on journalists to use social media to publicise their works, many journalists (particularly freelancers) view social media use as essential to their career, however much abuse they may incur. Our findings also uncovered a lack of institutional supports for journalists suffering from abuse. With nothing in the way of industry wide training or supports on this matter, journalists are left relying on the particular priorities and concerns of their individual institutions. In addition to details on the degree of emotional distress inflicted on sports journalists by routine online abuse, our interviewees also described how experiences of online abuse not only shaped their (and their colleagues') writing style, but drove them from addressing particular topics or even – in some cases – had them reconsidering their career choice. Female and POC journalists were particularly prominent targets of such attacks and their consequences.

**Conclusion, Contribution, and Implication**

Our findings uncovered a pressing need for industry-wide support structures for sports journalists dealing with the emotional and professional impacts of online abuse. The lines between mainstream and social media have increasingly blurred with both becoming reliant on one another for content and notoriety. Sports journalists, therefore, are forced to swim in the sea they are drowning in. Our findings attest to considerable emotion work undertaken by sports journalists that goes well beyond previous conceptions concerning the impact of the 'emotional turn' in journalism. Furthermore, in light of recent assertions concerning the growing tribalism in socio-political spheres (Jirasek and Zain Kohe, 2015), sports journalists could be viewed as something of a canary in a coalmine; with their current working conditions being a warning of trends that may well envelop the wider mediasphere.

**Workshop J: Anti-doping Interventions: Policies, Implementation and Evaluation**

## We Shall Not Be the Rocking Horse of Anti-Doping

**Petroczi, Andrea**

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This presentation is a critical review of the social science segment of anti-doping research and its impact on doping control and prevention. Whilst subjective, critical reflections can make a meaningful contribution to a transparent research culture that facilitates growth and improvement[1]. As such, this review aims to critically examine the state of (social science) anti-doping research through my knowledge, experiences as an expert anti-doping researcher and prolonged engagement with anti-doping, with the view to highlight factors which hinder progress, as well as potentials for change. The conclusions I draw represent my subjective but not unsubstantiated perspective, based on research evidence[2], 25 years of research, impact generation and publication, and shaped by frank conversations with academic colleagues, fellow researchers, policymakers, athletes and practitioners.

Research activities have exponentially increased in the past 25 years from to about 50 to 450 outputs a year, demonstrating progress in improved testing methods and sensitivity, better understanding of the behavioural drivers, increased number of educational programmes and interventions, as well as progressing toward closing the gender gap among scientists. To date, over 400 projects have been funded in anti-doping for social science research, education and capacity development to deliver interventions around the globe[3]. Yet, one must ask what practical difference we have made. Alfred Armand Montapert, American engineer, philosopher and writer, once warned: "*Don't confuse motion with progress. A rocking horse keeps moving but does not make any progress.*"[4] His words of 50 years ring true today in anti-doping. Progress in social science research in anti-doping has been hindered by one or a combination of the following factors: (1) There is only a small number of 'career anti-doping researchers' with sustained engagement. (2) Myopia of the Western European dominance. (3) Researchers have limited hands-on field experience. (4) Lack of connection to other fields outside sport from where anti-doping can learn, adopt or make sensible shortcuts, particularly in understanding the factors whereby an internationally funded entity unable to extract itself from the failed rules, cases, standards, systems and processes it has built for itself and the global anti-doping community in the last twenty years. (5) The lack of access and engagement with elite sport and athlete population which leads to a situation where conclusions and recommendations from research is drawn from experiences of university students and student athletes, and not high performing elite athletes. (6) Impenetrable academic writing (with often mandated focus on theories, not practical implications). (7) Ambiguous problem definition as in framing doping as health (drug) or rule-breaking (cheating) issue. (8) Self-perpetuating research priorities, overly restrictive rules for grants and briefs for contract research. (9) Academic reluctance to engage in constructive criticism of the status quo, revision of (our own) past research and thoughts - and complete lack of funding to do so. (10) Unaccommodating research environment at academic institutions which favour classic academic credits over societal impact. Only by exposing each, and tackling them head-on, an honest and open dialogue between academics, practitioners, funding bodies, publishers, peer reviewers and HE institutions could emerge, and new, progress-focused arrangements could be formulated. In doing so, an honest examination of feasibility of a globally harmonised closed-loop system that demands compliance but is chiefly indifferent to effective performance is warranted, along with a fundamental re-think into what research constitutes paradigm change with the anti-doping system, rather than tinkering within the existing system. A particular attention to the reasoning and intent behind what types of research is chosen, funded,

and distributed is warranted. If we do not act, we might, collectively and unintentionally, fossilise (social science) anti-doping research to the point of futility whereby we risk becoming part of the problem, not the solution.

## A Management Perspective on Anti-Doping Interventions in Sport

**Girginov, Vassil; Burnett, Cora; Blank, Cornelia; Vladimirova, Tamara**
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A multitude of interventions have been designed to tackle doping as a challenge to the integrity of sport at local, national and international levels. Despite significant advances in understanding athletes' motivation for doping, the role of environmental factors in creating the conditions for doping, the harmonization and management of anti-doping policies and the educational principles underpinning anti-doping intervention, little is known about the design and implementation of these interventions. Interventions have been largely examined as a cause-and-effect relationship beyond the specific context in which they were implemented, including the personal and environmental determinants responsible for the doping problem and the specificity of the target group affected by it.

The purpose of this presentation is to provide a management perspective on anti-doping interventions. The management lens to anti-doping interventions adopted by this study focuses on their features, functions and context. These three dimensions of interventions are critical for their design, implementation and effectiveness.

The term 'intervention' is a convenient short-hand expression for what is a rather complex and methodologically diverse concept. Interventions have three key dimensions including moral, legal and strategic. The moral dimension of doping is expressed in its condemnation as undermining the integrity of sport, the legal dimension is provided by the World Antidoping Code and all anti-doping educational programmes and other initiatives constitute the strategic dimension. The strategic dimension of interventions, as an instrument of intentional action, a means and not an end, which has a finite and transitory nature forms the focus of the present study. It locates the main features and functions of interventions within the social, informational, policy and physical environments in which sport operates.

Most anti-doping education interventions build from the proposition that there is a need for intervention to prevent doping otherwise all athletes would dope if not deterred by a combination of threats, persuasion and education. This position has been challenged (e.g., Petróczi et al., 2017; Petróczi & Boardley, 2021) and WADA also acknowledged the focus of anti-doping education has been kept on preventing the undesirable, namely the occurrence of intentional and unintentional Anti-Doping Rule Violations.

According to Pawson et al. (2005) there are seven defining features of interventions that are pertinent to the field of anti-doping. First, interventions are theories in the sense that they are based on the if-then proposition. Secondly, they are active in that their effect is contingent on active participation of individuals concerned. Thirdly, they have an extended implementation chain from inception to delivery and evaluation being influenced by various actors at each stage. Fourthly, intervention implementation is not one-directional and can be reversed. Fifthly, they are embedded in multiple social systems and are usually introduced on the top of existing policies and interventions. Sixthly, they are imitable as a whole or in part. Finally, they are open systems in the sense that once implemented they tend to alter the conditions that made them work in the first place.

Interventions also perform several distinct functions. The Behaviour Change Wheel tool includes nine distinct functions that interventions can perform to change behaviour including education, persuasion, incentivisation, coercion, training, restriction, environmental restructuring, modelling and enablement (Michie et al., 2011). Anti-doping interventions, therefore, would exhibit some or all of the seven features as well as perform the key functions.

Nonetheless, doping interventions are not necessarily only bears of positive changes, but they can also be creators of inequalities in the field of health behaviour. Specifically, mass media campaigns have been found to contribute significantly to increasing inequalities (Lorence et al., 2013). Anti-doping interventions also tend to utilise mass media campaigns, which can potentially lead to marginalising certain groups.

Finally, interventions are embedded in the existing social (e.g., individual capacities, sport organisations' social cohesion and identity factors that could support the programme), information (e.g., communication channels that could be activated for the intervention), policy (e.g., policies and practices that could be leveraged to support the intervention) and physical environments (e.g., aspects of the natural or built environment that could be harnessed to support the intervention). In their totality, the design, implementation and effectiveness of anti-doping interventions are shaped by the interplay between their features, functions and context.

**ID: 1458**

Workshop J: Anti-doping Interventions: Policies, Implementation and Evaluation

**Understanding Anti-doping Related to Educational Framing of Values Within the African Context**

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In the wake of a renewed focus on anti-doping education in compliance of the 2021 World Anti-Doping Agency's International Standard for Education (ISE), the sport sector needs to find meaningful solutions to address doping phenomena a systematic and sustainable way. Most current interventions rendered partial solutions and proposed outputs as deliverables with a high level of speculation on the causality of interventions and outcomes. Western paradigms dominate the scientific understanding of doping and 'clean' sporting behaviours underpinned by the assumption that athletes from different circumstances and having been socialised in and through sport in similar ways. The latter construction sets a norm that transcends the complexity of social influences and real-life socialisation, whilst anti-doping education practices seldom extend to a meaningful and engaging educational process. This alludes us to two main questions: What is education (formal, informal and non-formal) and what are the underpinnings that influence beliefs and behaviours? What values interplay in moral decision-making within a broader system where significant others have a decisive role to play? This paper addresses these questions with reference to the African context.

**ID: 2529**

Workshop J: Anti-doping Interventions: Policies, Implementation and Evaluation

**Understanding Anti-doping Related To Educational Framing of Values Within The African Context**

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# POSTERS

**POSTERS**

**ID: 125**
**Sport Events**

**Hosting a Sell-Out Mega Event: Lessons from EuroBasket 2022 in Cologne and Implications for EuroBasket 2025 in Finland**

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EuroBasket tournaments have been plagued by an attendance problem, with many games played in front of empty seats. While the 2022 EuroBasket tournament held in Cologne, Germany, was one of the most successful in terms of attendance, the other host countries, including Georgia, Czechia, and Italy, experienced low attendance rates.

To explore the reasons behind this disparity, this academic paper examines the literature on fan motivations and pricing strategies and maps them onto the strategies followed by each of the host countries. An empirical study is then conducted on the Cologne 2022 tournament, using attendance data provided by the German Basketball Federation. The research findings suggest that a sell-out EuroBasket is possible, and there is a correlation between group attributes, host actions, fan motivation, and ticketing strategies. One of the main conclusions of the study is that the local audience is crucial to the success of the tournament. Even with impeccable campaigns to attract fans from outside the region, a sell-out tournament is unlikely if the local audience is not engaged. Specifically, the "Basketball Family and Mega Event Attendees" were identified as the key demographic for the success of EuroBasket.

Moreover, the study highlights that factors beyond the control of the Local Organizing Committee, such as dates, schedule, and selection of the teams, can have a significant impact on ticket sales.. Matching the success of Cologne EuroBasket 2022 in terms of average attendance percentage would be a significant challenge, considering how scarcely populated Tampere is compared to Cologne. That said, the research findings suggest that a sell-out EuroBasket is possible with the right approach. A data-driven approach to marketing and sales that incorporates building demand indicators and implementing the appropriate ticket pricing strategy will be crucial for the success of EuroBasket 2025 in Finland.

**ID: 244**

Diversity and Inclusion Issues in Sport Management

**Spectator Motives For Attending Disability Sport Events And Their Impact On Sport Consumption Behaviour And Volunteering**

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**Aim and Research questions**

The Special Olympics World Games (SOWG) are one of the world's largest inclusive sport events aimed at people with intellectual disabilities (ID). The term ID is „used when a person has certain limitations in cognitive functioning and skills, including conceptual, social and practical skills, such as language, social and self-care skills" (Special Olympics, n.d.). In June 2023, the SOWG will be held for the first time in Berlin, Germany. More than 10,000 athletes, coaches and support staff will participate in the games, making it the largest sport event in the city since the Summer Olympic Games in 1936. In total, competitions are scheduled in 26 sports.

