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SPORT CONSUMER BEHAVIOR

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MOTIVATIONS TO BE ACTIVE ACROSS ORGANISED SPORT AND PUBLIC AQUATIC AND RECREATION CENTRES

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Aim and Research Question

This study investigated the motivations to play community club-based sport or to be active through public aquatic and recreation centres.

Research questions: What are the motivations for Australian adults to be active through community sport and through public aquatic and recreation centres; do the motivations differ for the two settings, and do the differences depend on age, gender or region?

Theoretical background and literature review

There have been substantive societal changes in the way that people consume or participate in sport and leisure, included shifts away from traditional community club-based sport to other organised and unorganised activities (R. Eime, Charity, & Westerbeek, 2022). The Physical Activity and Sport Participation (PASP) framework proposes a population-based 'whole of sport ecosystem' lifespan model which demonstrates how individuals move in and out of sport and other leisure-time activities across the lifespan (Westerbeek & Eime, 2021). Further, participation in sport and physical activity differ considerably across age, gender and region (R. M. Eime, Harvey, & Charity, 2019; R. Eime et al., 2022). We utilise the Self-Determination Theory perspective in describing and explaining the motivations to play sport and be active (Vlachopoulos, Karageorghis, & Terry, 2000).

In order to meet change consumer needs we need to understand the motivations to be active through different community settings.

Research design, methodology and data analysis

An online survey of adult registered sport participants was conducted May-June 2020. This was distributed by national and state sporting organisations to their registered players. The survey of adult public aquatic and recreation centre (PARC) users was distributed between January- March 2021. The two surveys included demographic questions (gender, age and residential postcode) and a question with a list of 11 motivations and asked to indicate all motivations that applied to their sport or PARC activities. Motivation profiles were tabulated for the sample of respondents from each survey/setting, and this was repeated for subsamples based on gender, age and geographical region. In each case, the proportions from each survey/setting who nominated each motivation were compared using chi-square tests, implemented in SPSS Version 27.

Results and Discussion

The study included a total of 3,824 sport participants and 685 PARC users. There were many differences in the motivations to be active through sport compared to PARCs.

Considering the motivation profiles of the two activity settings in turn, the four motivations most frequently reported by sport participants were fun/enjoyment (92%), physical

health/fitness (77%), social reasons (77%) and performance/competitions (76%). The four motivations most frequently reported by PARC participants were physical health/fitness (89%), fun and enjoyment (71%), weight loss/toning (70%) and psychological/mental health (55%).

Comparing the two activity settings, there were statistically significant differences between the proportions of sport and PARC participants reporting each motivation for all but one of the 11 motivations. Specifically, sport participants were significantly more likely than PARC users to report: fun/enjoyment (92%, 71%, $p<0.001$); performance/competition (76%, 9%, $p<0.001$), sense of achievement (58%, 25%, $p<0.001$); social reasons (77%, 29%, $p<0.001$); and being with friends (66%, 18%, $p<0.001$). Conversely, PARC users were significantly more likely than sport participants to report: physical health/fitness (89%, 77%, $p<0.001$); psychological/mental health (55%, 49%, $p=0.007$); and weight loss/toning (67%, 37%, $p<0.001$).

While there were differences in the detail, broadly similar patterns of comparison between the two settings were observed across genders, age groups, and regions. Most variation was observed in psychological health motivations, for which there was no significant difference among men in the two groups, whereas higher levels of these motivations among the PARC group were more pronounced among women, those aged 65 or older, and residents in metropolitan areas. Other variations were: among young adults (18-29 years), there was no significant difference between the sport and PARC groups in the reporting of physical health/fitness as a motivation; those in the sport group were significantly more likely than the PARC group to report being motivated as a professional athlete or as part of their job.

Conclusion, contribution and implication

There were statistically significant differences between the reported motivations of sports club participants compared to PARC users. Sport club participants were more likely to be motivated by fun/enjoyment, together with performance/competition, sense of achievement and social factors. In contrast, PARC users were more likely to be motivated by physical health or fitness, together with weight loss/toning and psychological health reasons.

These differences in motivations between the sport and PARC groups necessitate different campaigns/communications and the need to reinforce or position outcomes for each that are aligned with each set of motivations, to encourage ongoing participation. Organisations and settings for sport and PARC can develop and implement strategies aligned to the values and motivations of their users. Further, these findings can continue to inform policy and financial allocation decisions at all levels of government, given that both settings receive significant funding from these sources.

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GRAND, SENSATIONAL, AND BEAUTIFUL GAMES: UNDERSTANDING THE EFFECT OF AWE ON MEDIA CONSUMPTION IN PROFESSIONAL SPORTS

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Aim and research questions

Purposes of this study aimed: (1) to investigate the relations among awe, fan identification, and media consumption; (2) to test the potential moderating role of awe; (3) to explore the stimuli of awe in spectator sports.

II. Theoretical background or literature review

Since spectator sports events convey a powerful emotional content/value to consumers, the emotional experience/response in sports consumption serves a determinative role to fulfill marketing and financial objectives for sports businesses. However, despite that sports management scholars recently highlighted that self-transcendent experiences in sports spectatorship can go beyond the experience of pure pleasure, enabling people to find self-growth and greater purpose in life (Jang, Wu, & Wen, 2020), most of the past studies exclusively examined the spectators' experience-outcomes relations based on a hedonic perspective. The study of the emotional experience of eudemonia in the context of spectator sport is still in its infancy and its psychological mechanism is still unclear as well.

In the present study, we posit that awe, a self-transcendent emotion, may play a positive role in shaping spectators' attitudes and behaviors. Awe refers to an experiential (emotional) response arising when people encounter a stimulus that is conceptually or perceptually vast and is required to accommodate their current mental references (Keltner & Haidt, 2003). Awe frequently arises in sporting events, involving collective situations (Bai et al., 2017). For example, the sweeping views of spectators gathering and singing loudly the song of the team together in a stadium may create unparalleled, vast, and somehow astonishing feelings. Additionally, witnessing the great achievements and sensational performances of sports teams/athletes may induce a sense of need for accommodation. Grounded in a social functional approach to emotions, we propose that sports fans who experience awe will enhance a sense of fan identification, which in turn increase media consumption behavior for professional sports. The social functional approach notes that emotions coordinate social interactions in ways that enable the individual to form attachments, negotiate, build alliances, and collective identities—functions that induce appropriate courses of action, such as following the information of a chosen social group (Bai et al., 2017). Accordingly, we expected that sports fans with awe experience might view themselves as true sports fan, thereby exhibiting more media consumption behavior. Furthermore, following a social functional approach, we argue that, when awe is higher, the relationship between fan identification and media consumption behavior will be more prominent. This is because highly positive awe emotion might help individuals to strengthen the importance of such a role and identification as a sports fan. Consequently, they may engage in more media consumption actions.

Research design, methodology, and data analysis

Data were collected from Amazon's Mechanical Turk (MTurk) marketplace in United State. After providing consent, participants were invited to recall and write about their awe experiences. Then, participants completed a series of measures, including the modified differential emotion scale (Fredrickson, Tugade, Waugh, & Larkin, 2003), fan identification (Wann, 2002), and sports media consumption behavior (Dwyer, Slavich, & Gellock, 2018). A total of 159 sports fans who provided complete data were used for this study. The respondents contained 107 males with a mean age of 38.29 years (SD = 9.46). Hierarchical regression analyses were used to examine our hypothesis. In addition, a qualitative analysis was adopted to explore the content of awe experiences written by participants.

Results/Findings and Discussion

Supporting the proposed hypotheses, results indicate that, after controlling for other positive emotions, awe positively predicted media consumption behavior via fan identification (indirect effect = .25, 95% C.I. = .0994 to .4167). Moreover, the results suggest that awe would moderate the association between fan identification and media consumption behavior (b = .23, p < .05). Specifically, when awe is higher, those sports fans high in fan identification tend to display more media consumption behavior to follow the professional sports. In summary, our findings suggest that the self-transcendent emotion of awe not only induces a sense of fan identification but also reinforces such a role identity of sports fans in shaping more sports consumption behavior, corresponding with the notions of a social functional approach to emotions. Also, our recollection task of personal experiences in sports events supports the concept and definition of awe.

Conclusion, Contribution, and Implication

This study contributes to the sports management literature in several aspects. First, instead of adopting a hedonic perspective, our study introduces a self-transcendent emotion－awe that advances the sports consumption literature in terms of sports fan emotions. Second, by using a social functional approach, our study identifies the psychological mechanism of awe-behavior linkage and its boundary condition, which explain the emotion-related process of sports fans in professional sports events. Overall, these findings provide practical insights to sports managers in designing and promoting specific marketing strategies for potential sports consumers.

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THE RISE OF ARTIFICIAL INTELLIGENCE IN GAMIFICATION: UNDERSTANDING WHEN SKILL-BASED MATCHMAKING IS BENEFICIAL THROUGH EXPERIMENT DESIGN

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Aim and Research Questions

Challenge in gamified services, that allow consumers to compete and strive for achievement, is an important feature of gamified services that fosters gameful experience. Finding and matching the right opponents in a competition is imperative as unbalanced matches can harm consumers' gameful experience in gamified services and lead to disengagement (Horton et al., 2016). A recent development in the gamified sport and entertainment industry is the adoption of artificial intelligence (AI)-based technique, called skill-based matchmaking (SBMM) to deliver well balanced challenges (Hoppe, 2021). SBMM uses an algorithm that analyzes past performance of users and matches them with others with comparable skills. While gamified services utilizing SBMM technique offer users an engaging experience, conflicting opinions have emerged regarding utilizing this technique (Tassi, 2020). Specifically, some users think SBMM reduces the fun of engaging in the gamified service by making it more competitive while others derive fun from competition. As a result, the current research investigates '*when*' and '*why*' the AI based technique leads to consumer's motivation to re-engage with the challenge-based gamified service.

Theoretical Background and Literature Review

Existing gamification literature indicates users who experience flow in the form of gameful experience are motivated to engage with the service (Eppmann et al., 2018). A state of flow is an experience characterized by increased concentration, a distorted sense of time, and a sense of control (Csikszentmihalyi, 1990). Hence, consumers who obtain a gameful experience in the gamified service that utilizes SBMM will be motivated to re-engage with the service. Therefore, we hypothesize:

H1: Gameful experience mediates the relationship between consumers' perception of SBMM technique and their motivation to re-engage with the gamified services

The gameful experience in the gamified services that utilize SBMM technique differ based on the level of competitiveness. Specifically, when less competitive users face consistently competitive challenges, they experience anxiety, resulting in reduced gameful experience. On the contrary, hypercompetitive users will perceive AI as assisting them in offering well balanced challenges, resulting in improved gameful experience. Therefore, we hypothesize:

H2: Hypercompetitive (v/s less competitive) consumers will obtain greater (v/s lesser) gameful experience in the gamified services utilizing SBMM.

Research Design, Methodology and Data Analysis

A two-study experiment is used to test the hypotheses using fantasy sports as the research context. Study 1 was conducted to validate a twitter post AI intervention. We screened

participants to include those who frequently engage with US-based fantasy sports platforms. Participants were randomly assigned to an AI, non-AI, or no-stimuli group. Participants in the AI and non-AI groups were shown a twitter post by the fantasy sport platform informing them of the use of SBMM and random matchmaking technique for matching opponents, respectively. Random matchmaking technique was used as a control, where participants were told that the platform does not use AI to match users and instead matches users arbitrarily. The no-stimuli group was not provided any tweet so as to understand their unguided perception of matchmaking tactic used by the platform.

Study 2 divided participants in the AI and non-AI group. Before presenting the manipulated tweet, participants were asked about their level of competitive attitude using a three-items on a seven-point Likert scale. Additional measures were included to capture the six sub-dimensions of gameful experience and re-engagement motivation. Hayes-process model-8 was used to conduct a moderated mediation analysis.

Results/Findings and Discussion

US-based participants (N=90) were recruited through Prolific for Study 1. 73.3% were male and 61.1% were white/Caucasian with an average age of 35 years. Results of Study 1 indicated the twitter post intervention created different reactions among users ($p<0.05$) in the AI group (*M*=5.03, *SD*=0.24), non-AI group (*M*=3.43, *SD*=1.77), and no-stimuli group (*M*=4.27, *SD*=0.74). Specifically, participants in the AI group felt that the fantasy sports platform deliberately matches them with opponents while the participants in the non-AI group did not. Additionally, participants in the no-stimuli group indicated none of these perceptions. US-based participants (N=179) were recruited through Prolific for Study 2. 73.3% were male and 72.3% were white/Caucasian with an average age of 36 years. The level of competitive attitude between participants in AI group (*M*=3.72. *SD*=1.43) and non-AI group (*M*=3.84, *SD*=1.40) was non-significant (*p*=0.58). Further analysis supported H1 and H2. The results will be presented in the conference.

Conclusion, Contribution and Implication

This research contributes to the sport management and gamification literature on the integration of AI in gamified sport services. It examines the varying gameful experience that users obtain from AI-based matchmaking in gamified services based on their level of competitiveness. While SBMM provide favorable experiences to users, the varied behaviors of consumers based on their level of competitiveness in gamified services offer theoretical contributions to the sport management literature and provides practitioners guidelines to implement user-matchmaking techniques. While SBMM may improve engagement of certain type of consumers, the sports organizations must implement it with caution.

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GENDER DIFFERENCES IN HOUSEHOLD-ORIENTED PRIVATE PRO-ENVIRONMENTAL BEHAVIOR – EMPIRICAL EVIDENCE FROM GERMAN FOOTBALL FANS

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Aim and Research Questions

Environmental concerns about consequences of one`s own behavior and the willingness to contribute individually towards a solution for more sustainability refer to our everyday life, but also our consumption of sport activities and sport events. Besides marketing practices to strengthen the fan commitment to sport organizations and events, sport managers focus increasingly on environmental sustainability efforts to address these concerns. Hence, nuanced knowledge on the pro-environmental concerns and behavior of fans is needed to plan strategic sustainability initiatives (Casper et al., 2017). Since female fans became an important stakeholder of European football clubs within the last years, gender differences are important for targeted environmental initiatives.

While previous studies already showed that women behave significantly more pro-environmentally in their everyday life, men invest more effort in pro-environmental behaviors in public (e.g., protests). Previous research outlined gender differences by using overall indexes (e.g. Hunter et al., 2004) rather than testing particular pro-environmental activities in the private sphere. However, knowledge about private pro-environmental behavior of football fans, also by gender, has not yet been produced. Such knowledge might be relevant for football clubs to improve their ecological sustainability.

This study looks at five dimensions of pro-environmental behavior including energy, nutrition, consumption, mobility, and recycling in their everyday life. In doing so, we provide new insights on gender differences in pro-environmental behavior of football fans that sport clubs can use to learn more about their target group's behavior when designing environmental initiatives in the stadium. With this knowledge, football clubs learn how to modify their product range and sustainability goals since individuals are expected to show similar patterns of pro-environmental behavior in everyday life and in the stadium

Theoretical Background and Literature Review

According to Eagly's (1987) socialization theory, gender roles and the expected behavior of men and women within cultural norms are determined by socialization. Conversely to men, who are socialized to enforce their competitiveness and independence, women are increasingly socialized to enforce their interdependence, compassion, cooperation, and caregiving (e.g. Eagly, 1987). Following Schwartz's (1968) norm activation model, the awareness of harmful consequences of one's own actions increases the likelihood for more helping behavior. As women are found to have a higher awareness of potential harmful environmental consequences of their behavior (Zelezny et al., 2000), we assume that women are more likely to perform pro-environmental behavior in these five dimensions than men.