Our aim is to use the Berlin edition of the 2023 SOWG to better understand why spectators attend disability sport events. Therefore, our research questions are as follows:

- What are the motives for spectators to attend a disability sport event in general and different types of sport in particular?
- What other personal characteristics predict the attendance?
- Which of these motives have a positive effect on intended disability sport-related future consumer and volunteering behaviour (e.g., ticket purchase)?
- What can sports marketers learn from this?

**Theory and Literature Review**

The study of why spectators attend sport events has a long tradition – in sociology, but also in consumer behaviour research (e.g., Trail & James, 2001). In this context, Cottingham et al. (2014) developed the Motivation Scale for Disability Sport Consumption (MSDSC). They identified a total of eight motives that account for a spectator's desire to attend a disability sport event – six of them are generally valid, i.e., applicable to all types of sport; two of them are specific to disability sport consumption ("supercrip image" and "inspiration and disability"). Conceptually, motivation research is based on the theory of planned behaviour (Ajzen, 1991). Accordingly, individuals have expectations about which means (or whether a particular product) will help them to satisfy a particular motive. A motive is understood as a persistent latent individual disposition realized through a particular action (Solomon, 2020). So far, MSDSC has been applied to wheelchair basketball, wheelchair rugby, and power soccer, three sports that involve contact between bodies and wheelchairs respectively. We plan to extend the application to further (contactless) sports such as athletics, beach volleyball and gymnastics.

**Research Design, Methodology and Data Analysis**

We will survey spectators attending the SOWG Berlin 2023 in June. For this purpose, we have closed a cooperation agreement with SOWG Berlin 2023 Organizing Committee gGmbH and Special Olympics Germany, which provides us with access to all sports venues and sports. We will operationalize the motives to visit the SOWG Berlin 2023 based on the MSDSC. On top of that, our standardized survey will also include questions about the respondent's socio-demographics, attitudes towards disability in general and disability sport consumption. In a first step, we will analyse these data by means of a confirmatory factor analysis with the idea to identify the most relevant motives for attending disability sport events as well as their

interlinkages (Hair et al., 2018). This will be followed by a multiple regression analysis, which is intended to determine the relationship between particular motives and individual characteristics. We also differentiate between different types of sport. As a final step, we aim to relate individual motives and characteristics to intentions regarding sport consumption and volunteering planned for the future (purchase of tickets and merchandise, media consumption and intention to volunteer). This latter part of the analysis will be instructive for a more efficient targeting of marketing campaigns for events as well as for the personal engagement of prospective spectators'.

**Results/Findings and Discussion**

It is to be expected that only certain motives have a significant influence on future sport consumption and willingness to volunteer. With the help of our empirical study, we hope to clarify which motives are particularly important for which sport. Marketing Managers can align their communication policy accordingly: In advertising the sport event, merchandise products or volunteer opportunities, they should primarily address those motives that increase the likelihood of the desired behaviour. In addition, with this knowledge, event managers could start thinking about how to design sport events that would ensure fulfilment of the key motives identified.

**Conclusion, Contribution, and Implication**

With our study, we want to contribute to improving the marketing of disability sport events. The first step is to identify the different spectator motives that matter, depending on the type of sport. On this basis, sports marketers can align their marketing instruments. Future research could focus on how to actively promote the fulfilment of certain spectator motives.

## Digital Leadership in Sport – The National Basketball Association (NBA)

**Dolles, Harald[1]; Santomier, James[2]; Kunz, Reinhard[3]**

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*Aim and Research Questions*

Adam Silver, Chief Operating Officer of NBA Entertainment, announced at the turn of the millennium that he and David Stern, the NBA Commissioner at the time, considered the NBA to be an Internet company and the league's content, brand partners, global nature of basketball, and communities that support it will gain a unique position in the market (Sutton, 2000). In the following years Stern and Silver provided prescient digital and entrepreneurial leadership and effective management. In addition to the digital transformation of the NBA they created a new digital business model for professional sport, including league operations, CSR and sustainability, global marketing, international media distribution, and digital technology integration. Our research aims to investigate key decisions and strategies in the digital transformation process, actors involved, and the outcomes achieved.

*Theoretical Background and Literature Review*

The conceptual framework for analysis includes: 1) digital transformation; 2) transformational leadership; 3) business model innovation; and marketing innovation.

Following Ismail et al. (2017) we consider digital transformation as a process through which companies converge multiple new digital technologies with the intention of reaching superior performance and sustained competitive advantage, by transforming multiple business dimensions, including the business model, the customer experience, and operations, while simultaneously impacting people and the entire value system. Schiuma et al. (2021) reviewed the literature on digital transformation entrepreneurship and identified six competencies related specifically to digital transformation leadership out of which we highlight the ability to motivate all members of an organization to achieve a common goal. A business model is made up of three dimensions, namely: value creation ("How is value provided?"), value proposition ("What value is provided and to whom?"), and value capture ("How does the company make money from providing value?") (Bocken and Short, 2016). Those three dimensions consist of several sub-dimensions, used to assess whether an innovation occurs. We consider business model innovations broadly as significant alterations to the existing approach.

*Research Design, Methodology and Data Analysis*

Qualitative data sources used included: (1) academic journals; (2) research based white papers; (3) sport industry reports and periodicals; (4) selected sport industry websites; and (5) publicly available recorded interviews with selected NBA officials. Content was analysed using a triangulation approach. Study period was from 2000 to 2023.

Results/Findings and Discussion

We summarize a few key digital leadership decisions:

*Implementing the draft lottery (the process by which NBA teams select new players from US universities benefitting the league's least successful teams):* Although already established by Stern in the 1980s while aiming to stabilize the NBA financially the scheme was subsequently modified. The NBA Draft is one of the league's most successful innovative product extensions, as it is now a unique branding opportunity for the NBA's media and marketing partners.

*First mover advantage with digital marketing:* Stern's early stewardship of the league's digital assets reflected an appreciation of the future of relationship marketing and digital communication and provided the pathway to the evolution of the league's business model.

*Product line increase:* This includes among others the Women's National Basketball Association, the National Basketball Development League, the Gatorade sponsored G League, and by creating the NBA.com, WNBA.com, and other websites multiple interlinked platforms for marketing activities have been established. Further, Stern and Silver managed the development of the NBA League Pass, NBA TV, the NBA/Electronic Arts ecosystem, and a wide variety of mobile applications for all NBA's business lines. The NBA and its line extensions are also significantly present on multiple social media platforms.

*Digitally focused hybrid business model:* NBA's revenue streams are now driven by a complexity of products, services, and distribution channels across all product lines - national and increasingly international. But much of NBA revenue can be still categorized as Basketball Related Income, which includes ticketing, concessions, TV contracts, and merchandising rights primarily from apparel sales.

*Conclusion, Contribution, and Implication*

The NBA has a digital transformation history unique to the global sport industry. Developing consumer focused content and enhancing brand awareness and consumer engagement required investment and visionary support by leaders that digital and social media should not be considered as cost centres, but facilitators of digital transformation value factors in the NBA's successful digital transformation. The NBA's digital transformation, entrepreneurial leadership, and business strategy represent an exemplary model for sport enterprise managers, marketing professionals, and media managers focusing on 1) reaching its consumers using digital devices and platforms, including social network sites; 2) developing relevant consumer digital content/products and digitalizing existing ones; 3) identifying and acquiring resources and ecosystem partners to facilitate digital technology integration and global branding; 4) transforming existing linear media capabilities into digital capabilities, including OTT; and 5) defining a business strategy to ensure digital transformation was the core focus of its business model.

**Assessing the Value of the International Cooporation through Sports ; Perspectives of Residents of Municipalities Receiving Athletes from the Developing Country**

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1. Aim and Research Questions

Over the last decade, there has been an intensification of initiatives, and an increase in the number of organizations that focus on Sports for Development and Peace（SDP）. Also In Japan, Japanese government promote the SDP initiatives with the host of Tokyo 2020. SDP initiatives have a wide range of objectives, but many examples in Japan include support for the development of athletes and coaches, including support for local governments to host foreign athletes and others. Although the direct beneficiaries of international cooperation policies are the residents of developing countries, there have been attempts to verify the validity of the policies by focusing on the beneficiaries of the supporting public, since tax funds are invested (Ando, 2019). In previous studies, verification of the direct effects of the practice of international sports cooperation is underway, but there is no scattered scientific evidence showing the actual understanding and support of the public, which is the driving force behind the policy.

Therefore, the purpose of this study was to quantify the value evaluation held by the residents of the host community for the project of hosting athletes from developing countries, and to clarify the receptivity of citizens to the SDP policy.

2. Theoretical Background and Literature Review

Contingent valuation method is a valuation technique to elicit people's valuation of non-market goods, for which no implicit market exists, or for which there may be a limited or incomplete market (ex. Funahashi et al., 2020). In recent years, contingent valuation method has become a popular method for valuing a variety of sport-related nonmarket goods. CVM provides the public perception of public sports initiatives. Therefore, we used CVM to assess the public perception of the project of hosting athletes from developing countries.

3. Research Design, Methodology and Data Analysis

The subject of survey was Maebashi city, Gunma prefecture which has been hosting a team of athletes from South Sudan since 2019. Maebashi city has decided to accept one athlete for half year from October 2021 to March 2025.

Data were collected by means of an Internet-based survey conducted via a Japanese Internet research service company in March 2023. Stratified sampling based on demographic variables (gender and age groups: 20s, 30s, 40s, 50s, and over 60) from the 2020 Population Census of Japan was conducted to establish a representative view of the sample. The projects to be evaluated in this study are hardly well-known projects that are widely recognized by the public which compared to professional sports teams and elite sports policy. Therefore, as a prerequisite for this study, only respondents who answered that they were aware of the project to host South Sudanese athletes were asked willingness to pay (WTP). To estimate respondents' WTP, hypothetical scenario was based on the assumption that if the project to host South Sudanese athletes were to be suspended in the future due to financial deterioration, and a "South Sudan Support Fund" was created to collect donations from citizens, the respondents were asked to indicate whether they would donate to the fund in support of its purpose and, if so, how certain they would be of making such a donation. Of the sample collected, those who responded that they would not pay for non-economic reasons, such as not

being satisfied with the situation presented or the means of payment in the question asking about WTP, were also excluded from the analysis. In addition, the subjects who also fully answered the basic attributes (N=288) were selected.

4. Results/Findings and Discussion

The percentage of respondent's willingness to pay a donation was "yes" (N=123 42.7%) and "no" (N=165 57.3%). Of those who answered "yes," 90.2% (N=111) indicated that payment was highly likely. Regarding the WTP, respondents with no-willingness to pay or low certainty of payment were considered to have WTP = 0, while those who were willing to pay had their stated amount confirmed. The average WTP for the entire sample under analysis (N=288) was calculated to be 2,485 JPY (SD 8,926 JPY ) and the 5% trimmed mean willingness to pay scores were1396 JPY.

After proceeding with the above procedures, the population size was multiplied and the aggregate WTP was calculated. As a result, the population WTP was approximately 690 million JPY. Although there is few research for comparison because previous studies have not dealt with the evaluation of supporting foreign athletes in Japan, the WTP average was higher than that of studies targeting professional sports teams and elite sports. However, it has been pointed out that the WTP values are relatively high when WTP questions are asked in an open-ended format, also the biases due to the timing of the survey cannot be disregarded. Detailed results and discussion will be presented in the presentation.

**Sustainability In European Professional Football Clubs And Leagues - Facing Digital And Managerial Challenges In Consideration Of European Union's Corporate Sustainability Reporting Directive**

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## Aim and Research Questions

The current debate on sustainability regulations plays a crucial role in science, politics, society, and economy. Not surprisingly, the sports industry is asked to contribute to both environmental and social programmes. This is especially the case for professional football, as it can reach out to millions of supporters and a wide range of sponsoring partners to develop and execute sustainability strategies.