Research Design, Methodology and Data Analysis

In cooperation with a German professional football club and by using an online survey, quantitative data were collected from August to October 2021 (n=1,598). The survey exploited the importance of ecological sustainability for fans of a first division Bundesliga club. The link to the online survey was distributed via social media and through university channels. The survey included two scales for environmental consciousness and pro-environmental behavior where respondents were asked to state their agreement on a five-point scale. After descriptive analysis, significant differences between the male and female subsamples of football fans are exploited using t-tests. Linear regressions are estimated to identify possible gender differences in environmental consciousness and private pro-environmental behavior in five different dimensions. The linear regressions control for age, education, occupation, income, migration background, disability, interest in the football club, and frequency of attending football games at the home stadium.

Results and Discussion

The dataset contains 25.3 percent female respondents. Linear regressions show that women score significantly higher on environmental consciousness. Furthermore, they demonstrate significantly higher energy-saving, recycling, and pro-environmental consumption behavior than men. However, environmentally conscious women fans do not behave significantly different than environmentally conscious men fans. Overall, being female is negatively associated with pro-environmental nutrition, but women with a high level of environmental consciousness score significantly higher on pro-environmental nutrition than men fans.

Conclusion, Contribution and Implication

Assuming that pro-environmental behavior in everyday life spills over to many areas of life (Margetts & Kashima, 2017), football fans might behave similarly in the stadium. To avoid costly sustainability initiatives that might not be effective, this study provides empirical evidence that implies practical directions in terms of how men and women football fans might differ in their level of environmental consciousness and pro-environmental behavior. The findings support the relevance of a nuanced analysis, so that football clubs learn that sustainability goals targeting recycling, energy-saving, and pro-environmental consumption are more important for women than for men fans and that women might show significantly more pro-environmental behavior at the stadium than men fans. Further, women only adjust their nutrition behavior in a pro-environmental way if they have a high level of environmental consciousness. Hence, the provision of organic, vegetarian, and vegan food at football matches is particularly attractive for environmentally conscious women fans. These new insights might help football clubs to attract more women fans to attend matches at the stadium.

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EXPLORING THE SPORT GAMBLER: AN EXAMINATION OF BEHAVIORAL TENDENCIES, INFORMATION VALUATION, AND GAMBLING BEHAVIOR

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There has been exponential growth in legalized sport gambling across the globe. Over the next five years, the market is projected to grow by US$144 Billion. Online sport gambling is most prevalent in Europe, and there have been significant signs of growth in Asia and Latin America as well ("The Rise", 2021). Within the United States, the 2018 U.S. Supreme Court ruling allowed states to legalize the activity. This change in the landscape of sport gambling in the U.S has resulted in considerable increases in betting activity. For example, 45.2 million people bet on National Football League (NFL) games in 2021, a 36% increase from 2020. The research in this area is still in its infancy with recent investigations focusing on the relationship between fantasy sport and gambling behavior (Dwyer et al., 2019), and consumer reaction to regulation (Shapiro et al., 2020). However, research on the consumer response to the evolving landscape is limited. Three areas that warrant further attention in the sport gambling literature are behavioral tendencies, information valuation, and perceptions of knowledge related to a given sport, league, or team. In the current study, behavioral tendencies were conceptualized through confirmation bias and illusion of control (IOC). Confirmation bias, or seeking information that is congruent with existing beliefs, has been examined within the context of consumer behavior. This phenomenon has considerable implications within the context of sport gambling due to fans' strong psychological connection to teams and players. Yet, the research linking confirmation bias to sport gambling behavior is limited. Additionally, IOC represents a belief in superstitious behaviors or systems that are believed to influence gaming outcomes. IOC has been examined within general gambling and sport gambling (Dwyer et al., 2019), but its role in understanding the gambler as a sport consumer is also limited. Finally, the role of information valuation and perception of knowledge have been shown to influence the sport consumer, but the connection between these constructs and behavioral tendencies of the sport gambler is underdeveloped. Therefore, the purpose of this study was to examine the relationship between behavioral tendencies, information valuation, perceptions of knowledge, and sport gambling behavior. Theoretically, bettors are influenced by several internal and external forces including bias, game knowledge, and favorite team performance (Mowen et al., 2009). In this case, it was hypothesized gamblers would differ in betting behavior based on confirmation bias, information platform, IOC, and perceived team knowledge.

A sample of 1,585 bettors and non-betting sport consumers from the U.S. were solicited via Qualtrics Panel Services (Bettors: $N = 1094$, Non-bettors: $N = 491$). Participants ranged in age from 18-84, were mostly Caucasian males (85.1% and 81%, respectively), and had an average annual household income greater than $75.000. Confirmation bias was measured using Rassin's (2008) Confirmation Inventory. IOC was measured using a 13-item IOC instrument developed by Ejova et al. (2010). Sources of gambling information (6 items) and perceived team knowledge (1 item) were developed specifically for this investigation.

A two-way between subjects ANOVA was developed to examine differences in confirmation bias based on gambling participation and sport content platform. Gambling participation was significant $F(1, 1584) = 5.26$, $p = .022$, $\eta^2 = .003$. Those who participated in gambling had higher confirmation bias scores ($M = 4.61$, $SD = .773$) than those who did not ($M = 4.49$, $SD = .804$). Sport content platform was also significant $F(3, 1582) = 4.13$, $p = .006$, $\eta^2 = .008$. Those who primarily visited official league websites had the highest confirmation bias scores ($M = 4.75$, $SD = .825$) compared to general outlets, favorite team outlets, and unofficial outlets. Two multiple regression models were also developed to assess the influence of behavioral tendencies and information valuation on perceived team knowledge and gambling behavior for sport gamblers. The perceived team knowledge regression was significant $F(3, 1091) = 109.27$, $p < .001$, $R^2 = .231$. IOC ($p = .029$) and gambling sources ($p < .001$) positively influenced perceived team knowledge. The gambling behavior regression was also significant $F(3, 1091) = 90.81$, $p < .001$, $R^2 = .250$. IOC ($p < .001$), gambling sources ($p < .001$) and perceived team knowledge ($p < .001$) positively influenced gambling behavior. The results of this study highlight the value of understanding how sport gambling influences preferences for sport consumers, including behavioral preferences and information processing. Sport gamblers are prone to confirmation bias when searching for team information compared to non-gamblers. However, confirmation bias did not influence the amount of gambling consumption. Sources of information and IOC appear to play a larger role in these preferences. With the proliferation of sport gambling across the globe, it will be important to extend this research to understand the relationship between sport consumption and sport gamblers across Europe, Asia, and Latin America.

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THE IMPACT OF ENVIRONMENTAL SUSTAINABILITY ON GERMAN RUNNERS' WILLINGNESS TO PAY FOR SPORTS APPAREL

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Aim and Research Questions

In recent years, research concerning environmental sustainability (ES) in sports has emerged and gained some attention in the academic environment (Sartore-Baldwin & McCullough, 2018). Political actors have also recognised the importance of the relation between ES and sport. The United Nations' Agenda 2030, for instance, elaborates on sports' importance for implementing and furthering ES (Nations General Assembly, 2015).

One area of sport that needs to be seriously considered in this regard, is the sports apparel industry. Overall, the apparel industry is responsible for about 20% of global clean water pollution, generates enormous amounts of waste, and produces more greenhouse gas emissions than maritime shipping and all international flights combined (European Parliament, 2021). These characteristics result in a high relevance of this industry for reaching holistic sustainability goals in the future and make the sports apparel industry a very worthy research field in terms of ES.

However, while research on ES in sports is still rather scarce (Könecke, 2020), it is almost non-existent regarding sportswear. To shed some light on this gap in research, this presentation aims at analysing the effect of sustainability on the purchase intentions of German runners when buying sports apparel. Furthermore, it provides insights into the economic impact of implementing sustainability in the sports apparel industry.

To reach these aims, the presentation answers the following research question: How does ES affect the purchase decision of German runners when buying sports apparel? This is done based on a representative panel survey among German runners using conjoint analysis.

Theoretical Background and Literature Review

Within the sports apparel industry, the results of a study regarding the brand Patagonia indicated a substantial price premium for organic cotton sports apparel (Casadesus-Masanell et al., 2009). This has been the only study on the relevance of ES for the buying decision for sports apparel so far, which underscores the considerable relevance of further research in this regard.

As a theoretical background for further interpretation of the results of the empirical analysis, the model of product bundling is chosen (Leal-Arcas, 2017) to understand the effect of bundling a private good with a public good on the willingness to pay (WTP) of customers.

Research Design, Methodology, and Data Analysis

A survey was conducted among German runners in collaboration with a panel provider between 07/07 and 22/07/2021. The questionnaire consisted of various single- and multiple-choice questions and a choice-based conjoint design (CBC) with 16 sets of product concepts that also included "none" as an option. The reference product in the CBC was a short-sleeved functional T-shirt because it is easily comparable regarding the product features and certainly known to all active runners.

After initial screening, 1,000 data sets were included for further analysis. To be considered, the respondents must run at least once per month. A check of the descriptive statistics showed that good representativeness of the sample was given due to its nearly even distribution between males and females, age and education. Most of the respondents know the term "sustainability" and its meaning and around 46% pay attention to sustainability when buying sportswear. In the analysis, the average utilities were calculated, and the choice-based conjoint analysis was used to determine the consumers' WTP for different levels of ES and other factors when buying functional T-shirts.

Results and Discussion

The results indicate an almost linear increase in WTP for higher levels of ES when buying the reference products. The same tendency can be recognized among the average utilities. Another compelling finding is that the WTP for social sustainability increases almost simultaneously.

Taking the model of product bundling into consideration, the results allow the conclusion that product bundling of private and public goods can be financially beneficial in a sports context. However, the value action gap between environmental values and behaviour needs to be considered when interpreting the results. Even though the CBC limits this phenomenon by surveying indirectly, limitations of the CBC and WTP are discussed in the presentation.

Conclusion, Contribution, and Implication

In conclusion, the average utilities show that a product with a high percentage of ecological sustainability is preferred by the respondents. Furthermore, the results of the WTP analysis underscore that German runners are willing to pay an almost linear price premium for environmentally and socially sustainable sportswear.

This presentation contributes to the state of research by providing an academic basis as to whether a higher prioritisation of sustainability can be economically viable for companies in the sports apparel sector. In addition, the results help to understand the relevance of ES for the preference generation of consumers in this market. Apart from their academic importance, the insights gained in this study have high practical relevance and yield important managerial implications not only for sports fashion businesses but also for other industries. These will be discussed in the presentation.

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VALUE COMPONENTS IN EQUESTRIAN SELF-ORGANIZATION

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Aim

Autonomy is recently increasing in sport and recreative activities and a mismatch between the service offer and the consumer demand is often observed. Consequently, understanding the values that is experienced when practicing an activity would allow a better services' design. In this context, this study aims to analyse which value components influence the choices of self-organization of equestrian consumers.

Theoretical Background

Using consumer behaviour approach, this paper studies on the organizational principle of self-organization and the motivations to be autonomous. The main idea of self-organization is to not delegate to someone else what you can do yourself. In the *self* literature, self-efficacy is fundamental as it increases people's ability to choose more challenging tasks. Self-efficacy measures perceived competence but also includes awareness of the possible error's risk. However, self-organization and more generally consumers' participation to the production process depends on the experiential value created. The value created by the consumer experience differs according to the situation and it includes several components (Aurier et al., 2004). In their netnography, Medberg and Heinonen (2014) add the heritage value that also influences the customers' relationship with the services and is defined as "the history of bank relationships initiated by parents or relatives of the customer". However, this paper introduces a new value, which is the transmission value defined as the transmission of a know-how subject to transformation.

In sport, creativity and innovation lead to autonomous practices as professional structures have too constraining frame to offer diversified experiences (Galewicz, 2017; Riffaud, 2018). Self-organized equestrian users may be motivated by increased satisfaction or experiential stimuli. They are passionate about their activity, wish to exchange with others who share the same goals and values, have a wider social network, or pass on their passion to their relatives. Despite the many similarities between the different recreational practices, equestrian self-organization activities have the specificities to represent a way of life and to be expensive (practice and caring for the horse). Thus, the influence of purchasing power and economic value could be important. Moreover, this research considers the ethical value component related to the animal's welfare that depends on how equines are housed.

Methodology

First, we conducted a qualitative exploratory study based on semi-structured interviews with 30 self-organized equestrians in various areas in France. Based on these results and the literature review, we realized an online quantitative survey in France among 660 respondents via social networks. The survey uses literature scales to measure constructs of general self-efficacy, purchasing power concern, overall value (Aurier et al., 2004), economic value

(Mathwick et al., 2001) and discovery of new experiences (Rousseau et al., 2002). New value components (transmission value, error risks and ethical value) are measured using items adapted from the literature or created from the interviews. All these scales were confirmed by exploratory and confirmatory factor analysis using R software. Lavaan package is used for the SEM.

Results

The respondents are between 15 and 78 years old,with various socio-economic status, and the average self-organization time is 8 years.

The overall model verifies goodness of fit robust indices ((CFI=0.964; RMSEA=0.029; GFI=0,957) and explains better the overall value (R²= 42%). The discriminant validity for construct of self-efficacity, transmission value, purchasing power and error risks are also validated. However, the convergent validity and reliability for the other constructs are slightly below the standard (AVE< 0,5 and α < 0,7). The results highlight that preoccupation for purchasing power, self-efficacy and discovery influence significantly different dimensions of the value and the overall value. Concerning the effect of value components, only ethical value influences positively and significantly the overall value, whereas the effect of other value dimensions on overall value is not significant, even if close to significance.

This research brings an original focus on the transmission value. The literature showed the influence of a heritage value considered as inherited from entourage (Medberg & Heinonen, 2014), whereas in this study it reflects the idea of a transmission to relatives.

Conclusion

Even if this model seems promising, some limitations persist in this study, as the low reliability of some constructs. The number of individuals in the sample, although sufficient for this type of modelling, could be increased. Reworking the scales and increasing the number of individuals in the sample are perspective avenues.

To conclude, this paper adds transmission value to the literature on autonomy in sport and shows the determining influence of ethical value for self-organised equestrians. This shows the need to keep an open mind about new practices and research on animal welfare. In the equestrian field, the search for autonomy learning instead of dependence should be reinforced in the apprenticeship, as well as learning about the care of horses. The equestrian services offered in the professional structures would then serve as a support or relay by offering a network and adapted advice for self-organized people.

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CAN A MODIFIED SPORT DRIVE THE CONSUMPTION OF ITS PARENT SPORT? INSIGHTS FROM SEVENS FOOTBALL IN KERALA, INDIA

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Aim and Research Questions

As a country of 1.3 billion people, India has a significant role to play in growing football's global appeal. However, in terms of stadia attendance and media consumption, the sport still lags well behind cricket in the country (Statista, 2020). Against this backdrop, the popularity of football in Kerala – one of India's southern states – warrants special attention as it exhibits far greater interest than other parts of India. Although the Kerala Football Association (KFA) and All India Football Federation (AIFF) do not recognise it, people follow a local version of the game known as "Sevens". Consequently, the current project uses sevens football to explore *how identification with a modified game format (the sevens) is related to support of other teams in the parent format (the Indian Super League team Kerala Blasters FC in this case).*
RQ1: Why do fans identify with a team in the sevens and Kerala Blasters FC?
RQ2: How is fans' identification with their team in the sevens and Kerala Blasters related?