In 2015, the United Nations (UN) published its non-binding recommendations, known as the Sustainable Development Goals (SDGs). As a regulatory game changer, the European Union (EU) recently approved its Corporate Sustainability Reporting Directive (CSRD) to be introduced in several stages starting on $1^{st}$ January 2024 affecting the football business industry, especially clubs and leagues, and global sponsoring partnerships, to binding regulations. Further prominent catalyst factors for further institutionalising sustainability in football organisations include e.g. UEFA's "Football Sustainability Strategy" and league requirements of its respective member associations.

Given the increased awareness and regulatory enhancement, sustainability management will become an integral part of the overall football business. To date, there has been lots of research linking CSR and sport in general and football business more specifically, among those presenting integrative CSR models (e.g. Fifka & Jaeger, 2020) or examining the effects of CSR on organisational legitimacy (e.g. Raimo et al, 2021). However, there is little knowledge on how football clubs institutionalise CSR activities adapting from CSRD guidelines, especially in the three realms of management and organisation, environment and resources, and stakeholders (cf. Ribeiro, Branco & Ribeiro, 2019). Thus, this work in progress sets out to examine the current status quo of existing sustainability frameworks, requirements, and corresponding levels of development in both the European "Big 5" leagues – of Germany, England, Italy, Spain, and France – and selected other European leagues and how these organisations respond in terms of institutionalising the soon to be mandatory CSRD.

## CSR - Theoretical Background

There is a high pressure on sport organisations to be more accountable and to show commitment to society through CSR activities, broadly referring to these kinds of responsibilities that a sport business has beyond profit maximisation. In this sense, CSR has become the means through which sport organisations seek to demonstrate this accountability and commitment to society. Originally seen as a charitable or philanthropic activity, CSR has evolved into a strategic tool for organisations to protect their reputation, foster competitive advantage, and more recently, comply with CSRD guidelines. CSR, however, is difficult to define depending on the perspective with which one examines the construct (cf. Fifka & Jaeger, 2020; Raimo et al, 2021; Ribeiro, Branco & Ribeiro, 2019).

## Research Design

Following a mixed-methods approach (Jones, 2022), data collection is based on secondary sources, such as websites of national football associations and clubs to obtain general

information on the different level of progress regarding mandatory CSRD. To structure the findings, a point-based evaluation model was developed. A survey is currently distributed around football leagues and clubs to gather in-depth data to be examined further via computer aided software analysis.

**Preliminary Findings**

Based on the website evaluation, the preliminary findings reveal that sustainability initiatives are developed at a different speed and scope across European football associations, leagues, and clubs. For example, grassroot activities, children's safeguarding, young talent development as well as anti-racism and anti-violence initiatives are commonly spread. However, only a few associations communicate these as part of a long-term strategy or a reporting on projects and achieved impacts. At the other end of the spectrum, one can observe holistic sustainability strategies and programmes pushed forward consistently. Furthermore, one would assume that the "Big 5" football leagues clearly spearhead the sustainability transformation, and on the flipside, that the other football nations would fall behind. Based on the first findings from the evaluation model, this is applicable only to some extent, and needs to be double-checked on the basis of the author's survey data.

**Preliminary Conclusion**

The preliminary conclusion is that there is high pressure to implement CSR activities both at the league and club levels. Due to mandatory CSR reports, requirements, networks, auditing processes and the like, CSR is at the forefront of management initiatives. In this sense, it is currently undergoing a normalisation process in all realms of the international football business sector, facing clubs and leagues to institutionalise CSR as an organisational structure. Fundamental club and league-based CSR-linked management decisions and transformation processes regarding EU's CSRD guidelines could not be identified yet but are expected for further analysis. As all clubs must follow CSR rules and regulations, the organisational change to transform CSR into a formalised process depending on higher expectations such as EU's CSRD is yet to come.

**Pedagogical Approaches for Sustainability in Event Management**

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This abstract relates to professional practice.

**Aim**

The aim of the paper is to explore pedagogical approaches that can be used by educators in event management to support education for sustainable development. While events generate significant financial and social benefits, there can also be negative consequences on local and global communities, particularly around environmental issues (McCullough *et al.,* 2020).

**Purpose and background**

This paper documents an empirical study and follow-up actions in relation to higher education staff interpretation of education for sustainable development. The theoretical framework underpinning the research is sense-making, where a person seeks to make sense of a phenomenon when there is confusion, uncertainty and complexity (Weick, 1995). The study highlights innovative pedagogical practices by staff, as well as challenges.

**Design and implementation**

The initial study was conducted at an outreach campus in a recently designated technological university in Ireland. Staff from an Event Management programme were involved in the research. Many of them also lecture on other programmes. Data collection consisted of focus groups and interviews. The data was collected in June and July, 2022 and was analysed using thematic analysis.

Findings from the research show that staff engage in sense-making activities in relation to sustainability by discussing issues with staff and students internally, attending events and participating in collaborative projects. Staff on event management programmes also play a role in influencing students and stakeholders, such as lobby groups, state agencies involved in event management and the community. The findings indicate that staff struggle with how to embed sustainability principles into curricula, programmes and practice. However, event planning educators do need to consider the implications of their activities on communities and people, particularly considering the environmental or societal damage that events can cause (Sterbenk, 2022). The overarching feedback from the study was a request for practical pedagogies that support education for sustainable development. Two teaching and learning approaches highlighted were the use of debate and jigsaw collaborative learning.

The debate outlined in the study involved students in their final year as part of a sustainability-related module. As part of the assessment, students research a topic, engaging in a debate about the topic, prepare for counter arguments and develop a reflective piece. The lecturer noted that a limitation to this debate was the trepidation of the students involved. Despite this, they noted that students liked the debate and getting feedback from the other opponent. The lecturer plans on expanding the use of debating to include other programmes and having an evaluation panel.

The jigsaw collaborative learning tool facilitates active involvement by students in their learning to critical thinking. It involves students acting as experts in a group with a view to developing a topic for presentation. Each expert has researched their topic and shares this with the other experts (Sanchez-Muñoz *et al.,* 2022). The member then joins a temporary group who have examined the same topic. This group evaluates their learning with a view to them becoming experts. The individual member then returns to their original group for co-operative learning. Debrief and evaluation of the experience/tool takes place. However, staff did point

out that it was difficult to implement in practice if there are small numbers. This technique may encourage students to adopt a broader perspective on the environment and sustainability issues and can potentially attract more socially aware students onto event management courses (Yilmazdogan *et al.,* 2015).

## Outputs/outcomes

One of the outputs of the study has been the running of a seminar on Education for Sustainable Development at the Campus. This is based on the recommendations arising from the study and involves talks about using innovative pedagogies for sustainable development.

Another output from the study has been to create greater awareness around education for sustainable development at the campus. This has been facilitated by the development of the Strategic Plan for the university, which has placed an increased focus around sustainability.

## Reflections/future developments

The study indicated that there was goodwill and enthusiasm for initiatives relating to education for sustainable development. The pedagogical approaches of debating and jigsaw appear to be appropriate in the event management setting as they capture the complexity and collaboration involved in the sector.

Further research is needed to examine the experiences of students. Students have been considered a valuable stakeholder in embedding sustainability initiatives in HE. This is an exploratory study, which focused on one part of the university. Achieving meaningful outcomes in terms of embedding education for sustainable requires a collaborative effort between students and staff and the wider event management stakeholders.

**ID: 402**
Sport Funding and Finance

**Analysis Of Financial Risk Management Strategies In Football Clubs: A Combined Case Study And Financial Data Approach**

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Aim and Research Questions:
The risk of insolvencies in professional football is well documented (e.g. Szymanski & Weimar, 2019), including in leagues with historical financial regulations. Whilst the introduction of UEFA Financial Fair-Play, and its national equivalent, encourage clubs to be more soundly managed, they also create an additional risk of sanctions (Dimitropoulos, 2016). The phenomenon of insolvency in professional football has been a salient concern, even in leagues governed by rigorous financial regulations. Initiatives such as UEFA Financial Fair-Play and their domestic counterparts endeavor to cultivate prudent club management; however, they inadvertently introduce supplementary risks stemming from punitive measures for non-adherence. This subject is of paramount importance and necessitates comprehensive examination.

Expanding upon antecedent research, it becomes evident that while certain risks receive adequate attention, others of commensurate significance are frequently disregarded. For example, clubs may confront substantial financial repercussions due to unanticipated occurrences such as player injuries, legal disputes, or macroeconomic crises. Rectifying this imbalance is imperative for attaining a holistic understanding of the challenges confronted by football clubs and for safeguarding their long-term financial stability and prosperity.

This paper investigates the issues surrounding financial risk management in football clubs and assesses their impact on financial and sporting performance. The financial challenges faced by football clubs include various aspects, such as revenue fluctuations, operational costs, and player valuation, which can have an impact on their stability and competitiveness.

Theoretical Background and Literature Review:
Financial risk management is crucial for organizations, including professional football clubs, as it helps maintain financial stability and long-term success. Despite existing literature, a gap remains in understanding specific risks faced by football clubs and the unique challenges of the industry.
This research aims to address this gap by examining underexplored aspects of financial risk management in professional football, ultimately contributing to more effective risk management strategies within the industry.

Research Design, Methodology, and Data Analysis
A mixed-method approach is adopted, combining a qualitative in-depth case study of a Ligue 1 club (interviews and observation) with a quantitative analysis of financial and sporting data from clubs across Ligue 1 and Premier League. We develop a detailed case study of a professional football club, examining its financial risk management strategies and assessing their effectiveness. At the same time, we analyze financial and sports data from several clubs, including financial reports and other relevant indicators, to identify trends and highlight successful practices in financial risk management.

Results/Findings and Discussion
Upon completion of the case study and data analysis, although the comprehensive findings are presently unavailable at the time of abstract submission, we guarantee that the results will be

accessible by the conference date. Preliminary examinations suggest a multifaceted comprehension of the distinct financial risks encountered by professional football clubs. The ultimate conclusions of this study are anticipated to contribute to the refinement of risk management strategies within the industry and bear implications for the enduring financial stability of football clubs.
Based on the results of the case study and data analysis, we define the main financial risk management strategies and their implications for the financial and sporting performance of clubs. These strategies include recruitment, training, diversification of revenue sources, cost management, and the use of financial instruments and insurance to mitigate risks.

Conclusion, Contribution, and Implication
This paper delves into the complexities of financial issues within the football sector by meticulously integrating an extensive case study and quantitative financial and sporting data from a diverse range of clubs. Through rigorous analysis, the study uncovers critical financial challenges, such as revenue volatility, operational costs, player valuation, and the impact of external factors on club finances. Concurrently, the research assesses the effectiveness of risk management strategies currently in place.
Upon identifying the key financial issues and evaluating risk management strategies, the paper offers practical recommendations tailored to enhance financial risk management within clubs. These recommendations address aspects like player acquisition and development, diversification of revenue streams, cost optimization, and the utilization of financial instruments and insurance to mitigate risks. Ultimately, the paper aims to contribute to optimizing football clubs' overall performance and ensuring their long-term financial stability.

**ID: 436**

Sustainability and Sport Management

**Fandom Role in Making the Sports Industry Sustainable: A Stakeholder View**

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**Aim and Research Questions**: Sports are not anymore just recreational activities. The impact that this industry has across the globe is tangible and visible to all: take the worldwide media rights market generated turnover, which is equal to USD 52.1 billion, as an example. However, it is also one of the most sensitive to the current crisis, with actual and expected losses that are increased by about 6 times, to 3.1 billion in 2022. These circumstances appear to be related to corporate governance dynamics and decision taken by sports clubs. In this particular context, and in a world that is driven by the sustainable transition, ESG is increasing, on the other hand, corporate transparency and accountability. Supporters/fans play a fundamentally important role in the business of sports clubs by constituting one of the main – if not the major – stakeholders in that, thanks to the passion they manifest toward their favourite team/athlete, and toward sports in general, they are able to directly influence the revenues capable of making the main industry and its entire value chain sustainably profitable. Sports clubs must, therefore, consider such individuals as one of the most important resources for their business and operations. In fact, did a sports club carry out its activities without taking into consideration the interests, tastes, and desires of its supporters, it would find itself failing to pander to the needs of one of its crucial stakeholders, and the consequences are simply evident.

**Theoretical Background and Literature Review**: As mentioned earlier, over the past few years, in addition to the traditional economic/financial performances, the commitment towards sustainability on the part of companies has emerged. By requesting to safeguard the entire globe through the implementation of responsible actions and behaviours capable of generating lower environmental impacts, stakeholders have indeed manifested increased attention to the non-financial performance, since these are deemed to be the distinctive elements capable of generating a competitive advantage for those who achieve them. Sports companies are not exempt from this commitment. Several scholarly articles have addressed, especially from 2020 onward, the integration of sustainability in all its forms within the sport industry. Little attention, however, has been given to assessing the importance for fans about their favourite sports clubs pursue of sustainable objectives.

**Research Design, Methodology and Data Analysis**: The objective of this study is to investigate, by means of survey administration on different sports club and PLS-SEM re-elaborations, whether and to what extent, for the fandom, such issues represent impactful and essential elements. The analyses start with an assessment on climate change impacts on the sports industry both through consumption and emissions and through its influence on sustainability practices. The focus, then, shifts to the different challenges pursued by CSR, i.e. protection of the environment, resilience of the cities, green economy, promotion of tolerance, equality and economic growth, and whether these goals are integrated within sports clubs management. In the final part, the emphasis will be given to purely economic/financial aspects. In so doing, we attempt to understand whether the inclusion of these practices and goals within the businesses of a variety of sports clubs are actually considered important by supporters and whether they can, therefore, constitute an impulse to develop an appropriate sustainable competitive advantage. In short, the survey has been structured to provide an overview on the profile of the respondents, what sport they are passionate about, how committed they are to sustainability-oriented practices/behaviours, how much the sports club they support appear to be committed to such practices, and how much importance they attach to the pursuit of these objectives (i.e. to sporting, ESG and financial performances).

**Expected Results and Conclusions**: Maximum attention will, therefore, be paid to the main stakeholder of the sport industry: the fans. In fact, they should increasingly have a central position and decisive influence on the choices and projects carried out by the various sports clubs, especially in relation to the sustainable transition. In this attempt, this study should form a starting point on the topic in analysis, since responses shall provide interesting evidence on the willingness of supporters to be involved in the various management activities of sports clubs, how much the pursuit of sustainable goals can positively influence the passion of the fans, and whether they are only interested in the 'game' and, hence, in purely sports performance. Such evidence will necessarily have to be taken into account by sports organizations with the aim of safeguarding the interest of their key stakeholders.

**Elaboration and Implementation Processes of the Sport Management Course in a Culture and Leisure Institution in São Paulo – Brazil**

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We declare that this summary is a report of professional experience at the Center for Research and Training of the Social Service of Commerce of São Paulo.

Aim

Implement a Sports Management course with a focus on diversity, culture and leisure.

Background

The Social Service of Commerce (SESC) was founded in 1946 to contribute to the social well-being of commerce workers and their families. Among its various actions (education, health, culture, leisure, and assistance), it promotes non-formal and socio-cultural education through physical and sports activities, prioritizing democratization in access and permanence in practices.

With the occurrence of sporting mega-events in the country, the production of documents on Sport Management intensified towards the management of high-performance sport (Quinaud et al., 2019). Thus, the many other sporting bodily manifestations were less favored in relation to studies and the development of mediation and management strategies.

Zimmermann (2021) points out that the bodily dimension, which was neglected by the hegemonic model of Western civilization, is central in other cultures, in which Afro-Brazilian and indigenous cultures stand out. And Júnior N. (2021) highlights the symbiotic relationship between racism and Modern Sport based on the history of the colonial instrumentalization of Sport.

The Brazilian report " Movement is Life – Physical And Sports Activities For All People", published in 2017 by the United Nations Development Program (UNDP, 2017), takes a broad approach, encouraging the implementation of public policies and private sector initiatives as well as those from the third sector that converge with the importance of physical sports activities for human development. It points out principles that permeate the right to access and measures to increase the adherence of less-favored groups.

So, how do we train people to manage this Sport and its relations with society, conceiving cultural diversity in the search to increase access and permanence in practice?

Design

To design the course, a working group was formed, composed of different people from SESC São Paulo, to discuss and elaborate the focus and contents of the course, following the steps below: 1) discussion of ideas; 2) delineation of the focus of the course; 3) mapping of Sports Management courses in Brazil; 4) audience research for the course; 5) definition of the contents, workload and format of the course.

According to the needs of each stage, texts were collectively constructed, which served as the basis for preparing the Course's Pedagogical Project.

Outcomes, Reflections and Future Development

The working group's discussions, based on the collected data, gave rise to the "Sesc Sports Management Course: Diversity, Culture and Leisure" (SSMC).

The period and format of the course were defined based on the preferences indicated in the public survey carried out for this course, favoring people from different cities, women and black women, to offer possibilities for broader participation.

The course program and its content were conceived under the following premises:

- Sport as a broad sociocultural phenomenon, present in corporeity and in different bodily manifestations beyond institutionalized practices, and which is present in the culture of a people favoring human development,

- Sport as a right for all people, both in leisure and in education and the development of physical and cognitive skills.

- Intersectionality of Sport with historical, social, anthropological, cultural, educational, environmental and political issues and the challenges in this sports field.

- Democratization and access to Sport for the diversity of bodies, cultures, shapes, body expression, gender, gender identity, sexual orientation, race, traditional communities, elderly people, people with disabilities and people in refugee situations.

- Production of knowledge in the management and mediation of Sport for all people, with a focus on human manifestations and without direct relations with the sports industry, helps understand the need for qualification and interlocution of existing knowledge with this expanded perspective.

- Diversity of knowledge from community experiences and academic-scientific experiences, as well as diversity of people who make up the faculty.

Offered in face-to-face and online modalities, with a total workload of 245 hours, the contents are divided into three thematic cores: "Sport, leisure and society", "Sport and cultural diversity" and "Sports Management".

The first class of the course was offered in 2022 and a selection process was carried out to join the course. Of the total of 42 students selected, 50% of the class was made up of women, 50% of black people and one person with a disability, aiming to contribute to reversing the situation of social injustice in Brazil, in which, knowingly, women, black people and people with disabilities face greater barriers to accessing and occupying certain social spaces.

The expectation is to offer one group per year and improve the course to train more and more managers who are aware and able to work with Sports Management in the context of diversity, culture and leisure.

**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

### Faces and Eyes on Charity: Understanding the Impact of Emotional Appeals on an NBA Team Twitter

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Aim and Research Questions

This study aims to investigate the effects of different charity appeals on the National Basketball Association (NBA) team Twitter by using a combination of eye-tracking, facial expression analysis, and self-report surveys. Specifically, the study aims to: 1) understand the impact of emotions evoked by happy vs sad emotional appeals in charity advertising through the analysis of individuals' facial expressions, 2) compare prosocial behaviors and donation intentions of individuals, and 3) examine the role of fan identification in the charity ad effectiveness on Sport Team Twitter.

Literature Review

In the realm of information processing, individuals often exhibit a cognitive inclination to allocate greater attention to information that aligns with their preexisting beliefs. This phenomenon, commonly known as selective avoidance, exemplifies how attitudes play a pivotal role in guiding the assimilation of new information. The selective avoidance has been applied to explain the individual responses to charity ads. Among very few studies exploring individuals' visual attention to emotional charity advertising, a study by Small and Verrochi (2009) found that a victim's sad face portrayed in an advertisement significantly affected individuals' feelings and giving behavior.

In the field of sport marketing, team identification is considered a crucial concept in understanding sport consumers. It has been found to be associated with various consumption-related intentions and behaviors in prior research (Wakefield, 1995). Although some studies have examined what drives attention to content within sport-related social media feeds and what factors influence the selection of posts (Moyer, Pokrywczynski, & Griffin, 2015), there is limited research that specifically examines how team identification influences media consumption behavior in social media contexts.

Research Design, Methodology and Data Analysis

A sample of 45 participants was recruited from a university on the East Coast of the United States using a convenient sampling method. They were asked to spend about 40 minutes on a fictitious Twitter page for one of the NBA teams, created specifically for this study. During this time, the participants' visual attention and facial expressions were measured by using iMotions and Affectiva software. The iMotion software tracked participants' eye movements and the amount of time they spent on specific elements in the advertisement, creating a fixation map. The Affdex system captured participants' facial expressions and classified them into emotions such as anger, sadness, disgust, fear, joy, surprise, and contempt, and also computed for valence and engagement. After the experiment, participants were interviewed and completed a short survey on their media experience and behavior.

Results and Discussion

Compared to individuals exposed to a happy appeal, those exposed to a sad appeal tend to feel greater sympathy ($F(1, 43) = 5.70$, $p < .01$) and are more likely to exhibit prosocial behaviors such as clicking on a charity ad on Twitter and having greater donation intentions. However,

this study found that the type of charity advertising did lead to differences in prosocial behaviors, but participants preferred to watch the happy appeal in charity advertising.

The results of the study showed that, as per the heat map, the participants spent less time focusing on the victim's face in the sad advertisement, which supports the idea of selective avoidance theories, and this difference was statistically significant, $t(44) = 4.5$, $p < .001$). Additionally, the participants spent more time reading the text on the sad advertisement than the happy advertisement, which is also a statistically significant difference ($p = .012$). The fixation sequence analysis found that participants first looked at the images of both ads and then read the text on the ads, which highlights the importance of image content in individuals' gaze patterns. Overall, the results provided insight into how participants engaged with different elements of the advertisement and how their gaze patterns were affected by the emotional appeal of the ad.

The level of team identification was not found to be relevant for attention, but it was found to be relevant for prosocial behavior within charity advertising. Specifically, if sport fans perceive an association between a sport team and a charity campaign, highly identified fans are more likely to support the charity campaign. This suggests that while emotional appeals may affect feelings and intentions, it may not necessarily translate to actual behaviors. Additionally, team identification can play a role in charity campaigns by influencing the likelihood of supporting it.

Conclusion, Contribution and Implication

This study provides insights for both academic researchers and practitioners on effective marketing communication strategies for charities. By analyzing individuals' viewing patterns and facial expressions, this study provides empirical evidence for the importance of emotions in charity advertising and helps to strengthen the theoretical foundation for developing charity advertising message strategies on the sports team Twitter platform.

**ID: 1113**
**Sport Consumer Behaviour - Revised Version**
*Topics:* Sport Consumer Behaviour

## Beyond Face Value: Investigating the Perceived Risks and Benefits of the Secondary Ticket Market

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### Aim and Research Questions

The emergence of the secondary ticket market (resale ticket market) does not only bring changes to the business models of sport teams and leagues, but also to consumers ticketing behaviors. With the growing demand for the secondary market, this study investigates sport consumers' information acquisition and ticket purchase behaviors on the secondary market in comparison to the primary market. By analyzing the behavioral measures of attention and patterns (e.g., eye-tracking and facial expression analyses), the objective of this study is fourfold: 1) to identify and analyze consumers' visual attention patterns on sport event ticketing websites; 2) to examine their perceptions about the primary and secondary ticketing services; 3) to explore the driving factors in their ticketing decision-making process; and 4) to examine the role of fan identification in their responses to the websites.