Theoretical Background and Literature Review

To explore our research questions, we draw from the social identity approach which combines social identity and self-categorization theories. There is widespread evidence showing that fans form meaningful identities with sporting teams due to, for example, success, identification with a sport, or community (Lock et al., 2011). However, little is known about why people simultaneously identify with different forms of the same sport and how consumption of different sports, format, or teams are related. Specifically, while the player and organisational sides of modified sports have been studied, not much attention has been shed on the fandom of these sports and how this has contributed to the parent sports. McDonald et al. (2010) found that interest in overseas competitions was a significant antecedent to A-League consumption in Australia. More recently, Brown et al. (2018) found that fandom of eSports had a positive relationship with traditional forms of sport consumption. Furthermore, individuals can form meaningful and interrelated attachments with teams, leagues, and sports (Kunkel et al., 2017). Knowledge about related identities is key for marketers, because when fans identify with a sport entity, they are more likely to attend games, pay more for tickets and merchandise, and exhibit long-term loyalty. Therefore, we aim to exploit a gap in knowledge about (i) identification with modified game formats, and (ii) the ways in which this relates to other forms of consumption.

Research Design, Methodology and Data Analysis

Due to the scarcity of existing research on the relationship between fandom of modified sports and parent sports, we will use an exploratory and inductive research design. The research is currently in progress and we will present data analysis at the conference. We plan to conduct in-depth interviews (*N*~10) with fans of the Kerala 7's *and* Kerala Blasters FC to explore our research questions. To recruit participants, we will contact members of the official fan

community of the Indian Super League (ISL) team Kerala Blasters FC-'Manjappada'. Following verbatim transcription of all interviews, we will apply the method of thematic analysis to the data (Braun & Clarke, 2006). For this, we plan to execute a coding process to identify the semantic and latent levels of meanings that the fans derive from their interactions with football. We then shift the codes to themes based on the areas of similarity or 'patterned responses' (Braun & Clarke, 2006). We will define these themes against our study objectives and support our interpretations using anecdotes on identification with the sport in general and sevens in particular, and transfer of this identification between the two formats and/or the teams in both.

Expected Findings

In relation to RQ1, we expect to discover intersections between identification with local communities that drive and nourish identification with a sevens team, and more abstract bonds with the sport of football that lead to attachment with Kerala Blasters. For RQ2, we plan to present insights about how supporters of the sevens and Kerala Blasters understand their self-concept at different levels. For example, as a supporter of football in India, the Blasters in the ISL, a team in the sevens and how these different group memberships relate to, and potentially nourish, one another.

Conclusion, Contribution and Implication

This project will make one contextual and two theoretical contributions. Contextually, we will provide novel insights about supporters' social identification with different forms of football in India – a national situation that is presently under researched. Theoretically, by looking at why people identify with sporting properties within the same sport, we will move beyond prior work that has concentrated on identification with individual teams. Finally, we will contribute to the scarce research on modified sporting formats, by exploring how identification with different forms of the same sport are related culturally and socially in supporters' self-concept.

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INCREASING THE WILLINGNESS TO STAY - A NOVEL COMPREHENSIVE MEMBER SATISFACTION INDEX (MSI) MODEL TESTED IN A LEADING GERMAN TENNIS CLUB

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Aim and Research Questions

This study explores the key drivers of member satisfaction in sports clubs via a novel second-order member satisfaction index (MSI) model and furthermore, tests the relationship between overall satisfaction and behavioral intentions (willingness to stay; WTS) with consideration of the mediating effect of identification with the club. The study measures service quality via a formative measurement model which is why PLS-SEM is considered the primary approach and what has not been presented in sport management before. The study proposes five research questions

RQ1: What are the relevant indicators of each of the service quality dimensions in tennis clubs?

RQ2: How does each of these indicators perform and how are their total effects on overall satisfaction?

RQ3: Which of the dimensions of service quality and value are predictors of member satisfaction in tennis clubs?

RQ4: Does member satisfaction influence the willingness to stay (WTS) of the club members?

RQ5: Does identification with the club mediate the relationship of member satisfaction and WTS?

Theoretical Background and Literature Review

Conceptualizing service quality, we follow the framework of Howat and Assaker (2013), and examine general facilities and core services (tennis courts outdoor), and as secondary services club restaurant, club office and club magazine which also include evaluations of staff quality. The main adjustment is the inclusion of club atmosphere as an "aesthetic quality" dimension (Biscaia et al., 2021, p. 1) reflecting interaction between sports club members and their emotional bond among themselves and the club. Similar to García-Fernández et al. (2020) in addition to service quality, we also included value, in form of the price/quality ratio of the membership fee conceptualized as "services deserve what they cost" (p. 213). Following on from the research of Bodet and Bernache-Assollant (2011) who demonstrated the mediating role of team identification in spectator sports between satisfaction and loyalty, we examine whether identification with the club also influences sports club members' loyalty, i.e., their WTS, as the boundary between spectators and members blurs in leading tennis clubs with teams that play in leagues.

Research Design/Methodology and Data Analysis

This study uses variance-based partial least squares structural equation modeling (PLS-SEM) to estimate the MSI model, which was tested in a leading tennis club in Germany (n = 185; N = 491). Data analysis followed Hair et al. (2022). To identify the antecedents of full-membership member satisfaction as service quality dimensions and its indicators in tennis clubs, we reviewed about 40 previous studies on service quality and satisfaction in participant sports, conducted semi structured interviews with 12 club members and pre-tested the survey.

Results/Findings and Discussion

The results reveal that club atmosphere, club facilities, and the price/quality ratio of the membership fee are the most important drivers of member satisfaction in tennis clubs. Member satisfaction has a large influence on the WTS of tennis club members. Identification with the club, when included as a mediator in the model, is a complementary partial mediator and increases the variance explained in WTS considerably. The R^2 values of member satisfaction (0.509) and WTS (0.680) are significant ($p < 0.01$), and the predictive power of the model is shown by Q^2 predicted values above zero and PLS-SEM values of root mean square error (RMSE) for all indicators that are below those of the linear model.

Conclusion, Contribution and Implication

The current study contributes to the literature by investigating service quality, value, satisfaction and WTS in one comprehensive model: the member satisfaction index (MSI) model. The MSI model offers sports club, and more specific tennis club managers, valuable insights into ways to improve member satisfaction and WTS. Thereby, the study offers five major contributions. We firstly revealed indicators of aspects of service quality in tennis clubs and showed how they contribute to the satisfaction with each of the service quality dimensions. Second, we showed the performance and the total effects of each of the significant indicators on member satisfaction and discussed these findings in an importance performance map analysis (IPMA). Third, using the MSI model, we outlined an approach to measuring member satisfaction in tennis clubs including the provision of performance values based on antecedents of service quality and value, conceptualized in terms of their influenceability by club management. Forth, since, as member retention is one of the main issues of sports clubs, we substantiated evidence of the strong influence of membership satisfaction on WTS. Fifth, we extended our model by including the mediating effect of identification with the club on the relationship between member satisfaction and WTS to identify further positive management opportunities on WTS. In this way we showed that findings of previous research on the relationship between fan identification and increasing loyalty are transferable to sports club members. The MSI model was applied here to tennis clubs but is also suitable for application to other sports clubs.

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EXAMINING THE RELATIONSHIP BETWEEN CONSTRAINTS AND FACILITATORS IN SKIING PARTICIPATION AMONG CANADIAN CONSUMERS

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Theoretical Background and Literature Review

Downhill skiing participation rates in Canada have declined from 14% in 1992 to 7% in 2015 (Statistics Canada, 2013). Although climate change had a significant impact on ski participation due to shorter snow seasons, finding ways to counteract this decline is necessary to avoid further negative effects on the economic sustainability of the ski industry (Gilaberte-Búrdalo et al., 2014). Moreover, although many models have been created and investigated to help understand sports participation (e.g., sociological and psychological factors), to date, scant few studies have examined the relationship among facilitators, constraints, and sports participation (with the notable exceptions of Alexandris et al., 2008). Besides, these models highly focus on external and situational factors or are simply grounded in psychological theory but are not helpful in a comprehensive understanding of sports consumer behaviour. Shank and Lyberger's (2015) model has a myriad of other factors that could also affect skiing participation. The decision-making process, at the center of this consumption behaviour model, is influenced by three components: (1) internal or psychological factors; (2) external or sociological factors; and (3) situational factors. Past research noted that non-users represent a major marketing opportunity for ski organizations but that more effort would be needed to convince non-skiers to hit the slopes (Hudson & Gilbert, 2000).

Aim and Research Questions

This study investigated the relationships between constraints and facilitators in skiing participation among Canadian consumers and considered Shank and Lyberger's (2015) sports consumption model. This study also utilized a market segment approach (e.g., non-, low-, and high-frequency skiers) to further understand ski behaviour and developed a framework to explain the negotiation process by incorporating constraints and facilitators (Lyu & Oh, 2014).

Research Design, Methodology and Data Analysis

In this study, a survey was created (29 items) to test the model and examine how people make decisions regarding ski behaviour. The survey items used a Likert scale approach (1= strongly disagree to 7=strongly agree) and open-ended questions (e.g., why you do not participate or will participate in downhill skiing incoming winter season?) were also asked to obtain a better understanding of the constraints and facilitators. The survey consisted of four sections: (1) skiing participation behaviour (4 items), (2) constraints (12 items, including internal and external factors), (3) facilitators (7 items, including internal and external factors), (4) demographics (6 items). A research ethics board approved the study. The data collection period began from November 1st 2021 to February 1st 2022. The participants were over 18 years of age in Vancouver (Canada) from the public sample of 432 participants. Qualtrics, an online platform was used for recruitment. Descriptive assessments, confirmatory factor

analysis (CFA), internal consistency analysis, and multiple regression analysis were calculated by SPSS 24.

Results/Findings and Discussion

For the ski profile of the study participants, 32.2% were non-skiers (n=139; i.e., who never skied before), 35% were current low-frequency skiers (n= 151; i.e., who skied less than 2 times per season), 32.9% were current high-frequency skiers (n= 142; i.e., who skied more than 3 times per season). 48.1% were female (n = 208) and 51.9% were male (n = 224), the majority were full time employed participants (n=290; 67.1%). A Principal Components Analysis was run on the items pertaining to constraints and facilitators of downhill skiing that had demonstrated sufficient reliability in prior research. As expected, the scales demonstrated a high level of internal consistency (constraints alpha = .94; facilitators alpha = .92). Among non-skiers, I (still) do not know how to participate in skiing *(M=5.09; SD= 1.582)* and skiing is too expensive *(M=5.04, SD=1.375)* were the most important predictions. For high-frequency skiers, downhill skiing is fun *(M=5.89, SD=1.046)*, downhill skiing is exciting *(M=5.75, SD=0.991)*, and downhill skiing releases tension *(M=5.53, SD=1.165)* are the main facilitators. The multiple regression model significantly predicted ski behavior, *$F_{(2, 429)}=126.92$, p < .001, R^2 = .37*. Constraints (β = -.317, p < .001) and facilitators (β = .322, p < .001) as expected, significantly predicted behaviour.

Conclusion, Contribution, and Implication

The findings of this study are generally consistent with Shank and Lyberger's model and support previous research and demonstrated that the constraints (internal and external factors) and facilitators (internal and external factors) are important predictors of ski frequency. Moreover, findings denoted nuance between consumers' perspectives on constraints and facilitators based on which market segment they are a part of. The results also provided evidence of the negative and significant relationship between constraints and facilitators. Results illuminate those facilitators can increase participation frequency. Past literature on ski participation is predominantly grounded in internal psychological constraints whereas, this study provides evidence of the external constraints (e.g., financial factors) important for the non-skier group in particular. From a practical standpoint, segmenting different groups (e.g., non-skiers, low-frequency skiers, and high-frequency skiers) gives the opportunity to predict the ski consumer behaviour more effectively.

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THE EFFECT OF SYMBOLIC AND FUNCTIONAL BRAND FIT ON CONSUMER BEHAVIOR IN CO-BRANDED ECO-FRIENDLY SPORTSWEAR PRODUCTS

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Aim and Research Questions

The primary aim of this research is to investigate the effect of brand fit (functional fit and symbolic fit) on consumers' purchase intentions and willingness to pay in a co-branded eco-friendly sportswear products context. The present research will examine the following research questions: (a) Does functional fit or symbolic fit influence consumers when purchasing co-branded products that contain eco-friendly features? (b) How does the perceived symbolic and functional fit between the focal sportswear brand and partner brand differentially influence the consumer behaviors of the co-branding partnership?

Theoretical background and Literature review

There have been drastic changes in consumption patterns that moved from functional consumption to value-driven consumption which weighs symbolic and intrinsic meanings that go beyond the tangible features of products. With these changes in consumer values, the eco-friendly trend is one of the fastest-growing trends and has gained a significant increase in awareness among global consumers (Amed & Berg, 2020). As sports have been widely used as an effective means of conveying social values, sportswear brands are also showing initiatives by embracing this eco-friendly trend. They are responding to the demands of consumers who are striving for meaningful behavior from this eco-friendly trend by utilizing a co-branding strategy in their business practices. This strategy has enabled sportswear brands to reap the benefits of brand equity enhancement and positive image transfer from their partner brands. Meanwhile, previous studies have suggested brand fit as an important factor influencing the success of co-branding strategies (Monga & Lau-Gesk, 2007; Simonin & Ruth, 1998).

Although past studies have primarily focused on a unidimensional conceptualization of brand fit that emphasizes functional fit, recent co-branding literature has revealed that brand fit can be divided into the two dimensions of functional fit and symbolic fit. Functional fit refers to the extent to which product attributes of each partner brand are similar, while symbolic fit accounts for associations of similarity between the two brands' personality, image, and concept (Monga & Lau-Gesk, 2007; Simonin & Ruth, 1998). Previous studies suggested that brands have to put greater importance on the functional fit to achieve positive image transfer (Aaker & Keller, 1990; Park & Milberg, 1991). However, several findings show that symbolic fit should also be equally considered for consumers. Ahn and Sung (2011) argued that symbolic fit was regarded as a more important factor than functional fit when consumers evaluated co-branding partnerships. Upon this background, considering the characteristic of eco-friendly trends, there is a need to simultaneously investigate the influence of symbolic

and functional fit on the purchase intentions of co-branded eco-friendly sportswear products to shed light upon their possible differential influences.

Methodology

The current research will conduct the quasi-experimental study using a series of 2 (Functional Fit: Low and High) x 2 (Symbolic Fit: Low and High) mixed experimental designs to examine the effect of the brand fit on consumer behavior (Purchase Intention and Willingness to Pay) in co-branded eco-friendly sportswear products. Functional fit and symbolic fit will be manipulated by creating stimuli through a pilot study. A total of 400 sportswear consumers who had an experience purchasing co-branded products will be recruited as participants for the main study where an online survey will be used for data collection. Participants will be randomly assigned to one of the four stimulus conditions. The SPSS statistical package will be used to conduct a two-way MANOVA (multivariate analysis of variance) with collected data.