### Theoretical Background and Literature Review

Mirroring the spread and popularity of the secondary ticket market, there has also been an increased interest in studying this relatively new phenomenon in academia. There have been efforts made to establish the legitimacy of ticket reselling for an NFL market (Drayer & Martin, 2010), while much of the scholarship about the secondary ticket market has focused on price determinants, investigating external and event-related factors (Shapiro & Drayer, 2014). Few studies have examined buyer characteristics or traits (Nalbantis, Pawlowski, & Coates, 2017), yet surprisingly very limited research has looked into sport consumers' experience on the secondary ticket market and perceptions about the markets.

More recently, Popp et al. (2020) identified the most influential attributes in consumers' online sport event ticket purchasing experiences, using conjoint analysis. The study showed that the risk of buying fraudulent tickets was the most influential aspect considered by consumers when purchasing sport event tickets online. Given that sport consumption behaviors on sport service websites are influenced by the perceived risks and benefits (Pelling & White, 2009) and flexibility of the ticketing transactions and user-friendly interfaces in ticketing processes (Linden, Bruschek, & Wittmer, 2018), it is plausible that the differences in layout, features, and functions of the primary and secondary ticketing websites contribute to a different service experience, worthwhile to examine how individuals interact and behave on these platforms.

### Research Design, Methodology and Data Analysis

90 college students were recruited at a mid-size eastern Pennsylvania university with convenience sampling. Participants were adults who were above the age of 18. The experiment was held at a research lab. Each participant, with a 30-minute time constraint, was instructed to freely navigate through three different ticketing websites (Ticketmaster.com for primary and StubHub.com and ScoreBig.com for secondary) before making their decision on which website to purchase tickets from. It should be noted that before purchasing, they read a few customer reviews about the websites to consider. Once participants find the tickets they wish to purchase, they add them to the shopping cart. The seat information and ticket price were collected for further analysis.

During the navigating phase, participants' eye position, movement (corneal and pupil movements), and time spent were recorded. In addition, facial expressions were measured using the Affectiva Affdex algorithm. Before and after the experiment, participants completed a pre-and follow-up survey and an interview. For the data analysis, the iMotions software for eye movement, Affdex for all facial expression data, and SPSS 24.0 for the survey data were used.

**Results/Findings and Discussion**

Regarding consumers' perceptions, this study indicated that consumers' perceptions of the risk of buying fraudulent tickets from primary and secondary ticketing services were influenced by factors such as the reputation and track record of the service ($\beta = 5.22$, $p < .001$), the availability of buyer protection measures ($\beta = 2.61$, $p = .012$), and the overall trustworthiness of the seller ($\beta = 7.56$, $p < .001$), $R2 = 0.73$, $F(5, 84) = 23.46$, $p < .001$.

While several factors can impact sport fans' ticketing decision-making, the most important factor was pricing. Users compared ticket prices across different websites and assess the value of a given price based on seat information and view. Interestingly, they are willing to take the risk of fraud when there is a price difference of $25 or more between two websites (Mdiff = 24. 71, SD = 15.22). Attention heatmaps showed that ticket price is most likely to catch users' eyes.

Lowly identified fans are more likely to be deterred by high ticket prices or additional fees, as they perceive these costs as a barrier to attending games and supporting their team. In contrast, highly identified fans are more willing to overlook other factors, such as seating availability or price fluctuations, if it means they can attend games and support their team.

**Conclusion, Contribution, and Implication**

The findings of this study provided not only strong empirical evidence of individuals' visual attention and emotional responses to sport event ticketing websites such as additional service fees but also meaningful insights into the critical elements of the effective website development.

**ID: 1207**

**Strategy, Leadership and Stakeholder Management in Sport - Revised Version**

*Topics:* Strategy, Leadership and Stakeholder Management in Sport

## Corporate Social Responsibility in Sport: The Illustrative Case of the German Bundesliga

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1. Aim and Research Questions

Even though the concept of Corporate Social Responsibility (CSR) has a long history and has become increasingly significant within business and philanthropic leadership, the idea has only reached the sport industry in the last decade (Reuter & Thalmeier, 2023). CSR within sport plays a different role than in other industries (Painter, Sahm & Schattschneider, 2021). Sport organizations are not solely just a business but are intertwined within society and the community they are established in – ultimately, leading to a new setting in which CSR must be analyzed (Coskun, Dinc & Tetik, 2020). Soccer in Europe has started to embrace the concept, leading to a substantial surge in CSR programs within sport teams and establishing a new perspective and foundation for CSR (Reiche, 2013). Germany, one of the leading soccer markets with one of the most successful sports leagues in the world, is also working to make an impact on society. Therefore, this study addresses the following research questions:

1) What are the prevailing CSR archetypes of the 18 clubs of the Bundesliga?

2) What are the differences in CSR focus of each club of the Bundesliga?

1. Theoretical Background and Literature Review

Over the past decades, soccer in Europe has become its own industry. Professional sport clubs consist of tangible and intangible assets that are managed and marketed in the same manner as other professional business entities (Coskun, Dinc & Tetik, 2020). This means that the political structure of soccer has transformed over the years. During the 2021-2022 season, a total of 22.341 million people visited the 34 matches of the first Division, making Germany's professional soccer league, the Bundesliga, the second most watched sports league in the world. Freeman's (2004) revised Stakeholder Theory provides the theoretical framework for this study. The theory explains the differentiation and definition of the stakeholders in an institution and how each constituent's satisfaction is crucial. Furthermore, Coskun and colleagues' (2020) model and Werheid and Mühlen's (2019) work are used to enhance the understanding of the current political economy and internationally recognized CSR tools (OECD, ISO, GRI, etc.) and factors (financial transparency, CSR activities, stakeholder management capability).

1. Research Design, Methodology and Data Analysis

This study is in progress. Data has been collected from all 18 clubs in the German Bundesliga. More specifically, the CSR reports of each club have been compiled, with preliminary analysis utilizing grounded theory and secondary analysis using a content analysis as a foundation for the division of existing CSR areas. A league-wide document from the DFL Deutsche Fußball Liga GmbH was also obtained as it reports the sustainability measures of all 18 clubs in the Bundesliga, as well as the individual, publicly accessible webpages of each club. The content analysis was conducted by: (1) examining which content to use, (2) scanning the content, (3) detailed examination of the content, and ultimately (4) interpreting the findings.

1. Results/Findings and Discussion

Findings illustrated that each club had a specific area of CSR they focused on. Nevertheless, sustainability and the environmental aspect was found to be one of the main areas for all clubs

of the Bundesliga. The reporting done by each club varied and therefore not all areas could be examined and compared equally. However, the Bundesliga as an institution requires each club to also put an emphasis on social programs; therefore, two main themes were identified: climate protection and community/social initiatives. Moreover, results showed that the clubs' CSR activities can be explained through Freeman's (1984), Freeman et al.'s (2004) and Caroll's (1979) theoretical foundations. Lastly, the theoretical framework assisted in removing inconsistencies and allowed for an analogy to be drawn between each club – ultimately, enabling a comparison of the clubs, even though the areas of progression varied.

1. Conclusion, Contribution, and Implication

The Bundesliga, as the second most watched league in the world, continues to realize its role in ensuring social responsibility and environmental protection. However, the reporting done by each club has to become more transparent and more coordinated through requirements implemented by the head institution. The efforts by each club are increasing as the concept of CSR is becoming more prominent throughout the sport industry in general, but not all areas within CSR are given enough attention yet. Therefore, even though the clubs within the Bundesliga are on the right track, the implementation of protective measures must be sped up. Soccer in Germany has to progress continuously in its social and sustainability efforts as it has the potential to serve as a model for other leagues to follow.

**ID: 1231**
**Sport Marketing & Sponsorship - Revised Version**
*Topics:* Sport Marketing & Sponsorship

## The Relationship Between Sport Venue Image, Satisfaction, and Behavioral Intention

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**Aim:** The current research examined the causal link between golf venue image, spectator satisfaction, event re-attend intention, and golfing intention based on the rationale that venue image management will improve customer management, sponsorship effects, and sales.

**Theoretical background:** The extant literature provides evidence that venue image influences customer satisfaction and loyalty behavior (Chen & Tsai, 2007). Similar studies in sport management revealed that a positive relationship exists between corporate sponsorship image and consumption behavior (Ko et al., 2017; Pope & Voges, 2000). Koronios et al. (2022) and Javalgi, et al. (1994) denote that increase in sponsorship awareness enhances the corporate image. Despite the efforts, previous studies do not pertain to sport venue image and its influence on sport customer behavior, rather the focus remains on brand image transfer in a sporting event. The paucity of sport management studies in the related field limits the opportunity of utilizing venue image to enhance sport event spectator retention and capture potential customers as well as increasing sponsorship effects and sales. The purpose of the study, therefore, is to examine how venue image affects spectators' loyalty behavior and the mediating effect of satisfaction in the process.

**Method:** The subjects were the spectators at a Korea Open Golf Championship event. A total of 500 surveys were distributed during the days of the event. Three hundred twenty-seven samples were collected, and 277 valid samples were analyzed. Confirmatory factor analysis and structural equation modeling were performed to examine the causal association of predictor and outcome variables. As for the measurement items, three items from the study by Taylor and Baker (1994) were adapted to measure satisfaction. The study by Park (2005) provided 3 items to measure the intention to revisit. Items from Kim (2008) were modified to measure golfing intention (3 items) and 5 items were adapted from Baker, Grewal, and Parasuraman (1994) to measure venue image.

**Results:** Cronbach's alpha values ranged from .874 to .981. Confirmatory factor analysis indicated good model fit ($\chi2/df=1.752$, $p <.01$, SRMR=.025, RMSEA=.052, CFI=.991, TLI=.988). High factor loadings (.77~.97) and correlation among factors (lower than .86) confirmed the convergent and discriminant validity of the measurement model. The structural model analysis yielded sufficient fit ($\chi2/df=2.711$, SRMR=.047, RMSEA=.079, CFI=.979, TLI=.974). The direct paths from venue image to satisfaction (.53), re-attend intention (.77), and golfing intention (.81) were significant. The path from satisfaction to re-attend intention (.11) was significant. However, the path from satisfaction to golfing intention (.08) was insignificant.

**Implications:** The findings revealed that customers can be newly acquired, and existing customers can be retained by exposing and strengthening the positive image of the venue. The riveting aspect of the research outcome is the indication of a perpetual cycle of experiences and revisits. Once spectators experience the positive atmosphere of the venue they will return for subsequent events and the process continues vice versa. The mere presence of satisfaction as a mediator suggests the existence of other variables that influence spectator behaviors via satisfaction. For instance, the number of high-profile players at the event and employee service quality may affect spectator satisfaction and lead to subsequent visits and golfing. In brief, management needs to create and expose a positive venue image as much as possible while

hosting the event. Promoting image factors such as sophisticated facilities, luxurious images, and a pleasant environmental image will provide stronger effects. In addition, increasing spectators' satisfaction to increase sales should not heavily involve the venue image factor as this effort may instigate poor cost management.

**ID: 1255**

**Sport Marketing & Sponsorship - Revised Version**

*Topics:* Sport Marketing & Sponsorship

**"The Unfamiliarity Attracts Attention, but the Familiarity Enhances Memory": The Effects of Color on Sponsorship Information in English and Other Languages**

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**Aim and Research Questions**

The primary purpose of this study is to determine whether the linguistic and color elements of sponsorship signage impact sport consumers' visual attention and remain in their memories while they view sporting events. We will explore two research questions: (1) Depending on the type of advertising language (familiar or unfamiliar), are there differences in visual attention that affect brand recall?; (2) How can the application of color contrast cues in brands influence sport consumers' reception and processing of sponsorship information?

**Theoretical Background**

Investments from Chinese conglomerates have increased to promote expanded strategic operations at sporting events. The Chinese milk brand, Mengniu (蒙牛), has partnered with Coca Cola to become the official partner of the Olympic Games. The Chinese company, Wanda (万达), was a major sponsor of the 2022 Qatar World Cup. The brand logos displayed in the games were not in the most common official language—English—but in Chinese characters with different color combinations. In this study we explain further how fans interact with brands and the linguistic factors involved.

The application of categorization theory helps explain the formation of branding through the dynamic of cognitive consistency. When consumers come across unfamiliar objects, they strive for consistency in their perceptions of brands (Kim et al., 2001). Individuals create specific categories to achieve cognitive congruity with brands by integrating inconsistent information, drawing upon their existing beliefs (Son et al., 2023). This process promotes greater consistency between the assigned brands and personal beliefs, leading to positive brand attitudes (Lieven et al., 2015). In the cognitive branding process, features of language can disparately affect consumers' branding memory (Schmitt et al., 1994). For instance, the encounter with ideographic writing systems in the Chinese language can have distinct effects on consumers' memory processes when recalling a brand logo through visual attention and language, in comparison to the alphabetic systems used in Western languages (e.g., English). Further, the color of logos can serve as additional branding cues that effectively capture consumers' attention (Oboudi et al., 2023; Yang et al., 2020). In summary, when sport fans encounter unfamiliar languages in advertisements, the presence of color elements can enhance their brand memory, although they cannot immediately recall the brand after giving the logo significant attention. Gaining a better understanding of the impact of brand language and color cues on branding memory can provide valuable insights into the multicultural sports market.

**Methodology**

We conducted a pretest using an experimental design to examine the internal validity of experimental manipulations involving unfamiliar languages and action sports brands. The selection of brand logos and colors was based on the color of action sports leagues, with some colors closely fitting and others loosely fitting based on the criteria of a color image scale developed by the Image Research Institute. The main study used a repeated measures experimental design with participants randomly assigned to one of three experimental

conditions. The first experimental group watched two consecutive auto-racing videos. In the first video, brand logos of English action sports brands with loosely fitted colors were be displayed, followed by a brand recall task and questionnaires. Subsequently, the same brand logos with closely fitted colors were presented, followed by another brand recall test. The second experimental group members followed the same procedure but with Chinese brand logos in the video stimuli. Control groups members underwent the same procedure, except brand logos were in black and white color combinations. We recruited sixty college students for the study. Questionnaires covered demographic information, brand memory, and favorite brand colors. The final data will be analyzed using repeated measures analysis of variance (ANOVA).

**Conclusion and Discussion**

In the current study we aim to contribute to the understanding of the effects of language and color on consumers' reception of sponsorship stimuli. Although the study is still ongoing, initial results suggest that consumers may have a stronger visual association with brands featuring an unfamiliar language (i.e., Chinese) compared to a familiar language (i.e., English). Additionally, it is anticipated that consumers will have a clearer memory of brands with "close-fitted" colors compared to "loose-fitted" colors. These findings could be valuable for regional sports brands using non-English logos because they can leverage color as a potent marketing tool to establish a stronger international position. Similarly, lesser-known enterprises using English logos can utilize colors to refresh their brand image and enhance brand awareness during major sports event sponsorships. There are a few limitations to this study. First, we focus on English and Chinese languages without considering cultural differences among countries or regions. Future researchers should explore the sponsorship effectiveness of other languages to enhance the generalizability of the findings. Second, in this study we primarily measured the short-term effect of brand memory, and it would be beneficial for future researchers to assess the long-term memory impact of sponsorships.

**ID: 1258**

**Strategy, Leadership and Stakeholder Management in Sport - Revised Version**

*Topics:* Strategy, Leadership and Stakeholder Management in Sport

**Sport Strategies Used by Professional Football Clubs in Central Europe – an Exploratory Study**

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1. Aim and Research Questions

There is a clear gap in sport performance between the more affluent clubs representing top European football leagues and those less affluent, representing Central European leagues. Lower financial capabilities together with a continuous drainage of the most talented players make it difficult for the periphery clubs to become more competitive in European tournaments, hence they need effective long-term strategies to be able to grow. While direct financial investments can play an important role in a short-term clubs' development, it has been argued that the right strategy is what leads to long-term success (Davidsen & Hammer, 2021; Rohde & Breuer, 2017). A right sport strategy and its effective implementation by the sport department of a PFC can ensure the realization of sporting objectives, which may generate increased revenues and economic growth. This in turn, may help the less wealthy clubs improve their competitive capacities in both, national and international markets.

The main aim of the research is to explore the sport strategies employed by PFCs from Central Europe, with a focus on the types of the strategies and their implementation. Sport strategy, in this context, refers to the strategy implemented by the sport departments of PFCs. Sport strategy, which is perceived as a functional strategy of an organization, should contribute to the achievement of the overall goals of professional football clubs.

The study aims to answer two research questions:

RQ1) What are the types of sport strategies employed by PFCs?

RQ2) How are the sport strategies created, communicated, executed, and evaluated?

1. Theoretical Background and Literature Review

There is no unanimous understanding of the term sport strategy among academics. The literature regarding strategic groups in football typically differentiates clubs' strategies based on the priority given to financial and sporting results (Terrien et al., 2017) or scale of income and payroll (Feuillet et al., 2021). Conversely, there is an abundance of literature on functional strategies other than the sport strategy, such as marketing and social media strategies, on-field team strategies and strategic sponsorships. However, the sport strategy itself remains neither well-defined nor explored in the literature.

There are however, few studies focusing on the squad recruitment and management practises, which fall under the concept of functional sport strategy, as the decisions regarding squad composition are made within PFCs' sport departments. The work by Kase et al. (2006) explicitly defines the squad composition approaches of top Spanish clubs as their sport strategies. Additionally, the work by Di Minin et al. (2014) provide an example of a strategy focused on youth players' acquisitions and development.

1. Research Design, Methodology and Data Analysis

As the research is exploratory in nature, qualitative research methods are applied. Currently, data are being gathered through semi-structured interviews with 16 sporting directors, managers and experts in professional football clubs across Central European leagues, namely Poland, Czech Republic, Slovakia and Hungary. Subsequently, a thematic analysis of the material gathered will be applied. The thematic analysis will be guided by both deductive and

inductive reasoning, balancing prior knowledge from the literature with the elasticity needed to incorporate novel information from the interviews concerning the sport context

1. Results/Findings and Discussion **

The research process is still ongoing. The results will be available in time for the conference.

1. Conclusion, Contribution, and Implication

The research outputs will have practical managerial implications, providing insights and benchmarks for professional football clubs not only in Central Europe, but also to clubs in other parts of the world, particularly those which are less affluent and less professionalised.

From a theoretical perspective, the results of this exploration will enable further validation of the typology with quantitative research techniques. It will also be possible to investigate the key external and organisational drivers of success, potential risks and challenges, as well as the sporting and financial outcomes associated with the understanding of the strategies used by PFCs. In the next stage of the project similar research will be conducted within European clubs to eventually provide a complex understanding of how sport strategies are understood and utilised by PFCs in Europe. The findings can contribute to the development of a more robust theory of strategy in football clubs that can be applied to other sports.

**ID: 1310**

**Public Health and Physical Activity Management - Revised Version**

*Topics:* Public Health and Physical Activity Management

<span style="color:brown">**A Framework of Johari Window to Examine the Perception of Judo for Visually Impaired, Coach, Athletes, and Laypeople**</span>

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**Background:**

Judo is a competition sport in summer Olympic and Paralympic Games. Judo has its elite sport classes to train athletes in Taiwan. Taiwan's Yang Yung-Wei (楊勇緯) won a silver Olympic medal in the 60-kg judo competition, clinching Taiwan's first Olympic medal in judo at the 2021 Tokyo Olympics (Tso, 24 July, 2021). The visually impaired Taiwanese judoka Lee Kai-Lin (李凱琳) won silver medal at the 2012 London Paralympics (Taipei Times, September 01, 2012). The second author, Lee Ching-Chung (李青忠), also competed in judo for visually impaired individuals to win gold in the 60-kilogram weight class in the 1996 Atlanta Paralympics (Office of the President, September 20, 2012). However, given these positive news, a negative news reported that a violent judo class put a boy in a coma, who died after nearly 70 days. The seven-year-old boy was slammed to the floor 27 times during judo practice by his classmate and his coach for practicing their throws on the boy (BBC news, 30 June, 2021). The perception of Judo as an object appeared to differ between insiders and outsiders, resembling a Johari window, with both positive and negative news contributing to this variation.

**Research purpose:**

The Johari window is a communication model that was created by psychologists Joseph Luft and Harry Ingham in 1955. The model is designed to help improve self-awareness and enhance communication among members in a group. The Johari window consists of four quadrants to represent different aspects (communication theory, no date). In this study, the Johari window theory is adapted to explore the perception of Judo instead of focusing solely on self-perception. The model was applied as a research guideline in this study as criteria to decide interviewees and create interview outlines for examining the perception of Judo for visual impaired versus not impaired, coach versus athletes, and athletes versus layman. Two opposite situations of known versus unknown were identified in terms of perception of Judo by the two contrast groups and form the 2 (known versus unknown) by 2 (groups) equal to four quadrants. This research attempts to extract useful information for training, promotion, and communication about the Judo as a leisure sport activity.

**Research method:**

A heuristic inquiry research design (Patton, 2000) was adopted. One of the researchers is visually impaired, a senior coach in a middle school, and an athlete of Judo, hence having the advantages of close observation and direct information to help data collection, analysis and interpretation. This ensures the credibility of the study. Interviews and observation were adopted to collect data. Interview outline included perceived characteristics of Judo, any benefits and drawbacks for playing Judo, impression about Judo athletes, and any thoughts about visually impaired Judo coaches and athletes. Totally, three coaches (two visually impaired), five athletes (two visually impaired), and nine laypeople participated in the interviews. Traditional content analyses with assistance of more efficient and objective Ai-powered automatic text mining and ChatGPT were used to analyze the interview transcripts.

**Results and Discussion:**

1. Visually impaired athletes mentioned that the essence of Judo sport was to "touch" the opponent. This offered some sense of security because the visually impaired people relied more on touching than seeing.
2. Judo athletes showed strong sport identification with Judo in enthusiasm when talking about Judo whereas laypeople mentioned Judo associated with police officers and as a good defensive sport. Both said Judo could be good for body health. However, laypeople tended to think Judo was not a sport easy to learn and think Judo was dangerous to hurt and for some learner as a bully tool.
3. Judo coaches emphasized more on educational purpose of Judo to respect referee, coach, peers and opponent. The coaches repeated the Judo philosophy around two major principles: One is making good use of energy ("精力善用" in Chinese) and the other is pursuing mutual welfare and benefit ("自他共榮" in Chinese).
4. One layperson in his first experience in Judo practice under supervision of a visually impaired coach, said that he felt embarrassed to touch the opponent. He did not feel comfortable about that. He was surprised how the visually impaired coach could demonstrate the action and provided the instruction.
5. The visually impaired coaches and athletes mentioned that Judo was interactive and helped the visually impaired people to be involved in a group. The training of Judo about the control of the body center would improve the balance ability to avoid falling down seriously for the visually impaired were usually vulnerable to falling due to poor or no eye sight.

**Conclusion:**

Johari Window provided a good framework to examine the perception of Judo in multiple aspects particularly from a visually impaired angle. Being aware of these different emphases and various perceptions toward Judo may remind coaches, athletes, potential learners, parents, sport policy maker, and the public to be more empathetic and have better communication with each other.