Results / Findings and Discussion

(1) Consumers will display differential consumer behaviors for types of the brand fits in co-branded product consumption depending on their functional and symbolic level.
(2) The level of symbolic fit (high and low) will moderate the effects of functional fit level on consumer behaviors. In the low level of symbolic fit, purchase intention and willingness to pay will be higher when the functional fit is high than when it's low. On the other hand, in the high level of symbolic fit, results are expected to be different from the low level of symbolic fit level due to the distinctive characteristics of eco-friendly products.

Conclusion and Implications

This study will highlight the importance of considering symbolic fit in conjunction with a functional fit in co-branding and particularly when considering eco-friendly sportswear products context. As both sports and eco-friendly trends have commonly shared values concerning the welfare of all humans and nature, this research will take an eco-friendly co-branding context into account to understand the purchasing behavior of eco-friendly sportswear products. In terms of theoretical contribution, this research will provide insights for scholars to consider symbolic fit as an important dimension of brand fit that can potentially have a more substantial influence on consumer behavior than does functional fit. Practically, the current study's results are expected to assist sportswear brands in making better-informed choices when considering their potential co-branding partners.

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WOMEN'S FOOTBALL FANDOM IN IRELAND: AN ETHNOGRAPHIC STUDY

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Aim

The main objective of this research is to identify the factors shaping contemporary women's football (WF) fandom in Ireland. This study, which is the first phase of a research project that explores the role of fan engagement (FE) in developing WF in Ireland, seeks to answer the following questions: what are the main factors shaping contemporary WF in Ireland? What are the most common challenges experienced by WF fans in Ireland? How are fandom and FE concepts perceived by different stakeholders of WF in Ireland?

Literature Review

Women's football is growing; from grassroots development and number of academies to game coverage and stadium attendance. Although this has not been a "stable linear upward trend", it has grown considerably (Pappalardo et al., 2021). However, one of the key elements to sustainable growth is effectively engaging fans, improving their experience, and increasing the fan base. Developing FE in WF without understanding fandom culture and the factors shaping it as well as fans' perceptions, expectations and behaviours is an impossible task.
In the fandom literature, the empirical evidence on women's sports fandom is scarce. Being a sports fan is just as important for women as it is for men, playing a key role in the construction of their social identities and sense of self (Pope, 2017), however, women appear to define fandom with different characteristics as those typically associated with men. They are aware of how they are understood, treated and valued differently, which affects their willingness in displaying conventionally feminine traits while engaging with sports (Sandvoss & Ball, 2018). In Ireland, similar to many other countries, despite the social, cultural and even symbolic importance of sports, the study of it has been a "male preserve" leading to marginalisation of women's sports.
There are many factors shaping contemporary WF fandom that are overlooked, including different perceptions and expectations of fans and various stakeholders, and their experiences that impact FE. Moreover, little is known about fan experiences in WF fandom. All these gaps highlight why identifying factors shaping WF fandom is important in order to reshape perceptions and achieve greater recognition in women's sport (Crawford, 2004). A better understanding of WF fandom serves to meaningfully engage fans, ultimately utilising fandom to the benefit of the sport and its stakeholders to develop social and commercial opportunities (Maderer et al., 2018).

Method

This ongoing ethnographic research identifies the factors shaping contemporary WF fandom in Ireland, and the issues and challenges of the game in the country. They will be identified by incorporating the findings obtained from 35 semi-structured in-depth interviews with football fans and other stakeholders of WF in Ireland, including Football Association of Ireland and clubs' administrative managers, players and coaches, media and sports journalists. The interview guide includes three main sections, namely background of the participant and their

relationship history with football, issues related to WF fandom, such as challenges they (the participant) and WF itself experience, and the way every participant perceives FE. The findings will be merged with participant observations at local and international games. Taking the popularity of football in Irish culture into account, and considering that WF in Ireland is on the rise but not professionalised yet, that makes it similar to many countries, it provides a good methodological context for an ethnographic exploration of issues and challenges in WF.

Findings

A summary of the process and findings will be presented at the conference, as the data collection and, hence, analysis are still ongoing. However, based on the interviewees' responses and observations, the following findings will be discussed:

1. The most common challenges in WF according to fans are lack of visibility, insufficient promotion, and lack of attention paid to the game by decision makers and organisers. On the other hand, limited resources (human and financial) and stadium attendance are believed to be the main challenges of WF by the officials.

2. While the stadium culture in women's games is generally family-oriented, the stadia and FE strategies and practices are not family-oriented.

3. Although participants support the idea of professionalisation of WF, there is a tension between different stakeholders in terms of how and to what extent the game should grow with regards professionalism and commercialisation.

Contribution and Implication

The findings will contribute to the women's sport and fandom literature, as there is no similar research on WF that show the factors shaping WF fandom to enable us to assess the current reality and the way forward. This research will also shed light to better understand WF fans and its other stakeholders, and provide opportunity for more and effective engagement. In addition, the findings will contribute to a small literature on commercialisation and professionalisation of women's sports. The results could influence public and policymaking debates on women's sport fandom in Ireland and beyond.

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HOW COMMUNITY SPORTS CLUBS NAVIGATE THROUGH CHALLENGING TIMES

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Aim and research questions

The aim of this study is to shed light on the current situation of community sports clubs in Tyrol from two different angles: the perspective of both, voluntary sports club officials and sports club members. Research questions target how board and club members experience the ongoing pandemic situation, how sports clubs deal with changes in turbulent times and which potential opportunities for nonprofit sports clubs arise from the current situation for future action.

Theoretical background and literature review

The recruiting and retaining of voluntary board members and young sportspeople as well as the number of rules, regulations and provisions can be identified as current challenges in community sports clubs (Barth, M; Stura, C; Schnitzer, M, 2022). Like other organizations also sports clubs had to deal with emerging regulations of the worldwide COVID-19 pandemic (Grix et al., 2021). Restrictions like social distancing and lockdowns forced amateur sports organizations to shut their doors, cancel offers for members and stop sports activities and social gatherings for an initially indefinite period of time. Consequently, nonprofit sports clubs run the risk of ever-increasing challenges in terms of the retainment and recruitment of members and volunteers leading to a tense financial situation (Feiler, S; Breuer, C, 2021). As a central pillar of society, sports clubs now have to take action to recover, rebuild and transform to maintain and even expand sports participation (Doherty, A; Millar, P; Misener, K, 2022).

Research design, methodology and data analysis

The importance of volunteer officials for organized sports is repeatedly emphasized. Therefore, it is relevant to know who these officials are and what current problems they perceive. The results should help to grasp the actual situation of sports officials' activities. In addition to this view on current challenges, the sports officials are also asked for their estimation of the development of the organized sport in Tyrol in regard to the pandemic situation. In keeping with the subject matter, the approach to data collection here was more open and less structured, in order to identify central themes. In the first step, data collection was done via an online questionnaire (n=422). In the second step, results were reflected in focus groups with experts (n=24). In addition to the possibility of communicative validation, the results available at this time can thus be complemented and expanded, allowing us to draw a more reliable and comprehensive picture of the current situation of community sports clubs. Furthermore, these experts were selected in close cooperation with the four Tyrolean sports umbrella organizations. Building on these key constructs identified by officials, a member survey is planned for fall 2022 focusing on their perception of sports clubs' resilience. As a basis for the member survey, an online pilot study (n=152) was conducted in June 2022 to give initial insights into the resilience of sports clubs.

Results and discussion

The results of the sports officials' and club members' surveys are based on an internal study that has not yet been published. Since statistical analyses are not yet available, this abstract presents initial results descriptively and briefly. Considering current challenges in sports clubs particularly the recruiting and retaining of voluntary staff and young members, the risk of liability and regulations as well as insurance and legislative topics were stated as serious problems in the field of voluntary work within the sports officials' surveys. Members indicated that clubs have the capability to cope with the impact of unexpected incidents, restore services quickly and continue to deliver their services during unexpected events. Moreover, club culture is designed to foster a sense of community among members and the relationship between members and the club board was also perceived as being good. In contrast, clubs seem to struggle when it comes to multiple sources of financing or the pursuit of a robust strategic growth model. Based on the initial results, it can be assumed that the organization and ongoing operation of clubs will change due to the pandemic situation. The specific problems and potential solutions of the ongoing pilot project focusing on the perspectives of sports club members will be put into the context of the overall research project and will be discussed at the EASM conference in Innsbruck.

Conclusion, contribution and implication

The expected results will provide more specific information about the COVID-19 pandemic's impacts on grassroots sports. Based on the findings of the present data, a deeper insight into the central issues of organizational resilience of community sports clubs focusing on assessing human and financial resources, strategic positioning, club culture as well as communication, cooperation and adaptability of sports clubs will be obtained. Moreover, also technical innovations (e.g. e-sports) have to be taken into consideration in this multi-step strategic process for gaining new knowledge for a more resilient community sports sector in the future.

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A CRITICAL DISCOURSE ANALYSIS OF REACTIONS TO THE INAUGURAL TOUR DE FRANCE FEMMES ROUTE

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Aim and Research Questions

In October 2021, the Amaury Sport Organization (ASO) announced details for the 2022 Tour de France (TdF) Femmes, to debut in July 2022. On social media, consumer reaction to the announcement was mixed; while some celebrated the launch, many criticized race organizers and the route. As such, the purpose of this study is to use critical discourse analysis (CDA) to understand consumer reaction the TdF Femmes 2022 route reveal. Our specific research questions are:

1. How do discourses related to the TdF Femmes 2022 announcement (re)produce and/or challenge gender inequality in professional cycling?
2. How do discourses related to the TdF Femmes 2022 announcement provide meaning to women's cycling supporters' identity?

Theoretical Background and Literature Review

The social identity approach suggests that individuals draw a sense of self from the perceived awareness, value, and emotional significance of belonging to a group. Social groups are fluid, based on historical, cultural, and economic circumstances (Hornsey, 2008). Concerning sport, consumers perceive membership to social groups via shared support of a sport entity (Delia, 2020).

Women's sport receives considerably less media coverage, fan interest, and financial support than men's sport (Lebel et al., 2021). Compared to men's sport, scholars have only scratched the surface of understanding the experiences of women's sport consumers. Concerning women's sport and social identity, it is possible for consumers' identity to represent the women's movement and gender equity (Delia, 2020); this aligns with social identity theorists' discussion of the determination of individuals in marginalized groups to bring about social change (Hornsey, 2008).

Investment in professional women's road cycling has grown over the last decade, yet disparities between men's and women's cycling persist in terms of regulated race distances, prize money, and media coverage (Ryder et al., 2021). In 2021, after years of advocacy for a women's TdF, the ASO announced plans for a 2022 TdF Femmes. However, the race would be just eight stages in one region of France (compared to 21 stages across France in the men's TdF), and offer significantly less prize money than the men's TdF.

Research Design, Methodology, and Data Analysis

We employ CDA in this study, answering calls for more critical and methodologically diverse research in sport management (Sveinson et al., 2021). CDA uses discourse to examine a social problem or wrong (Markula & Silk, 2011). Such work involves critically exploring the relationship between dominant and subordinate groups, and associated belief systems (Markula & Silk, 2011). In this regard, CDA allows researchers to study discourse and its

meaning in a particular social context, as well as how micro level discourse informs ideologies at a macro level (Sveinson et al., 2021).

Data were collected via replies to TdF Femmes' (@letourfemmes) Twitter and Instagram route detail posts on October 14, 2021. The @letourfemmes Twitter post received 93 public replies (520 retweets, 295 quote tweets, 2,255 likes), while the @letourfemmes Instagram post received 127 public replies (5,314 likes). Public replies were downloaded using a social media data exporting software. Replies were written in English and French; for analysis, French comments were translated into English using a translation service.

Analysis will follow the four-step process outlined by Markula and Silk (2011) – analysis of text, analysis of connections to existing narratives, connection to ideology, and connection to power. Recognizing the subjectivity of CDA, we will engage in critical reflexivity throughout the analysis.

Results and Discussion

Analysis is in progress and will be completed by the conference in September.

Conclusion, Contribution, and Implication

The findings of this study will contribute to a growing body of knowledge around social identity and women's sport, and relatedness to the women's movement. Analyzing consumers' reaction to the TdF Femmes announcement will reveal how gender ideologies are (re)produced and challenged in women's cycling, and the extent to which this impacts consumers' identification with women's cycling. Practically, we anticipate implications for multiple stakeholders within professional women's cycling, including governing bodies, race organizers, team management, media, and sponsors.

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COMPENSATING FOR INJUSTICE IN CUSTOMER PARTICIPATION PROCESSES: INSIGHTS FROM THE HEALTH CLUB INDUSTRY

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Aim

The global health club industry experiences steady growth and generated estimated revenues of 97.7 billion U.S. dollars in 2019 (Statista, 2022). This industry is service-intensive and therefore highly dependent on customer satisfaction and word-of-mouth (WOM). Most health clubs offer different membership options and allow customized individual programs. Customers' willingness to recommend a health club to friends results from how well the customer is treated by frontline employees (Wirtz & Lovelock, 2016). However, perceived injustice (e.g., unfriendly, or incompetent service employees) can lead to customer detraction. The present study contributes to existing research on justice perceptions in service encounters by investigating the circumstances under which injustice perceptions still yield positive customer responses. Specifically, the aim of this study is to investigate if higher levels of customer participation (e.g., designing individualized training plans) can offset customers' perceptions of injustice in service encounters.

Theoretical Background

Interactional justice is defined as the "interpersonal treatment people receive as procedures are enacted (Colquitt 2001, p. 2001)" and includes characteristics such as respect, honesty, courtesy, and politeness. Customers retaliate against injustice through negative WOM or through even more subtle counter-behavior. Customer participation pertains to providing or sharing information or making suggestions for the creation and production of the service, for example, creating customized training plans (Yi et al., 2021). We propose that WOM should be directly related to customers' participation behaviors and to justice perceptions. When customers have a high degree of participation (e.g., expressing personal training preferences) in an unjust service encounter (e.g., incompetent service employee), WOM should be higher than when customers show a low degree of participation, because customers attribute the success of a service encounter partially to themselves (Scholl-Grissemann et al., 2020). Our hypothesis is that participation should help to compensate for justice shortcomings such that high levels of participation improve WOM, even if the service encounter is perceived as being unfair.

Research Design, Methodology and Data Analysis

We used a 2 2 between-subjects design with a scenario-based technique. Participants read a scenario about membership in a health club and then responded to questions. We manipulated customer participation at two levels (low vs. high) and interactional justice at two levels (low vs. high). The *low customer participation* scenario s includes participants' minimal involvement in developing the service (that is, training) whereas the *high customer participation* scenario enables respondents to bring in their own suggestions and develop training plans. Interactional justice comprises the perceived fairness of the interpersonal treatment of the customer by the service employee. The *low interactional justice* scenario

includes low fairness such as minimal support by the employees during the participation process. The *high interactional justice* scenario includes sufficient support from the customer and good interpersonal treatment. WOM measures were adapted from existing marketing scales and were assessed on seven-point, agree–disagree Likert scales (1 = strongly disagree to 7 = strongly agree). We collected data from 122 customers in a health club (41.0 % women; mean age = 30.97 years).

Results/Findings and Discussion

We found support for the effectiveness of both factors on the manipulation check items. We used an ANOVA to test the interaction of interactional justice and customer participation. The results for WOM revealed significant main effects of interactional justice (F (1, 118) = 4.26, $p < .05$; M_{high}= 4.14; M_{low}= 3.49) and customer participation (F (1, 118) = 29.42, $p <$ .001; M_{high}= 4.60; M_{low}= 3.01). The two-way interaction between customer participation and interactional justice on WOM was significant (F (1, 118) = 4.20, $p < .05$). The mean values in WOM in the low interactional justice condition were significantly higher for high customer participation than the mean values in WOM for low customer participation (F (1, 69) = 5.56, $p < .05$; M_{high}= 4.05; M_{low}= 3.01). Our results indicate that having customers participate in service interactions makes up for service encounters low in interactional justice. Customers still engage in positive WOM even if interactions are perceived as unjust when they can participate in service encounters.

Conclusion, Contribution and Implication

In this study, we find that customer participation can potentially offset the negative effects of injustice perceptions in service encounters such as health clubs. While companies should always strive to offer a just service encounter with high levels of perceived justice, this is not always practical. Thus, it is imperative for service companies, to integrate customers and find a good level of participation for making the best use of participation's effect in mitigating low levels of procedural justice. Health clubs should therefore follow the trend toward individualization and give their customers the opportunity to express their individual wishes and needs instead of selling standardized training programs.

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ONTARIAN FAMILIES' PREFERENCES FOR THE NATURE OF YOUTH SPORT AND PHYSICAL ACTIVITY POST-PANDEMIC

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Aims and Research Questions

When the COVID-19 pandemic first emerged, many organized youth sport and physical activity (SPA) opportunities were cancelled, leaving families to rely on non-organized youth SPA, or cease to participate completely (Brady, 2020). As waves of infection rates fluctuated, organized youth SPA began to be reintroduced, however, in different ways than it had been offered pre-pandemic (e.g., virtual options, in-person modifications to maintain social distancing; Brady, 2020). These ways of participating in non-organized or modified forms of organized SPA during the pandemic were new ways in which families experienced youth SPA. Since new experiences may lead to new preferences (Best et al., 2017), this presentation aims to address the question: if/how families' preferences for the nature of youth SPA have shifted because of the pandemic.

Theoretical Background and Literature Review

While families' past experiences with youth SPA shape preferences for future experiences (Best et al., 2017), the built and sociocultural environment (Bronfenbrenner, 1977) of families shape the nature of youth SPA. As such, consumer behaviour theory (Arnould & Price, 1993) was drawn upon to understand how families felt about the changes to their youth SPA during the pandemic, and Social Ecology Theory (Bronfenbrenner, 1977) was drawn upon to understand the role of the socioecological environment of families in this process. Specifically, families' satisfaction with changes to their youth SPA experiences during the pandemic can shape how they would like to engage in youth SPA post-pandemic: if families were satisfied with their experiences during the pandemic, they would likely seek similar experiences post-pandemic (Arnould & Price, 1993). Socioecological levels (Bronfenbrenner, 1977) shape how families might participate in youth SPA at the intrapersonal level (e.g., preferences and past experiences), interpersonal level (e.g., parents' and friends' influence), institutional level (i.e., club offerings, school participation), community level (e.g., access to sport infrastructure) and political level (e.g., sport system).

Research Design, Methodology, and Data Analysis

This collective case study employed an exploratory mixed methods approach (Creswell, 2014). Focus group interviews with families (i.e., at least one parent/guardian, at least one child aged six to 18) in Ontario were conducted to understand the demand-side of youth SPA post-pandemic (n=14). Semi-structured interviews with youth sport providers were then conducted to understand the supply-side of youth SPA post-pandemic (n=12). Scenarios for youth SPA post-pandemic were then determined from these qualitative phases of data collection and presented to 550 families via questionnaire to determine how much value would be derived from each scenario. Four composite scenarios were created for analysis: 1) Value in family-based participation scenarios; 2) Value in socializing-based participation scenarios; 3) Value in changes to program structure scenarios; 4) Value in virtual-based

participation scenarios (measured on a 7-point Likert scale; 1= not valuable at all, 7= extremely valuable). Families were also asked about their youth SPA during the pandemic, their satisfaction with those experiences, and questions around their socioecological circumstances. Hierarchical regression analyses were run to determine if the addition of satisfaction with change in SPA items improved the prediction of socioecological variables on the outcome value variables.

Results/Findings and Discussion

Families would find value in continuing to participate as a family post-pandemic, having an emphasis on socializing in their youth SPA, and having options for modified in-person participation structures. Families would not, however, find much value in continuing with virtual participation post-pandemic. The addition of satisfaction items did not add to the strength of the prediction of finding value in family or socializing-based scenarios. Families who were satisfied with participating in fewer activities during the pandemic would find value in modifications to program offerings post-pandemic, and families who were satisfied with less non-organized youth SPA during the pandemic would find value in continuing with virtual participation post-pandemic. Families who felt they had access to youth SPA infrastructure in their communities would find value in family, socializing, and program-based scenarios post-pandemic. Moreover, families who felt they could afford youth SPA would find value in all four scenarios. As families who already had physical and financial (Best et al., 2017) means of participating in youth SPA had higher rates of participation than those without such means, these findings indicate that the pandemic seemed to expose families who had access to participation opportunities to new forms of participation, while families with less access continued to experience barriers to participation.

Conclusion, Contribution, and Implication

The results indicated that issues of access to youth SPA might have been amplified during the pandemic. Barriers to taking up participation in youth SPA increase as youth age (e.g., Kingsley & Spencer-Cavaliere, 2015), and youth with lower access to SPA were likely unable to engage in SPA during the pandemic. Therefore, additional scenarios to the ones provided in the presentation will need to be developed to better address barriers to youth SPA for families.

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CONSUMER PREFERENCES FOR CIRCULAR OUTDOOR SPORTING GOODS: RESULTS OF AN ADAPTIVE CHOICE-BASED CONJOINT ANALYSIS AMONG RESIDENTS OF EUROPEAN OUTDOOR MARKETS

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Aim and Research Questions

The concept of a Circular Economy (CE) has recently been gaining attention within the corporate sustainability field including the textile sector (Geissdoerfer et al., 2020). Moreover, CE related literature often mentions single actors from the Outdoor Sporting Goods Industry (OSGI) as forerunners (Bocken et al., 2016). However, an analysis of users' acceptance of circular outdoor products is so far missing in that literature. To address this gap, our aim is to investigate if users of outdoor equipment in important European outdoor markets value circular product attributes of a functional rain jacket using an Adaptive Choice-Based Conjoint analysis (ACBC). To do so, we chose a three-step procedure: first, we answer the question how users value circular product attributes in comparison to functional product attributes. Second, based on this, we look at what covariates have an influence on this relative valuation. Third, we investigate how users assess circular product attributes in comparison to social sustainability.

Theoretical Background and Literature Review

The origins of the CE concept date back to the work of Boulding (1966) who stressed that the planet is a closed system and therefore, natural resources are limited. The European Parliament defined CE as

A production and consumption model which involves reusing, repairing, refurbishing, and recycling existing materials and products to keep materials within the economy wherever possible. A circular economy implies that waste will itself become a resource, consequently minimising the actual amount of waste. (European Parliamentary Research Service, 2018)

Only on a few occasions, the OSGI has been discussed in CE related literature. For example, Bocken et al. (2016) identified Patagonia as visionary and holistic actor when exploring CE business models. Further, there is a lack of specific investigations of outdoor consumers' preferences related to circular product features. Notwithstanding, many studies have addressed general consumers' purchase behaviour regarding sustainable products. Based on a review of this literature, we derived and tested six hypotheses related to the following aspects:

1. The relation between circular and functional product attributes.
2. The influence of environmental awareness on purchasing.
3. The influence of gender on purchasing.
4. The influence of age on purchasing.
5. The influence of product knowledge on purchasing.
6. The relation between circular and social product attributes.

Research Design, Methodology and Data Analysis

We configured our ACBC choice experiment based on previous literature and on an expert interview with an outdoor retailer. Accordingly, we decided to use a functional rain jacket since it is a comparably common outdoor item and previous studies suggest further research for clothing (Rothenberg & Matthews, 2017). Next, we determined attributes, attribute levels, base price, and price increments per level. Moreover, to achieve our study aims, we incorporated circular, functional as well as social attributes. Thus, we established attributes with a strong relation to circularity (condition, recyclability, recycled material, repairability) as well as attributes with a strong relation to functionality
(breathability, elasticity, waterproofness, weight). Durability is related to both concepts, while certificate for fair labour conditions and wages represents the social aspect. To conduct the ACBC, we used Sawtooth Software's Lighthouse Studio 9.13 and included all four sections of the ACBC approach (Build-Your-Own, Screening, Choice Tournament, Calibration).

As previous research on purchase behaviour related to sustainable products (Klein et al., 2020) recommended to extend the national perspective, we conducted a European-wide survey. Accordingly, with the help of language professionals, we created a multi-language (English, French, German, Spanish) questionnaire. While a total of 2080 participants started the questionnaire, we deleted incompletes (n=1032, dropout rate=49,6%), non-European residents (n=10), speeders (n=7) and random responders (n=19). Thus, 1012 participants were taken into consideration for the analysis.

We first analysed data via Hierarchical Bayes estimation (HB). Next, after reviewing internal validity, we transferred part-worth utilities as well as Importances from the HB to SPSS 27 and used these values as means to look for significant differences between segments.

Results/Findings and Discussion

Our conjoint data show that functional and social attributes are more important for the purchase choice than circular attributes while product durability and the share of recycled material are the most relevant circular attributes. Further, environmental awareness, gender, and age moderate the preference for functionality rather than circularity: green, young, or female users are comparatively receptive to circular product features.

Conclusion

Our study contributes to literature on consumers' preferences for sustainable products by adding a CE, OSGI, European, as well as ACBC perspective. Further, our results have several implications for practitioners related to the OSGI. For example, outdoor firms should keep in mind that certain functional product features are most relevant for the purchase decision of users. Only when these functional requirements have been met, users look at circular aspects which are kind of an add-on. Thus, circular features could be used to contrast a product with similar competing items.

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FACTORS INFLUENCING SOUTH AFRICAN STUDENT-ATHLETES' USAGE OF PERFORMANCE MONITORING DEVICES

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Aim and research question

This study focuses on semi-professional athletes' consumer behavior pertaining to performance monitoring device (PMD) usage. Therefore, the aim of this study was to determine the specific factors influencing performance monitoring device (PMD) usage among South African student-athletes. In this regard, the research question is: "What are the influential perceived benefits and risk factors on student-athletes' PMDs usage?"

Theoretical Background and Literature Review

Student-athletes' usage of PMDs has increased in recent times, where their purchasing power augmented lucrative business and marketing opportunities. In this regard, marketers and device manufacturers need to capitalize on this target market by gaining specific information regarding factors influential to student-athletes' PMD usage. The acceptance and usage of technology have been described by various models and theories and for the purpose of this study, a conceptual model was created by combining the technology acceptance model (TAM) by Davis (1986) and a model by Yang et al. (2016). The conceptual model combined perceived benefits and risk factors deemed influential to student-athletes' PMD acceptance and usage.

Research Design, Methodology and Data Analysis

This study was conducted from the functionalist quadrant of social theory since it seeks to explain a social issue in a pragmatic manner (Burrel & Morgan, 1979). A purposeful sample of student-athletes who compete under the auspices of University Sport South Africa (USSA) was chosen for the study. The qualitative data were gathered through purposeful sampling since a specific group of individuals with experience or knowledge of a specific issue was under investigation. A semi-structured interview schedule was developed based on the conceptual framework constructs. Semi-structured interviews with student-athletes were conducted until data saturation was achieved. The interview data were analysed using ATLAS.tiTM software and applying the constant comparative method (CCM) as prescribed by Boeije (2002) during the coding process. Deductive and inductive coding was applied where deductive codes were derived from the constructs of the conceptual framework and inductive coding was applied where new meaning units were identified within the data. The simultaneous creation of a codebook during data analysis ensured careful documentation of the process and the calculation of Cohens' Kappa values of $\kappa = 0.86$ and 0.85 indicated a high inter-and intra-rater reliability respectively to substantiate the coding process that was followed. The codes were categorized and clustered together to create categories related to benefits and risk and displayed as data networks.

Findings and Discussion

The data provide new knowledge regarding student-athletes' consumer behavior related to PMDs. The findings indicate that students-athletes have very specific perceived benefits as well as risks associated with the use of PMDs. In this regard, the student-athletes identified perceived benefit factors such as subjective norm, performance enhancement, perceived usefulness, perceived enjoyment, social image and perceived control to be influential in PMD usage. Newly identified factors influential to the perceived benefit factors category include comfort, functionality, compatibility, perceived ease of use, visual attractiveness and brand name. Student-athletes also indicated that they have very specific perceived risks associated with the use of PMDs which included performance risk, financial risk, performance expectancy, effort expectancy and privacy risk. The data networks were conceptually concatenated to develop a novel conceptual framework of factors influencing student-athletes' PMDs usage.

Conclusion, Contribution and Implications

The findings of this study provide specific knowledge for businesses, manufacturers and marketing practitioners to fully capitalize on this lucrative and growing target market of student-athletes' PMD usage. The development of the conceptual model that indicates the most influential factors can potentially guide manufacturers and marketing practitioners to enhance their PMD products, functionalities and marketing strategies aimed at enhanced sales within this target market. Similarly, university management will receive insight into student-athletes' utilisation of PMDs, for which strategies can be developed to enhance university sports PMD usage.

Originality/value

The novel model developed provides in-depth insight, addresses a market knowledge gap and will empower PMD marketers and manufacturers through a detailed understanding of the factors influencing a lucrative future target market. Considering the increased use of PMDs and the economic contribution of the student-athlete PMD market, marketing practitioners can potentially use the study's contribution to consumer behaviour of PMDs. The findings could be applied to improve the design and functionality of PMDs focused on the needs of this specific semi-professional market which has shown tremendous growth in recent years. This paper will therefore also assist marketing practitioners to promote PMDs to student-athletes to use the devices according to the identified preferences.

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A FRAMEWORK OF CUSTOMER-TO-CUSTOMER INTERACTIONS IN THE SPORT FAN CONTEXT

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Aim and Research Questions

In the sport fan context, customers exert considerable influence on each other's consumption experiences. The phenomenon of customer-to-customer (C2C) influence is particularly complex in this context, because sport fans interact in various physical and digital environments, they often consume in peer groups with strong social ties that are nested in larger, widely anonymous fan communities, and the consumption experience is an ongoing, multi-episode process lasting over years or even decades. The present research develops a framework of C2C interactions in the sport fan context that aims to (1) classify C2C interactions, (2) show the value outcomes of C2C interactions, (3) illustrate how C2C interactions influence value, and (4) identify contingencies that may influence the relationships included in the framework. Based on the framework and recent trends, we identify areas for future research.

Theoretical Background and Literature Review

While this narrative review considers diverse theoretical perspectives, the service dominant logic (SDL) provides an overarching conceptual foundation for our work. The SDL suggests that the mutual influence that customers have on each other's consumption experiences is one important form of value co-creation and co-destruction (Woratschek *et al.*, 2014). The present research further draws on Grönroos and Voima's (2013) conceptualization of the interaction concept. This conceptualization defines interactions as situations in which actors are involved in each other's practices through physical, virtual or mental contact.