**ID: 1470**

**Broader, New and Critical Aspects of Sport Management - Revised Version**

*Topics:* Broader, New and Critical Aspects of Sport Management

## Greenwashing In Sport: Developing A Framework For Analysing Environmental Claims

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**Aim and Research Questions**

The use of green claims aimed at improving the positioning and attractiveness of one's own product or service on the market is becoming an emerging phenomenon that is becoming very frequent and pervasive, increasing the risk in the absence of data and concrete results that it could be traced back to greenwashing practices for which even the European Commission with its "Proposal for a Directive on Green Claims" of 22/3/2023, is showing particular attention. Even the sports system may be subject to the risk of greenwashing, in the absence of previous scientific studies on the topic, the objective of this research is to analyse whether the environmental statements in sustainability reports or present on the websites of Sports Clubs and International Organisations have been drafted according to criteria that make the message clear, accurate, truthful and comprehensible, or whether they may be subject to greenwashing practices.

**Theoretical Background and Literature Review**

Over the past decade, a rapidly growing demand from supporters is for greater environmental engagement from the professional sports industry (Trendafilova et al., 2013), to the point where pro-environmental practices "are now expected and desired, and pressure the professional sports industry to adopt them" (p. 306). In parallel, green marketing is used to promote environmental engagement through the favoured sports club by increasing the influence of green marketing on fans with higher levels of environmental values and knowledge (Gionfriddo et al., 2023). In this context, it becomes crucial to avoid greenwashing practices that hinder the effectiveness of campaigns (Chamorro et al., 2009). The risk is that the pressure exerted can, in the drafting of sustainability reports, be seen as a simulacrum used to camouflage the real problems of sustainable development and project an idealised view of the situation of companies (Boiral., 2013).

**Research Design, Methodology and Data Analysis**

The following standards were used for the development of the framework:

- ISO 14020:2002 – Environmental labels and declarations […]
- ISO 14021:2021 – Environmental labels and declarations […]
- ISO 14026:2018 – Environmental labels and declarations – […]

After the analysis, 29 criteria were selected and reported within 6 areas of analysis. Each area of analysis aims to assess the environmental statement on specific indicators:

1. Environmental statement - analyse the clarity, specificity and understanding
2. Data and Methods - analyses the methodologies, reliability and accuracy
3. Explanatory Statement - analyses the additional description
4. Comparative statement (if any) - analyses the accuracy and clarity of the comparison being stated

5. Environmental footprint (if any) - analyses the accuracy and precision in the methods used to measure it (comparative analysis can be carried out on the environmental footprint statement)
6. Environmental footprint disclosure (if any) - analyzes the clarity and completeness of the information provided on the environmental footprint.

For this study, 10 environmental statements (from 8 sustainability reports and 2 websites) were selected from 5 football clubs, 1 automobile team, 4 event organisers and international championships in the sports: sailing, motor racing, athletics, basketball. The framework assessment method submits the environmental statement to each selected criterion for which a score is assigned according to the degree of fulfilment: 1 (fulfils the criterion); 0.5 (partially fulfils) and 0 (missing or incorrect). The scores obtained per area were added up and averaged with the other environmental declarations.

## Results and Discussion

The following results emerged from the study conducted, in brackets the score obtained, followed by the weakest criteria:

- Environmental statement, (4.4 out of 6 - statement sample 10). Understandability of the message
- Data and methods (3.35 out of 6 - sample of statement 10). Technical verifiability and documentary evidence
- Explanatory statement (1.4 out of 2 - sample of statement 10). Clarity of the explanatory
- Comparative statement (4.06 out of 5 - statement sample 8). Relevance on the basis of comparison
- Environmental footprint (3.17 out of 5 - statement sample 6). The clarity of life cycle stages covered and the relevance of less developed areas
- Communication of environmental footprint (2.1 out of 5 - statement sample 5). Access to information

The analysis conducted shows that the clarity, understanding, reliability, and scientificity of environmental statements is partial. The areas that need more implementation to meet the criteria are data and methods as it is present in all statements, the conduct and reporting of carbon footprint analyses. Comparative statements are among the most widely used environmental statements.

## Conclusion and Implication

The findings show that environmental statements are still too vague, another very relevant finding from the study is the lack of available sustainability reports. Very few organizations and companies prepare them. The present study is intended to be a first study on the subject and is for the authors the starting point to implement the framework and enlarge the sample in order to obtain a more accurate and meaningful state of the art analysis.

### Analyzing the Coherence Among Mission And Values Of A Culture And Leisure Center In Brazil And The Objectives Of Its Sports Program

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**Purpose and Research Questions**

This study, part of the author's master's dissertation, aimed to corroborate whether there is coherence among the mission and values of a Culture and Leisure Center in Brazil that claims to adopt the Sport for All model in its sports programs. Is the objective of the sport platform offered aligned with the mission and values of the Institution, based on the concepts of Sport for All?

**Theoretical Background and Literature Review**

One of the strategies for inserting sports into society is through the promotion of sports programs. Bearing in mind that Sport can be understood in different ways and intentions (Bueno, 2008), sports programs can be proposed and objectives guided by model of Modern Sport (structure with competitive logic focused on high performance) or Sport for All (popular sport and the body culture of the movement as manifestations of a people, as provocative agents and articulators of social policies and appreciation of local culture). (Eichberg, 2010).

The management of Sports program must foresee an alignment between the adopted concept of sport, the ethics in which the organization is inserted and the adequate tools for its managing. Literature shows that one of the efficiency factors in strategic planning for the management of sports programs is the coherent relationship between the mission and values of the organization and the objectives of the proposed sports program so that an adequate plan of action is developed and the goals reach expected outcomes. (Kutz, 2010 and Ray and Konin, 2011)

Occasionally, in society, there is a certain inconsistency between the purpose of sports programs with the concept of sport adopted and the principles of the organization, which can influence the achievement of adequate results.

Thus, the objective of this specific part of the author's master's dissertation was to verify this orientation. For this study, adaptations were considered from the models presented by Kutz (2010) and Ray and Konin (2011) who pointed out that the creation of a sports program requires two steps. The first, based on the organization's global strategic planning, identifies a flow of action to be taken and outlines a future expected by the organization itself. The second considers the information acquired in this global sphere, develops a strategic planning cycle in the micro sphere, for the elaboration of the sports program. And by comparing these two spheres, the alignment and coherence among the institution and its sports program can be substantiated.

**Research Design, Methodology and Data Analysis**

The research presents a qualitative approach based on the taxonomy portrayed by Vergara (2013), qualified in terms of purposes as exploratory and descriptive and in terms of means as a single case study. The Institution studied was Sesc São Paulo, founded in 1946, which among its various actions (Education, Health, Culture, Leisure and Social Assistance) promotes non-formal and sociocultural education through physical and sporting activities. One of them is the

sports program called *Programa Sesc de Esportes*, with courses such as Sports for Children, Sports for Young People, Sports for Adults and Sports for Seniors.

Data collection took place in two stages, the first through the analysis of the organization's documents and the second through in-depth interviews with two sports managers who work at Sesc São Paulo. The script and semi-structured questionnaires were prepared based on the theoretical basis carried out. The choice and organization of the data obtained was based on the analysis method, as proposed by Bardin (2016), with a posteriori establishment of the categories.

### Results/Findings and Discussion

Briefly, the mission of the researched Institution was to contribute to the social well-being and quality of life of its visitors through socio-educational actions based on the value of social transformation and respect for diversity, with an institutional choice to embrace the concept of Sport for All. The objectives of the sports program are to promote education through and for Sport, with practices included in everyday situations and throughout life.

The findings revealed a proximity with the concepts of Sport for All (Eichberg, 2010) and a strong alignment between the mission and values of the Institution with the objectives of its sports program, which suggests that the Institution presents an action plan focused on projected results.

### Conclusion, Contribution and Implication

This study is an applied research, which establishes a theoretical-practical relationship since the data emerged from practice. Thus, it is intended that the result obtained can provide theoretical supports, even if initial, that support the performance of organizations and sports managers. The replication of this study will enable to establish an evaluation and verification tool, if the objectives and results obtained by the sports program are those expected accordingly the principles and values of the proposing organization. Furthermore, this analysis will be able to provide sports managers with the validation of the established sports program or the identification of necessary adjustments.

**ID: 1489**
Sport Marketing & Sponsorship - Revised Version
*Topics:* Sport Marketing & Sponsorship

## Integrative Investigation in Taiwan Billiard and Champion Pool Club Operations

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### Statement and Aim

This paper provides a comprehensive analysis of the sport of billiards within the cultural context of Taiwan, presenting a professional overview. This report aims to generate curiosity and stimulate further research in this sport.

### Purpose and Background

The sport of billiards has ever been a favorite leisure activity for some group of people in Taiwan, and caught attention for spectators to watch professional games particularly when there were Taiwanese players. It has evolved into a professional sport that attracts some young enthusiasts and supporters. The main purpose of this study is to provide a comprehensive report of Taiwan billiard sport industry with a particular focus to case-examine the management of the Champion Billiard Club (CBC, 冠臺撞球會館), located in central Taiwan and operated by the first author.

### Design and Implementation

The report of Taiwan billiard sport industry contains a wide range of aspects, including government policies, initiatives and regulations to guide the development of the billiard sport industry in Taiwan. It also explores public perceptions and general attitudes towards the sport, and how these perceptions have evolved over time. The report delves into the various associations and organizations that promote and govern the sport, and provides an analysis of the competitive landscape among different billiard clubs. Furthermore, the report includes content analyses of news related to the sport, professional players and their achievements, and local and international contests. It also examines the role of the media in promoting and covering the sport in Taiwan. A literature review of relevant studies and research provides a historical overview of the development of billiards in Taiwan.

The case study of the CBC adopts a variety of research methods aimed at understanding management of the club and the experiences of its consumers. Field observation was used to gain direct insight into the daily operations of the club, as well as the interactions among coaches, customers, and staff. Surveys and interviews were conducted among school students and customers who participated in the club's programs, as well as the coach who oversaw these programs, to gather empirical accounts of the experiences of club consumption. Secondary data from social media such as Facebook, were also analyzed to gain insight into the club's public image and its engagement with the wider community and stakeholders. These various data provided valuable context sources to be systematically analyzed, allowing for a rigorous and nuanced interpretation of the results. It is a heuristic inquiry research design (Patton, 2000) to have the advantages of close observation and direct information to help data analysis and interpretation.

### Outcomes, Reflections and Future Development

A proposal for a brochure document was designed to showcase the unique opportunities and benefits of participating in the club's programs for recruiting workshop participants. The first author took over the CBC on February 1, 2020. The Club underwent a transformation and introduced a fresh business model and strategy. The owner identified a business opportunity by associating the club with school billiard club members, and thus, designed some training

programs for students to collaborate with numerous school clubs. That is, the boss, who was not only the owner but also a coach and liaison, initiated useful billiard training sessions for students from senior high schools and colleges. This approach aimed to leverage the facilities of the Club to host contests and tournaments that would attract more players to visit the Club. The boss seemed to use his expertise and reputation as a spokesperson for his Club and establish a personal brand to run the business. The strategy proved to be fruitful, and the Club saw a significant improvement in terms of market size and revenue.

Unfortunately, in the middle of May 2021, the Club faced a significant impact by the Covid-19 pandemic. This difficult period forced the Club to rely heavily on social media platforms such as Facebook, Line, and IG to communicate with potential customers, creating a sense of a community among its followers.

The survey showed that most school club members had a high sport identification level. However, observations and interviews found that some customers exhibited bad behavior and used inappropriate language in sport talk when playing the sport, which deterred potential customers. Furthermore, excessive play and illegal gambling were also negative aspects of the sport. Additionally, while billiards may help balance, it does not significantly improve muscle or cardiovascular fitness.

Overall, this study provides an integrated view of the Taiwan billiard sport industry, with a detailed examination of the management and operations of the CBC. The report is a valuable resource for other organizations, stakeholders, researchers, policymakers, and industry professionals interested in the development and management of the billiard sport in Taiwan. While this report acknowledges its limitation of lacking a theoretical background, its primary aim is to arouse interest in conducting future research that incorporates relevant theories.

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**Diversity and Inclusion Issues in Sport Management - Revised Version**
*Topics:* Equity, Diversity and Inclusion in Sport Management

**The Reproduction Of Racism In White Allyship In U.S. Sport**

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**Aim and Research Questions**

The murder of George Floyd at the hands of law enforcement in Minnesota (USA) set off a wave of worldwide protest against anti-black racism. Athletes, sports organizations, league officials and leading athletic apparel brands were among those suddenly demanding change. While these actions have generally been well-received as good for business, attention must be called to how quickly leagues adopted "social justice" as a safe and profitable cause, and the ways in which doing so attempts to co-opt black resistance movements and neutralize their potential for transformative social and political change. This research analyzes the multiple ways white allyship functions in U.S. professional and collegiate sport settings.

1) How are racial inequalities within US sport organizations ideologically operationalized by "white moderates" in positions of power?

2) How do structural systems aid the reproduction of the "white moderate" and therefore inequality within sport organizations?

**Theoretical Background and Literature Review**

This paper utilizes Dr. Martin Luther King, Jr.'s "Letter from Birmingham Jail" (April 16, 1963) and his description of the "white moderate" as the "great stumbling block" for Black Americans' stride toward freedom. Sixty years later, the white moderate in U.S. politics and society remains a steadfast barrier toward racial equity on several fronts including criminal justice, police brutality, housing, education, employment, healthcare, and voting rights, to name a few.

The "white moderate" is a useful concept for examining the persistence of racial inequity in US sport. King's critique encapsulates the costs and failures of white moderates' institutional complicity with racism through the accumulation of power, esteem, and influence. Further, King's fierce rebuke of the white moderate was an urgent request for their understanding and an invitation for meaningful involvement in the struggle for racial justice. An opportunity remains for US sport to embrace this invitation, and move towards the disinvestment of the accumulated privilege, property, wealth, and assets of whiteness.

This paper is also informed by feminist philosopher Shannon Sullivan's conceptualization of "good white people" and four central strands of beliefs, behaviours, attitudes, and actions that serve to distance the white moderate and the white middle class from racism. They are (1) improper whiteness; (2) demonizing the past; (3) colour-blindness; and (4) white guilt, shame, and betrayal. Taken together, King and Sullivan's concepts theorize the practices and habits of white individuals and institutions that perpetuate white racism.

Scholars have argued that the institution of sport has a tremendous influence on meanings of race, racial ideologies, and power relations (Birrell 1989; Carrington 2013; Cooper, Gawrysiak, and Hawkins 2013; Hawkins 2010; Hoberman 1997; Leonard and King 2010; Leonard 2017; Miller and Wiggins 2004; Montez de Oca 2013; Wiggins 1997). Studies investigating the relationship between race, sport and whiteness have emerged more consistently in the past decade, especially in the sociology of sport (McDonald 2005; Fletcher and Hylton 2018). A related line of scholarship acknowledges the activism and social justice

advocacy of black male athletes in particular, such as Muhammad Ali, Arthur Ashe, Curt Flood, Jackie Robinson, Tommie Smith, and John Carlos (Bryant 2018; Gorn 1998; Hall 2014; Snyder 2007; Tygiel 1984). In the 2010s, police and vigilante killings of Trayvon Martin, Michael Brown, Philando Castile, and Eric Garner have reignited a more visible series of black activism in sport. Scholars (Agyemang and Singer 2013; Darnell 2012; Denison and Markula 2005; Gill 2016; Kaufman 2008; Schmittel and Sanderson 2015; Smith 2019) have recognized this profound return to athlete activism in the current moment. While the scholarship on athlete activism rightfully locates the agency of athletes of colour in leading movements for racial justice in and beyond sport, we turn the lens onto the white moderate who abdicates responsibility for racial oppression and reasserts the interests of white domination in fandom, consumption, and production of sport.

## Research Design, Methodology, and Data Analysis

Primary data will be collected through mainstream media sources, such as newspapers, websites, blogs, social media, and other athlete, team, or league generated content. The goal of primary data acquisition is to learn more about how sports organizations have or have not pursued their stated efforts to work for racial equity since 2020. Secondary data will be acquired through an extensive review of both academic and non-academic literature. Sources for secondary data will include academic journals, newspapers, sport organizations' websites, and trade publications such as Athletic Business and Sports Business Journal, among others.

## Results/Findings and Discussion

Our results and findings are not yet available but will be part of the presentation at the conference.

## Conclusion, Contribution, and Implication

The exploration of the "white moderate" is a unique subject that has not been addressed in much of the sport literature. A rigorous analysis of power relationships in various professional and collegiate sport sites will contribute to the growth of diversity, equity, and inclusion efforts for current and future sport managers.

### Study on the Loyalty of Rugby World Cup fans : From a survey of spectators at the Rugby World Cup in Japan

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【Aim and Research Questions】 The purpose of this study is to analyze the loyalty factors of Rugby World Cup fans. Although the Rugby World Cup (RWC) has a short history, having started in 1987, it is considered one of the world's three major sporting events, along with the Summer Olympics and the FIFA World Cup. RWC attracts a large number of spectators from all over the world. The duration of the Event is longer than that of the Olympics and the FIFA World Cup, and the length of stay and consumption impact per spectator in the host country is more significant. The Rugby World Cup 2019 took place in Japan, attracting a total 1.7 million people to 12 venues. In this study, motivation and satisfaction levels of fans who watched the Rugby World Cup 2019 in Japan, as well as how that influenced their intention to watch the next Rugby World Cup 2023 in France were investigated.

【Literature Review and Theoretical Background】 Sports fan motivation studies in the past have examined the motivation of sports fans using scales such as Sports Fan Motivation Scale (SFMS) (Wann, 1995), Sport Interest Inventory (SII) (Funk & James, 2001), and Socialization, Performance, Excitement, Esteem, and Diversion (SPEED) (Funk, 2008) looking at, for example, a sociodemographic approach and the difference in sports or sports experiences. Motivations of sports fans have been discussed in relation to satisfaction and intention to attend the event. These analyses mainly dealt with specific and domestic sports. Some studies have analyzed the motivation of international sports fans (Nishio, Larke, van Heerde, and Melnyk 2016) and the loyalty of rugby fans (Davies and Willment,2008).Biscaia, Correia,Rosado,Ross, and Maroco (2013) have indicated that loyalty is a long-term emotional bond between a fan and a brand, product, service or event. Qian (2022) has indicated that loyalty can be an indicator of viewing intention and the desire to watch events of the same sport. In this study, we analyzed what factors of tournament satisfaction and motivation were related to loyalty to the international sports event.

【Research Design, Methodology and Data Analysis】 A web survey was conducted on Japanese spectators who watched the RWC 2019 in Japan, to investigate the impact of spectator satisfaction on their intention to watch the next event at the RWC 2023 France. The survey items included gender, age, occupation, companions, and past attendance. The satisfaction scale included 15 items focusing on game results, players, stadiums and other facilities, accessibility, and merchandise sales.Motivations included 20 items (entertainment, accomplishment, self-esteem, aesthetics, festival, skill, escape and socialization) based on past sports fan motivation scales (SFMS, SII, and SPEED) and the International Sports Fan Scale. Satisfaction, motivation and intention to attend the Rugby World Cup 2023 France were designed on a 7-point Likert scale.

【Results/Findings and Discussion】 The total sample is 6,237 respondents. Regression analysis was conducted with intention to watch the tournament in France as the dependent variable and 15 satisfaction items Analysis (1) and 20 motivation items Analysis (2) as independent variables. Results from Analysis (1) showed that ten satisfaction items were significantly associated with the next Rugby World Cup 2023 in France. For satisfaction, the stadium atmosphere was a strong item, along with the rugby game itself, and the culture of the stadium. Results from Analysis (2) showed that nine motivation items were significantly

associated with the next Rugby World Cup 2023 in France. As for motivation, seeing rugby and world-class players, as well as the host city being an attractive city were strong items. The results from two regression analysis indicated that providing information on the competing teams and athletes, enhancing hospitality such as food and beverages at the stadium, and advertising will also lead to increased loyalty for the next international sporting event.

【Conclusion, Contribution, and Implication】 The results of the two analyses revealed the factors that shape Rugby World Cup fan loyalty and have many implications for future marketing strategies of the Rugby World Cup and sporting events. Further research should analyze the differences in event loyalty by generation and income group.

## Sport Sponsorship and Stock Returns During Covid-19: AnEvent Management Review in Switzerland.

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The association between a sponsor, usually a company, and a sport club, a sportsperson or a sporting event, is admittedly one of the most powerful marketing techniques. It is a well-known fact that several companies annually invest an inordinate amount of their funds in sponsorship. Companies are concerned that scandals related to football events the resulting media coverage might adversely affect their own marketing-related outcomes of sponsorship. There is evidence that sponsorship of events like the Olympics can improve brand reputation, regardless of the financial performance of the firm or the amount of sponsorship (Wally & Hurley, 1998).

Stock market investors' expectations usually reflect changes in investments after a lag. An investment in sponsorship is long-term because coordinating joint promotions of a club and its sponsor takes time. In addition, it is going to take time to identify the company's relationship with the team and to see how it affects football fans. Moreover, product characteristics and the sponsors' reputation as football fans influence the rate at which sales increase. It is likely that sponsors and sponsored properties are privy to sponsorship announcements as negotiated decisions between a sponsoring organization and a sponsored property. Using Audi as an example, speculation about a new sponsor (BMW) appeared in the news in advance of the new deal being announced. In the absence of new information, stock market prices will follow a stochastic process, or a random walk (Easley et al., 1998). There is an abundance of – both theoretical and empirical– evidence that proves the interrelation between stock returns and volatility and positive events (Ghani, Szewczyk et al.; Shabbir, 2007; Mellers, Schwartz, et al.; Ritov, 1999; McDonald et al.; Hirt, 1997; Raaij, Veldhoven, et al.; Warneryd, 1988), particularly sporting events (Edmans et al., 2007). According to Srinivasan and Hanssens (2009), both financial and non-financial outcomes might arise from an exhaustive, all-inclusive analysis of stock returns reflecting actions, signals, and changes in business strategies. As far as stock price volatility is concerned, the greater the risk undertaken, the more vulnerable the cash flow will be inducing higher costs of capital financing and ultimately, damaging the brand in the long run (Srinivasan & Hanssens, 1988).

This research presents the most used econometric techniques to evaluate the stock prices return and sporting performance in the last 10 years in peer review journals. Additionally, time series analysis is one of a number of new methods of data analysis appropriate for longitudinal data. Whether the same techniques and methods can be applied in individual sports remains an unanswered question. Furthermore, the source data limitation is the reason the research is not expanded to other team or individual sports such as basketball, tennis, volleyball or handball. Moreover, the data sample covers a limited time due to COVID-19 pandemic. This may have a consequence in a large number of samples of professional matches. We investigated the impact of football results on jersey sponsors' stock prices and found abnormal returns following matches at major European football tournaments. Initially, this study provided a literature review of the theoretical framework as well as its underlying principles. Under this prism, it examined three listed companies that have sponsored national league games in relation to their daily stock returns. Firstly, in matches where teams are defeated, the jersey sponsor leads to negative abnormal returns. The asymmetry between the effects of wins and defeats can be explained by an allegiance bias. Secondly, the national match result does not affect the sponsor impact. Thirdly, matches with over two goals difference have significantly

higher positive or negative returns the first week after the match. This new evidence regarding the value of sponsorships in sport should be taken into account by marketing practitioners. For a single organization seeking to figure out the financial value of their sponsorship investment, event study measures are not appropriate. From a finance point of view, profitable trading strategies based on these results could have been followed during our observation period. In principle, the documented stock price effects of sponsorship activities could be used to assist in pricing sponsorship agreements. The observed changes in market value can be interpreted as the stock market's assessment of the value of sponsorship activities to the company.