Research Design and Methodology

We conduct a domain-based narrative literature review. This approach critically assesses and integrates conceptual and empirical contributions in the domain of C2C interactions across the service, marketing, and sport management literature.

Findings and Discussion

The framework developed here classifies C2C interactions based on the two dimensions temporal order (direct vs. indirect) and directionality (unidirectional vs. multidirectional) of social influence. These two dimensions define four types of interactions: direct multi- and unidirectional interactions and indirect multi- and unidirectional interactions. This classification takes into account typical characteristics of C2C interactions in the sport fan consumption context. These characteristics include the often long-term character of interactions, the multiple physical, virtual, and mental touchpoints with others, different types of groups (from dyads to large crowds), influence beyond situations of momentary contact as well as the fact that social influence is often unidirectional, i.e. the source of the influence itself is unaffected. Regarding the value outcomes of C2C interactions, the framework

distinguishes four types of value: hedonic (e.g., sensory stimulation), social (e.g., emotional support), symbolic (e.g., status), and utilitarian (e.g., learning) outcomes. C2C interactions can create or destruct value for fans in terms of these four categories. The explanatory mechanisms underlying these value outcomes are grouped into physiological (e.g., physiological mirroring), psychological (e.g., perceived group entitativity), and social (e.g., collective effervescence) processes. Finally, the framework suggests contingencies of the C2C interaction effects at both the fan (i.e., identification, status, group size, and relationships) and the brand (i.e., dynamics [organic vs. amplified], orientation [shared focus vs. spectacle], and resources [provision vs. loss]) level. Based on the framework and considering major trends that likely change sport consumption in the next decade, we identify and discuss relevant topics for future C2C-interaction research, in particular relating to technology-supported and virtual interactions among fans, the identification of fan communities in larger fan networks, and the improvement of detrimental fan-to-fan interactions.

Conclusion, Contribution and Implication

We synthesize and integrate C2C research into a framework in the context of sport fans and use this framework to stimulate future studies in this domain that can address pressing gaps in sport management research and practice. The proposed framework provides a basis for future research not only in sport management, but potentially also in general service management. For example, the framework can help design interventions that policy makers can use to prevent (or at least attenuate) detrimental fan behaviors and improve consumer wellbeing.

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EXPLORING ENTERTAINMENT UTILITY FROM FOOTBALL GAMES

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Aim and Research Questions

In this study we explore entertainment utility from football games, i.e., utility derived from the temporal resolution of uncertainty during the course of the game, by analyzing 19m tweets in combination with in-play information for overall 380 games played in the English Premier League.

Theoretical Background and Literature Review

Ely et al. (2015) were the first to model the demand for non-instrumental information by focusing on entertainment utility from suspense and surprise. While suspense is attributed to the variance in the next period's beliefs (a forward-looking measure), surprise results from an outcome that contradicts anterior beliefs (a backward-looking measure). The authors close by writing: "*How suspense, surprise, and other aspects of belief dynamics drive demand for noninstrumental information is fundamentally an empirical question, one that we hope will be addressed by future research*" (Ely et al., 2015, 251). Yet, however, only two papers have followed their call by empirically exploring this in sports. Bizzozero et al. (2016) used minute-by-minute TV viewing figures from 80 Wimbledon men's single matches and operationalized suspense and surprise with information coming from the betting market. Buraimo et al. (2020) used minute-by-minute TV viewing figures for 540 Premier League matches and added a further concept, i.e. shock. While these studies find that suspense, surprise, and shock are important drivers of demand, two shortcomings exist. *First*, the studies fall short in exploring the underlying mechanisms since information on fans' sentiment during the course of the game is largely missing. *Second*, according to affective disposition theory, emotional reactions by fans are a function of the content and a fan's disposition toward a team in contention. However, TV viewing figures do not allow to distinguish between fan groups of the two teams in contention.

Research Design, Methodology and Data Analysis

We approach both shortcomings by combining three different sets of information, i.e., (i) in-game events on a sec-by-sec basis, (ii) in-play betting odds on a 20-millisecond basis as well as (iii) tweets per game on a millisecond basis for overall 380 games played in the Premier League season 2013/2014. While the former two data sets are used for operationalizing surprise, suspense, and shock, the latter data allow to distinguish fans of both teams in contention and to derive temporal sentiment.

We start by generating sentiment scores for each tweet using a random forest (RF) estimator trained on data from Stanford's Sentiment Tree Bank. Broadly speaking, RF is an ensemble of decision trees popularly used for natural language processing. In contrast to neural nets – a high performing though black box approach – the RF shows how important individual features are in determining outcomes. The calculated average post-game sentiment scores for every twitter user enable us to identify "fans" and "haters" of a club as well as "neutral"

Twitter users for each game. In order to explore entertainment utility from football games for these different types of individuals, we then regress the number of tweets per minute on surprise, suspense, and shock as well as a number of relevant control variables.

Results/Findings and Discussion

Initial results suggest that our empirical approach of identifying "fans" and "haters" of a club as well as "neutral" Twitter users for a given game seems promising. Moreover, we find that emotional cues significantly influence the number of tweets in a given minute, though differences occur with regard to the type of individuals under consideration as well as teams involved.

Conclusion, Contribution and Implication

Our contribution to the literature is threefold. *First*, we present a novel setting for testing whether and how belief dynamics drive behavior. This seems highly relevant given the lack of research about *immediate emotions* and the consequences of a wide range of visceral factors for (*immediate*) human behavior (Loewenstein, 2000). *Second*, by looking at behavioral responses to the temporal resolution of uncertainty during the course of a game, we offer a different type of empirical test for the well-known uncertainty-of-outcome hypothesis (UOH) in sports. This seems relevant from a policy perspective, since the hypothesis still lacks in empirical support even though it forms the basic argument for all cross-subsidization measures and labour market interventions in professional sport leagues around the globe (see, for instance, Pawlowski, Nalbantis, & Coates, 2018). *Finally*, we present a novel way for detecting "fans" and "haters" of a club as well as "neutral" Twitter users via sentiment revealed in Tweets. From a managerial perspective this approach might help to further develop and implement personalized forms of communication by clubs and sponsors (for a recent discussion on the personal, social, and commercial relevance of understanding such behavior, see Jiwa et al., 2021).

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THE EFFECT OF SOCIAL COMPARISON AND COUNTERFACTUAL THINKING ON SPORT FAN'S AFFECTIVE AND BEHAVIORAL RESPONSES

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Introduction

It is a major challenge for marketers to develop effective marketing strategies to continuously encourage fans' supporting behavior and boost their engagement toward a sport team, even when a team is facing failure (e.g., losing in the championship, scandal). To meet this industry demand, it is important to provide a theoretical understanding of the factors that help maintain and increase fans' supporting behavior even in a challenging situation. Accordingly, drawing on social comparison theory (Frestinger, 1954) and the Reflection and Evaluation Model (REM; Markman & McMullen, 2003), the current research aimed to develop a theoretical understanding of how sports teams' comparison information (i.e., upward vs. downward) and counterfactual thinking jointly affect sports fans' affective, behavioral responses (i.e., BIRGing, CORFing, advocacy), and subsequent consumption behavior.

Theoretical Background

Prior research has demonstrated the theoretical linkage between the direction of comparison and counterfactual thinking. If an individual compares their group to another one that is better off (i.e., upward comparison), this unflattering comparison produces negative emotions. However, in this case, counterfactual thinking (e.g., "what if a team had actually performed better"; reflection mode) enhances possible alternatives, which leads to a decreased negative affective state compared with focusing on the existing inferior standing (evaluation mode). Conversely, downward comparisons lead to the establishment of positive distinctiveness between one's own group and another collective, which leads to positive affective consequences. However, unlike focusing on superior standing, counterfactual thinking (e.g., "what if a team had actually performed worse?") generates worse imaginary realities, which result in a decreased positive affective state.

Research Design and Methodology

A total of 140 students were recruited from a large university and were randomly assigned to one of the four conditions of a 2 (Direction of comparison: upward vs. downward) x 2 (Mode of counterfactuals: reflection vs. evaluation) between-subjects design. A U.S. college basketball team's regular-season ranking was used as the stimuli for the direction of comparison. In the upward (downward) condition, participants were asked to read a fictitious news article that stated that the opposing team's ranking was higher (lower) than that of the team they supported. The mode of counterfactuals was also manipulated. In the reflection mode, the participants were asked to imagine (upward) "what if your support team should have done better to be included in the postseason tournament?" or (downward) "what if your support team had actually lost the last game and low chance to be invited to the postseason tournament?". The evaluative mode in both the upward and downward conditions directed participants to describe their thoughts about their team's present situation. Participants were then asked to describe these thoughts in writing using a minimum of five words. Following

this, the participants completed the dependent variables, which were their emotions (e.g., disappointed/relieved, discouraged/heartened, unhappy/happy, tense/relaxed, shame/proud, bipolar scale), BIRGing, CORFing, advocacy behavior, preference for logo size, purchase intentions for team t-shirt, and control variables (i.e., levels of team and university identification). Lastly, the participants completed a questionnaire for a manipulation check (i.e., perceived ranking).

Results

Two independent coders checked each response that was generated from the manipulation tasks and excluded eight invalid cases where contributors failed to respond appropriately, leaving a total of 128 useful cases. Regarding affective responses, a two-way MNCOVA analysis revealed that there were only significant interaction effects between direction of comparison and mental simulation mode on disappointed - relieved ($F(1, 122) = 5.662$ $p = .019$), discouraged – heartened ($F(1, 122) = 8.003$, $p = .005$), and tense – relaxed ($F(1, 122) = 6.935$, $p = .010$). A two-way ANCOVA also revealed an interaction effect on BIRGing ($F(1, 122) = 6.792$, $p = .01$), Advocacy ($F(1, 122) = 11.149$, $p < .001$), CORFing ($F(1, 122) = 7.977$, $p = .006$), preference for logo size ($F(1, 119) = 5.181$, $p = .025$), and purchase intention ($F(1, 119) = 5.839$, $p = .017$).

Contribution and Implication

Our findings offer new theoretical insights to clearly explain sport fans' emotions, supporting and discontinuing behavior. Specifically, when fans in the upward condition partook in counterfactual thinking, they elicited more positive emotions and behavioral responses via BIRGing, along with increased advocacy; further, they were less engaged in CORFing compared with fans who focused more on their team's current inferior situation. In addition, we found that counterfactual thinking led to a greater preference for brand conspicuousness and purchase intention in relation to their team's t-shirts for symbolic reinforcement (i.e., symbolic self-completion). Conversely, in the downward condition, focusing on their team's superior situation rather than counterfactual thinking triggered positive affective and behavioral responses among fans, which led to a greater desire to engage in consumption behavior. Our findings also suggest that, once marketers carefully articulate a promotional message that evokes fans' counterfactual thinking, they can minimize fans' negative associations with the team's inferior standing, which boosts their supporting behavior toward sports teams.

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OUT OF SIGHT OUT OF MIND? SOCIAL FEEDBACK AS DRIVER OF BEHAVIORAL LOYALTY OF FOOTBALL FANS

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Aim and Research Question

The COVID-19 pandemic has immensely affected and changed social and societal life. Many areas of our everyday life attributable to the sports industry were directly restricted and regulated by crisis measures. However, even in times of pandemic relief, demand was slow to recover from the restrictions. When many stadiums and arenas in Europe reopened their gates to spectators, many stayed away from the sporting events and TV ratings for numerous sports also plummeted. However, similar trends are also evident in other areas of the entertainment industry. This raises the question of whether there has actually been a lasting change in demand behavior with regard to entertainment offerings, or whether we can still observe pandemic related after-effects.

While football has played a central role in social interaction and it was hard to imagine Europe's offices, restaurants, and pubs without it as the content for passionate debates, in recent years it has moved from the centre of public perception. As a consequence, the victory against the arch-rival became less important when it could not be held against the unloved colleague and the relegation fight of the local club lost its horror when it was not the subject of heated round tables. Thus, the central research question of this project is:

How relevant is social feedback from other fans for the behavioral loyalty of football fans and how can it be strengthened?

Theoretical Background and Literature Review

The possible reasons put forward for the decline in sports consumption during the Covid-19 pandemic are numerous. Financial aspects, lack of stadium atmosphere, exit behavior in response to over commercialization, etc.

However, one central component of passive sport consumption is identity related. Sports fans in general, and European football fans in particular, express their social identity by supporting their favorite team or the national team, express their (local) patriotism, organize themselves into social groups around the object of sports consumption (Katz, Baker, & Du, 2020), distract themselves from the worries of everyday life, or enjoy the sense of triumph for their team during times of sporting success, which they view as their own achievement. Social feedback within the group of fans always plays a central role in these processes. Using football as a stage and projection surface for social identity only works if an audience is found there to whom this identity can be presented, physically or online.

This research project therefore intends to investigate the relevance of social feedback for passive sports consumption and subsequently enable sport associations, leagues, and clubs to target the demand for passive sports offerings and create attractive incentives for consumers (Chidambaram & Tung, 2005).

The idea that other people can decisively influence people's actions has been the subject of various fields of research in humanities and social sciences for decades (e.g. Solomon, 1986) . The phenomenon is discussed as "social presence" (Argo, Dahl, Manchanda, 2005), "social

evaluation" (Bruder, Fischer, Manstead, 2014; Parkinson, 2019) or "emotional feedback". In the course of the present research project, social feedback is understood as any form of presence of and interaction with members of the same social in-group, i.e., the fan community, in physical contact and online.

Research Design and Methodology

Confirmatory factor analysis (CFA) and structural equation modelling (SEM) will be used to test the proposed research model and investigate the effect of social feedback on behavioral loyalty of football fans (n = ~500) and to explain it on the basis of the mediator of increased fan group identification. Social feedback is cumulated from the football fans' statements on the regularity, intensity and frequency of social exchanges regarding the football organization in the personal and digital environment.

Expected Results

In the current stage of the project the data collection is not completed. Therefore, the results will be presented at the conference. However, building on the theorizing, the following results are expected.
More intense social feedback should increase fan group identification. In addition, strengthened fan group identification should have a positive effect on behavioral loyalty. Consequently, there should be a significant positive effect of social feedback on behavioral loyalty via increased fan group identification.

Contribution

The study will shed light on the extent to which social feedback influences the consumption behavior of football fans. Specifically, it will examine how digital and face-to-face feedback increases fan group identification and ultimately behavioral loyalty.
Overall, this will enable football organizations to understand how individual consumption is influenced by feedback from other group members and to take appropriate measures to increase and secure the behavioral loyalty.

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PRELIMINARY FINDINGS FROM A LONGITUDINAL EXAMINATION OF THE IMPACT OF THE COVID-19 PANDEMIC ON DOMESTIC SUPPORTERS OF ENGLAND'S PROFESSIONAL FOOTBALL CLUBS: A SOCIAL CAPITAL PERSPECTIVE

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<u>Aim and Research Questions</u>

In a recent commentary published in the Soccer & Society journal on professional football and the COVID-19 pandemic in England, Kevin Moore (2021) argued that despite the importance of the sport in English culture, "It is just a game. We can easily live without it – if we have to" (p.43). The overall aim of this research, therefore, is to explore what happened when domestic supporters of England's professional footballs teams did live without the sport throughout the COVID19 pandemic (during national lockdowns and social restrictions, and cancelled fixtures and seasons), how the pandemic impacted upon them and their support for the sport (and beyond), and what they did when the game slowly returned. In doing so, the research is guided by the following research question: "What were the effects of the COVID-19 pandemic on football fandom and supporters' social capital in the UK?"

<u>Theoretical Background and Literature Review</u>

Since the first COVID-19 Stay at Home Order was introduced in the United Kingdom (UK) on 23rd March 2020, there have been a number of commentary pieces concerning the impact of the pandemic on sport in general, and football in particular. Among these commentaries, the impact of the pandemic on supporters of professional football clubs in England has provided a notable topic of discussion, given a.) the aforementioned importance of the sport in English culture (Moore, 2021), and b.) the importance of supporters as stakeholders in and co-creators of the game (Bond et al., 2022). Despite these commentaries, however, there has, to date, been little in the way of empirical investigation that that has sought to explore the potential issues, observations, and predictions raised in these (and other) commentaries, and one of the objectives of this research, therefore, is to address this lack of research.

This research draws on Putnam's (2000) theory of social capital, which he defined as the 'connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them' (p. 19). Sport and sports organisations have been identified as contexts and spaces through which social capital can be created and developed (Putnam, 2000; Widdop et al., 2016) and football fandom, in particular, is regarded as a form of social capital which can be "transferred to other social spheres," where it "can been used by individuals for their own benefit" (Grodecki, 2019, p. 474). Given then that previous research has proposed that natural disasters can affect social capital both positively and negatively (of which global health pandemics might be similarly considered), the purpose of this research is to explore how such impacts might be explained in the context of people's support for professional football. Further, since Grodecki (2019) highlights how "despite wide acceptance of this concept in analyses of sports-related issues, social capital has not been very popular

among scholars exploring the social phenomena of sports fandom" (p. 461), another of the objectives of this research is to add to this growing body of literature.

<u>Research Design, Methodology and Data Analysis</u>

This research is informed by an interpretive paradigmatic position and adopted a qualitative research approach to data collection and analysis. Data were collected using semi-structured interviews from 22 football supporters in the UK (male = 18, female = 4) during the first half of the 2021/2022 men's English football calendar. Keeping in mind Moore's (2021) observation that professional football in England is more than just the Premier League, this participant sample is made up from supporters from a range of clubs spanning the men's English football league system, from Level 8 (the Northern Premier League's regional divisions) up to and including Level 1 (the EPL) recruited using a combination of purposive and snowball sampling techniques. The collected data is currently being analysed by way of a thematic analysis (see Terry, Hayfield, Clarke et al., 2017).

<u>Results/Findings and Discussion</u>

Data is currently being analysed and will be completed by August 2022 (in time for the EASM conference). Given that the COVID19 pandemic is still ongoing, this data collection represents the first of three rounds of planned data collection for the project overall (with further data collection planned for 2022/23 and 2023/24). The purpose of this presentation is to present a preliminary examination of the findings of the research and seek feedback from experts in attendance at the conference.

<u>Conclusion, Contributions and Implications</u>

This research will contribute toward a number of literatures, including: consumer culture, sociology of consumption, social capital, and football fandom. The findings of this research will also result in recommendations to the football and wider sport industries in relation to managing club-supporter relations and disaster/pandemic response and planning.

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DOES THE 'FEAR OF MISSING OUT (FOMO) AFFECT MILLENNIALS' SPORT MEDIA CONSUMPTION?

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Aim

Today, the Fear of Missing Out (FoMO) is influencing consumer behaviour across various industries. In the sports context, FoMO-related perceptions such as 'I do it because it is the current trend', and 'it is a big game that you should not miss' are found to prompt people to consume popular sporting events (e.g., Super Bowl, Olympic, EPL, NFL) (Kim, Lee, & Kim, 2020). Furthermore, popular sport contents have more topicality and garner more attention than other genres and it is important to understand the relationship between FoMO and sport consumption behaviour. Despite its potential to explain modern sport consumption behaviour and possible applications, on the relationship between FoMO and sport consumption behaviour is an under-researched area (Larkin & Fink, 2016).
Thus, the following research questions (RQ) guided this study:
RQ1: How does FoMO (Personal-FoMO and Social-FoMO) impact sport consumption behaviour?
RQ2: How does the FOMO-consumption behaviour manifest in the context of sports?

Theoretical Background and Literature Review

FoMO is a psychological construct defined by an apprehension of being absent from other people's rewarding experiences and the desire to constantly stay connected with others' experiences (Przybylski, Murayama, & Dehaan, 2013). In the sports context, previous studies suggest that FoMO is a meaningful motive, as conforming with social others can stimulate the behaviour of sport fans (Larkin & Fink, 2016). Also, the FoMO was moderately strong and indicates the positive influence of behavioural intention in a sport context (Kim et al., 2020). In particular, many scholars have found that peer pressure (FoMO) is an important trait in millennials' consumption behaviour (Argan & Argan, 2019). When millennials make consumption decisions, one of the main motivations is "to look good in the eyes of their peers", and they make decisions that they perceive will make them look "cool". Also, Kim and colleagues (2020) characterized FoMO as one of the strongest motivations to engage in sport consumption. Based on this background, understanding the influence of FoMO on this consumer group is critical to the long-term success of sport organizations.
Zhang, Jiménez, & Cicala (2020) proposed a conceptualization of FoMO that included two dimensions (individual and social FoMO) based on the Self-concept Theory. The researchers suggested that the previous frequently utilized scale by Przybylski and colleagues (2013) did not consider the individual dimension of FoMO. In other words, in the past, only Social-FoMO was considered. However, FoMO-driven Consumption is driven by two dimensions of FoMO (i.e., Personal-FoMO and Social-FoMO).
On the other hand, the perceived reward resulting from consumption affects future consumer behaviour. According to Kim and colleagues (2020), intrinsic reward refers to the satisfaction or self-fulfillment an individual feels as a result of an action, while extrinsic reward refers to

external forms of rewards that originate from another person or environment (e.g., social status and praise from others). Previous studies related to FoMO predominantly focused on extrinsic rewards. Still, Argan & Argan (2019) argued that intrinsic reward could be obtained through FoMO-driven consumption in that it provides immediate needs satisfaction. In addition, it was found that perceived rewards affect consumption intention and satisfaction (Kim et al., 2020).

In particular, the English Premier League (EPL) is one of the most globally successful sporting mega-events. The league now attracts the world's greatest players, who have attracted a new and increased fanbase (Woods & Ludvigsen, 2021). It has been frequently argued that 'globalization', 'digitalization' and 'commercialization' processes have had profound impacts on the EPL (Woods & Ludvigsen, 2021). Therefore, the EPL was selected as an appropriate context for because the study of FoMO which can be particularly pronounced for popular sporting events.

Methodology

In pursuit of the aforementioned purpose, an online survey will be developed to assess FoMO driven-consumption (Personal-FoMO and Social-FoMO) as an independent variable, reward (intrinsic reward and extrinsic reward) as a mediation variable, and intention to continue viewing as a dependent variable. Data will be collected from millennials who have watched the 2021-2022 Premier League through the media. The data will be analyzed and interpreted through descriptive analysis, reliability analysis, confirmatory factor analyses (CFA), and structural equation modeling analysis (SEM) using the SPSS 26.0 and AMOS 26.0 statistical packages.

Results/Findings and Discussion

The findings are expected to reveal (a) whether FoMO-driven Consumption (Personal-FoMO and Sicial-FoMO) affects reward (intrinsic reward and extrinsic reward), (b) whether this reward affects the intention to continue viewing, and (c) the mediating role of reward between FoMO-driven consumption and intention to continue viewing. The results will be provided at the time of the conference.

Contribution and Implication

This study will contribute to the existing sport consumer behaviour literature by investigating the relationship between FoMO and actual consumption behaviour. Practically, the results of the current study will provide further insights on the motivations for sport consumption of the millennial market segment. Furthermore, the results are expected to guide future marketing strategies.

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THE EFFECTS OF SPORT SCANDAL SEVERITY, CRISIS RESPONSE STRATEGY, AND SPORT TEAM IDENTIFICATION ON SPORT FANS' COPING RESPONSES TO SPORT TEAM

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Aim and Research Questions

Two research questions were established based on the literature. (1) Sport fans' coping responses to sport team will vary depending on sport scandal severity and crisis response strategy. (2) The level of sport team identification will moderate sport fans' coping responses to sport team according to sport scandal severity and crisis response strategy. Thus, this study aims to examine the influence of sport scandal severity, crisis response strategies, and sport team identification on sport fans' coping responses to sport team.

Theoretical Background and Literature Review

Crisis management is one of the major management activities that can increase corporate reliability and achieve its goal. The importance of crisis management has increased in the sport context. Serie A's Calciopoli scandal and the Houston Astros's cheating scandal in major league baseball have brought a crisis for the team and the entire league. Negative incidents in the sport spread faster, and the negative ripple effect is greater than ever (Stoldt, Ditmore, & Branvold, 2012). It is because professional sport teams or sport organizations have a high popularity and actively communicate with fans, thus they require professional crisis communication skills more than any other organization (Stoldt et al., 2012).

The extant sport management literature has shown that the sport scandal negatively affects its principal stakeholders such as athlete, team, league, and sponsor (Lee, Bang, & Lee, 2013). However, it has predominantly focused mainly on athlete scandals or transgression. In team sports, athletes, managers, or other authorities often commit misbehaviour together (Lee et al., 2013). Scandals involving multiple parties could be perceived as more unfavorable than individual scandals (Hughes & Shank, 2008). There have been numerous sport teams' scandals and most of them tended to be responsive to crises rather than proactive, which means incorrect or inoperative crisis management can expand the damage to other stakeholders (Coombs & Holladay, 2014). In this respect, Coombs and Holladay (2014) suggested a situational crisis communication theory (SCCT) to investigate how consumers' behavior differs depending on the type of crisis and how to respond (deny, diminish, and deal) appropriately to the specific crisis.

The Exit, Voice, Loyalty, and Neglect (EVLN) model (Farrell, 1983) offers a typology of four specific coping responses that consumers may exhibit: to terminate the relationship with a brand, speak up, patiently and confidently hope for a better, or to be lax and disregardful. In addition, sport fans' behaviour to sport scandal may differ depending on the sport fans' social identity. For this reason, sport team can provide important building blocks for social identity development, as people can often achieve a sense of who they are through sport team identification (Lock, Funk, Doyle, & McDonald, 2014).

Research Design, Methodology, and Data Analysis

To achieve the purpose of the study effectively, two studies will be conducted. Study1 will follow a 2 (sport scandal severity: athlete-related and team-related) x 2 (crisis response strategies: denial and apology) x 2 (sport team identification: high and low) experimental design (n = 400). Sport scandal severity and crisis response strategies will be manipulated by creating stimulus. Participants will be randomly assigned to one of the four conditions. Questionnaire items will include measures for (1) sport team identification and (2) coping responses to sport team. SPSS 26.0 statistics package will be used for three-way MANOVA. Study2 will be text mining and semantic network analysis based on Twitter messages. Through study2, information and implications about sport scandal issues in the real world can be classified and clustered to identify semantic structures and reproduce information. Python and UCINET software will be used for analyses.

Results/Finding and Discussion

This study will be completed before the conference, and the expected results are as follows.
(1) When the crisis response strategy of the team-related scandal is denial than an apology, sport fans' coping responses to sport team will be displayed negatively.
(2) The level of team identification (high and low) will moderate the effect of sport scandal severity and crisis response strategy on sport fans' coping responses to the team. In the low level of sport team identification, sport fans' coping responses will show negative when team-related scandal and crisis response strategy is denial than an apology. On the other hand, in the high level of sport team identification, results are expected to be different from the low level of sport team identification due to in-group bias.

Conclusion, Contribution and Implication

This study will add to the body of knowledge in sport management and marketing and have an academic significance in that it explored SCCT (situational crisis communication theory) in the sport context focusing on sport fans' coping responses to sport scandal. In addition, the study will have practical implications by providing insights to establish crisis management strategies for sport teams and organizations.
Detailed results and implications will be discussed.

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SPORT FUNDING AND FINANCE

Chair: Christopher Huth

FARMERS LEAGUE: SQUAD STRUCTURATION AND TRADING DEPENDENCY. APPLICATION TO THE FRENCH FOOTBALL CHAMPIONSHIP FROM 2010 TO 2019

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Aim and Research Question:

Five football leagues, called the Big Five, are supposed to be the most attractive championships in Europe. But one of them, the French Ligue 1, is famously known as the farmers league. It means that many players will leave this competition to join more competitive leagues. This research aims to analyze the squad structuration of the French football squads from 2009/2010 to 2018/2019 to answer this research question: is there a link between the squad structuration and a potential resource dependency on the labor market?

Theoretical Background and Literature Review:

During the season 2020/2021, the number of minutes played by players under 21 years old in Ligue 1 was from 1.75 to 2.67 higher than in the other big championships. Rejuvenation of the players could also be highlighted in Ligue since 2016[1].
One potential explanation could come from the financial issues of the French clubs (Scelles et al., 2018) and their necessity to trade some players to reduce their deficit (Terrien et al., 2017) despite the heterogeneity of the French clubs (Dermit et al., 2019). Indeed, the use of this practice increased since 2016[2]. This leads us to our main research question. Is the resource dependency (Pfeffer & Salancik, 2003) for the trading of the French football clubs linked to the composition of their sporting squad?

Research Design, Methodology and Data Analysis

The squad structuration of the Ligue 1 clubs is analysed through principal component analysis (PCA). 18 variables (players' age, the market value of age category, and the number of players coming from the club academy…) were collected thanks to transfermarkt website. Then a k-means methodology is implemented to define archetypes that characterise the squad structuration of the French football clubs (Feuillet et al., 2021).
An additional database is also created, thanks to the report coming from DNCG[3] and transfermarket websites. Variables dealing with the financial profiles of the clubs and their behaviour on the transfer market are collected to assess the resource dependency of the clubs. Then, nonparametric tests (Mann-Whitney and Kruskal-Wallis) are used to draw a comparison between the archetypes identified based on their squad structuration and those additional variables.

Results/Findings and Discussion

The PCA enables to identify four dimensions (postformation, formation, scouting, and international players) that are used to differentiate the six clusters identified thanks to the k-means analysis. They are summarized below, with the main financial and behavioural features identified thanks to several statistical tests.

- **Cluster 1, the "tinkerers":** Not many young players or players coming from the academy and many players recruited without transfer fees; Only cluster that does not suffer from a deficit and the only cluster that does not need a cash injection of the shareholders or to trade players; Low number and volume of sales;
- **Cluster 2, the "trainers without resources":** Many young players coming from the academy and players recruited without any transfer fees; Low deficit, partially covered thanks to trading; Low number and volume of sales;
- **Cluster 3, the "optimizers":** Many players aged between 27 to 31 and many international players; Medium deficit, partially covered thanks to trading and to a lesser degree thanks to a cash injection from the shareholders; Medium number and volume of sales
- **Cluster4, the "recruiters":** Many young players not coming from the academy; Highest deficit despite the highest use of the trading and the cash injection from the shareholders to soften the budget constraint; Highest activity on the transfer market (number and volume of sales);
- **Cluster 5, the "post-trainers":** Many players aged between 22 to 26 and many players not coming from the academy; High financial heterogeneity in this cluster but an important average deficit partially covered thanks to trading and the shareholders; High number and volume of sales;
- **Cluster 6, the "trainers with resources":** Many young players coming from the academy and many players aged between 22 to 26; Low deficit, partially covered thanks to shareholders and to a lesser degree thanks to trading; High number and volume of sales.

Conclusion, Contribution and implication:

Those findings highlight the link between the resource dependency of the clubs and their squad structuration. The financial distress of some clubs compels specific sporting choices. To soften their financial constraint thanks to trading, some clubs may prefer to give more playing time to young players despite sporting reasons (Carlsson et al., 2016). Nevertheless, the rejuvenation of the squad does not necessarily improve the profitability of clubs (cluster 4). The rat race for young talent, therefore a risky business model depending on trading fees is risky. The results of this study may help some clubs realize this and identify other ways to balance their budgets.

[1] https://www.transfermarkt.com/ligue-1/durchschnittsalter/wettbewerb/FR1/saison_id/2021/plus/1

[2] https://www.lfp.fr/dncg/rapports

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UPDATING AN ESTIMATION OF THE JAPANESE SPORT ECONOMY THROUGH THE JAPANESE SPORT SATELLITE ACCOUNT (J-SSA)

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Research Questions

In 2007, the EU Working Group on Sport & Economics established the Vilnius definition of sport as the methodological basis of a Sport Satellite Account (SSA) which is an accounting system for the sports industry (European Commission, 2018). Shoji et al. (2019) estimated the economic size of the Japanese sport industry in terms of Gross Value Added (GVA) for the years 2011-2014, for the Japanese Sport Satellite Account (J-SSA), while considering the association between the Japanese input/output (IO) table and the Vilnius definition. It was politically useful to highlight and motivate growth in the Japanese sport industry throughout Tokyo Olympic and the Paralympic Games 2020 (Tokyo 2020). Consequently, the aim of this study is to investigate the latest characteristics of the Japanese sport economy and further develop the methodologies used in the field of Japanese economic statistics for sports through updating the J-SSA.

Theoretical Background

In Europe, international comparisons of national sports industries were inconsistent until the development of the Vilnius definition of sport as the basis of a SSA. The Vilnius definition had three layers: statistical definition 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), broad definition of sport (i.e., the two previous definitions, plus products and services that draw upon sport as an input) (Statistics Netherlands, 2012). To compose this definition the Classification of Products by Activity 2002 (CPA 2002) was conducted (Panagouleas and Kokolakakis, 2012). The European Commission, using 2012 data, reported international comparison of SSAs for seven countries in 2013 and 28 European Union (EU) countries in 2018. As a result, Germany had the biggest sport related Gross Domestic Product (GDP) at 104.7 billion Euro whereas Austria reported the largest proportion of sport related GDP at 4.17% (out of total GDP).

Methodology

For J-SSA study we used the Japanese IO table and the Japanese System of National Accounts (SNA) instead of the CPA system for classification (Shoji et al., 2018). To be consistent with CPA, researchers continued to discuss details of the Japanese sport industry. This study conducted a supply chain along the SNA, in which goods and services produced by inputs of goods and services through imports and exports were distributed among transportation, wholesale and retail, resulting in Total Supply (= Total Demand). J-SSA calculated Total Supply of sport based on sport shares in outputs and other costs. The sport GDP for Japan was divided into three sectors: the Sport Sector (i.e., the production of sports goods and services including sports exports), the Inputs Sector (i.e., what is necessary for the

production of sports goods and services) and the Distribution Sector (i.e., transportation, wholesale and retail related to sports). This study developed the J-SSA focusing on sport GDP and based on 2018 data.

Results and Discussion

Our results show that sport GDP was 6.6 billion Euro, accounting for 1.57% of the Japanese nominal GDP. The largest item of sport GDP was sporting activities at 2 billion Euro (30.5% of the total of sport GDP). Following sporting activities, the commercial and transport sector was valued at 1.4 billion Euro (20.6%), and education was at 1.1 billion Euro (16.6%). These three sectors were characteristics of J-SSA because together they formed 67.7% of sport GDP. We compared Japan and European countries, taking into account that the data of EU referred to 2012. The EU average of the share of sport GDP in total GDP was 2.12%, which was higher than Japan. However, the Japan's share of sport GDP was slightly higher than the Denmark's one (1.56%) ranking 10th in the EU. The structure of the Japanese sport industry was identified by considering the supply chain and SNA, not just the Value-Added statistics. Furthermore, a demand study indicates that the Japanese sport industry is supported by domestic demand like that of Germany, rather than by external demand as in Austria. Consequently, the study reveals that to develop the sport industry in Japan, the government must take advantage of the high ratio of Value-Added of the sport industry and target overseas demand, which is currently below international standards, as well as a new fields of sport activity for example eSports, Non-Fungible Token and betting. The result also would be used for studying how the international sport events or the sport tourism make an economic effect.

Conclusion

In conclusion, J-SSA has been successfully updated for the Japanese economic statistics for sports. However, a long-term research project is necessary for guiding policy and developing the sport sector. In particular, the Covid-19 has extremely affected J-SSA and the impact of Tokyo 2020. Further development of J-SSA aims to analyse the postponement of Tokyo 2020 to 2021.

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REASONS TO STOP INVESTMENTS IN FOOTBALL CLUBS

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Aim and Research Question

Investors and their shareholdings in football clubs are becoming increasingly important in the football market (Rohde & Breuer, 2017). Even in the German Bundesliga, which is heavily regulated by the 50-plus-1 rule, investors are appearing more frequently, as the example of Lars Windhorst at Hertha BSC shows. However, football club investments are not always a success story. In case of Hertha BSC public discussions and disagreements characterise the current picture and it seems as an exit is not completely out of the question, also denied by both parties so far. Another example emerged with the war in the Ukraine. In particular, the Chelsea FC has been hit hard by the sanctions against Russia and Russian oligarchs. Roman Abramovich's British assets have been frozen and he was not allowed to continue as a board member. In addition, Chelsea FC must face strong sanctions on its daily business. Abramovich himself had tried to sell the club at short notice before he was added to the EU sanction list, without success. These examples raise the question whether potential exit strategies should be discussed in a more professional way - not only when (unexpected) external circumstances lead to the decision. In general, exit strategies should be considered in order to enable an orderly transition without interrupting day-to-day operations.

Theoretical Background and Literature Review

Exit strategies are part of almost every investment decision in the business context and are becoming increasingly important to scholarship and practice (DeTienne et al., 2015; Cumming et al., 2008; Karakaya, 2000). Lemley and McCreary (2021), therefore, introduce their article as follows: "In Silicon Valley, the most important thing to think about when starting a company is how you're going to end it." However, Peters (2009, p. 4) acknowledged: "Exits are the least understood part of investing and entrepreneurship" and according to DeTienne et al. (2015), there is still not enough knowledge about the factors that drive the decision for exit strategies. That is even more true for sports investments. In this context, e.g., when taking over a club, the topic of exits has hardly been discussed, at least in the scientific discourse, possibly because it contradicts the idea of the classic - even philanthropically inclined - investor in sport? Although more professionalism and extremely large sums of money are involved when a club is bought or investments are made in sport, this aspect has so far been neglected in the literature, but also in practice, and represents both a gap in research and practical discussion. Following on an article by Rohde and Breuer (2017), it is necessary to further investigate the market for football club investors, also regarding IPOs, sales and multi-club ownership. This and similar research articles, as well as current political events, build the rationale for this study.

Research Design, Methodology and Data Analysis

This study categorises previous sales of football clubs with the exit classifications established by DeTienne et al. (2015). The main drivers for exit decisions are statistically analysed. Cluster analysis will be conducted to group the reasons for club sales and investment exits

based on observed variables such as holding period, price, and sporting success. Data on club sales in the European Big Five Leagues from 2010 to 2022 is used and collected from sports data bases like Kicker, Transfermarket and if available, financial statements of the clubs.

Results and Discussion

Due to the topicality of the research approach, the full results of the analysis will be available a few weeks before the conference. It is already apparent that political and regulatory influences play a central role in the sale of football clubs. Some leagues exclude multi-club ownership by regulation, which led for example to the sale of the Italian club US Salernitana after a special permit expired. Other investment restrictions or the Chinese economic policy have also led to some exits in recent years. Other clubs have been sold due to financial problems of the owners or even for profit-driven reasons. The main exit strategy is an acquisition by other investors. IPOs, however, are rather rare.

Conclusion, Contribution and Implication

This study shows that various factors could force clubs, but also investors, to strategically plan the entire life cycle of the investment in advance and to take exit strategies into account. Professionalism and strategic planning are still required when the cooperation is to be terminated and many cases in the football show that there seem to be a lack of both in that final stage. Especially political and regulatory factors have to be discussed in relation to the exit of football investors. The feasibility and preference of various exit options should be part of the discussions, at least in the long term. These, in turn, need to be accompanied and underpinned scientifically and hopefully this paper will contribute to this.

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COUNTING THE COST OF COVID-19 ON PROFESSIONAL FOOTBALL CLUBS AND THEIR COMMUNITIES

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Aim

A football club community trust (FCCT) serve their local communities through a range of programmes and initiatives aimed to improve the lives of people across a range of outcomes. The aim of this paper is to understand how the FCCTs of professional football clubs in the English Football League (EFL) responded to Covid-19 and what the impact of Covid-19 was on the local communities that FCCTs serve.

The project has two main research questions. We focus on RQ2 in this abstract. RQ1 is submitted as a separate paper. The rationale behind separating the two RQs is we wanted to focus on FCCT's independently, however we are aware that the two are inextricably linked (e.g. FCCTs are reliant on financial support from their football club).

RQ1 - what is the financial impact of Covid-19 on English professional football clubs so far?

RQ2 - what is the impact to the local community focusing on four professional football clubs and their football community trusts?

Theoretical Background and Literature Review

There is a wealth of academic literature showcasing how professional sporting organisations are in a unique position to promote Corporate Social Responsibility (CSR) compared to mainstream commercial organisations (Walters, 2009; François, Bayle & Gond, 2019; Hills, Walker & Barry, 2019). Breitbarth and Harris (2008) developed a framework that demonstrates how sporting organisations can engage in CSR.

The Covid-19 induced shutdown of professional football leagues, changed the organisational goals of professional clubs from being business and commercially driven to providing services to support social welfare (Kennedy and Kennedy, 2021). Our research is an opportunity to understand how FCCTs have undertaken this.

Methodology

Qualitative data was sourced from four professional football clubs and their FCCTs that are currently competing in the EFL at the time of writing. Semi-structured interviews were conducted with 18 individuals across a variety of roles (CEO, Head of Finance, Head of Commercial, Head of FCCT, Chair, Director of Football and Supporters Trust). Interview schedules were designed based on job role of the interviewee. For example, CEO's were asked specific questions on their CSR policy and how they view their FCCT in terms of the overall organisational objectives. Head of FCCTs were asked to describe how they responded to Covid-19 and describe if and how it changed the way in which the FCCTs operate.

Results and Discussion

Overall, there were four key themes that emerged from the qualitative data:
The role of FCCTs changed from deliverers of specific outcome driven programmes to social service providers.

Relationships with local authorities and community groups strengthened.

Increased importance of FCCTs and resource from their professional football clubs.

Increased exposure and profile of FCCTs.

During Covid-19 the FCCTs focus was to support everyone within the local community. They became care and social service providers, utilising club facilities to cook meals, provide food parcels to the local community, visit vulnerable and isolated people to ensure they were safe, deliver medicines and support in the Covid-19 vaccination programme. These services provided by the FCCTs had a considerable impact, as each of the four FCCTs gave examples of local authorities approaching them wanting to build new partnerships, something that had not occurred before Covid-19. Each FCCT reported they received excellent support from their club and considerable importance was placed on the services they were providing. Club staff that had been furloughed were encouraged to volunteer for the FCCT. Due to no matches being played FCCTs were able to utilise the club's communication channels, which provided additional exposure and reach of the activities the FCCTs were providing. This resulted in additional donations, offers of support from people within the local community and it was the catalyst in creating new links with organisations.

Conclusion, Contribution and Implications

The FCCTs responded to the needs of their local communities and in many instances were the first port of call for members of the public who required support. This represents the unique pull the FCCTs have because they are associated with a professional football club, they are viewed as a trusted organisation within their local communities. This allows the FCCTs to engage marginalised and hard to reach groups, that may not even be identified by local authority services. FCCTs should be viewed as central stakeholders to providing community-based initiatives. We recommend FCCTs are provided with clear lines of communication to local authority organisations and resources to grow their network of support. Awareness of the services provided by FCCTs needs to be amplified and football clubs across the board need to strengthen their relationship with their FCCTs, which can showcase the clubs CSR objectives. This study presents a live example of Matten and Moon (2008) implicit-explicit framework of how sporting organisations have responded to a macro-level (Covid-19) situation to shape a CSR response on a micro-level (local communities).

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THREE DECADES OF FOOTBALL PLAYER VALUATION: RESULTS FROM A SYSTEMATIC LITERATURE REVIEW

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Aim and research question

In 1995, the Bosman ruling of the European Court of Justice, led to a previously unknown growth of the football players transfer market (Frick, 2007). This situation has raised the interest of many researchers on a field that had been tested only a few times before: the determination of the so-called transfer fees (Carmichael & Thomas, 1993; Reilly & Witt, 1995). This almost 30 years old question paved the way to a very broad empirical literature. On the other hand, scholars from different research fields and football stakeholders have introduced methodologies to estimate the economic values of football players (arbitration, crowd-sourced valuation, income-based approaches, or historical costs). These two complementary and interrelated approaches have led to a growing field of literature that could be labelled as "football players valuation".

After 30 years, it seems to be necessary to provide the research community with an overview of the multitude of approaches, methods and results concerning the valuation of human capital in the case of professional football. Therefore, the main objective of this research project is to detect and classify the empirical and fundamental methodologies used to assess the economic value of football players. For a better understanding and acceptance of the concepts, it is needed to review the definitions of price and value used in the football market literature. Moreover, from an empirical point of view, we want to evaluate the level of proof of the many determinants of the transfer fees that have been tested continuously for almost 30 years.

Methodology

To have the most comprehensive view of the "football players valuation" topic, a systematic literature review with several quantitative elements is implemented complying with PRISMA guidelines (Page et al., 2021). After searching the terms "football player price", "football player value" and "football transfer fee" in five databases (Scopus, EconLit, Business Source Complet, Math SciNet and EconBiz)[1], 3298 article titles and abstracts were screened. 105 articles were retrieved, and their eligibility was assessed, leading to a total of 75 articles included in the final study. Accounting papers, regulation papers not directly dealing with the impact of regulation on the amounts of the transfer fees, and performance analysis papers were excluded.

Preliminary results

The systematic review allows us to produce a typology of the fundamental evaluation methods that have been used in sports management and economics literature. Very early literature presented and analyzed the arbitration mechanisms but this approach fell into disuse, probably due to Bosman's ruling consequences. As it was alleged in the 2000s, the topic of

the football player valuation then focused on the determination of the transfer fees using bargaining theory or hedonic pricing.

This approach can be put in parallel with the market-based approach of human capital determination that led to the development and use of crowdsourced values, now considered to be good proxies of the transfer fees (Herm et al., 2014). Using transfer fees or crowd-sourced proxies, this approach has been broadly developed and improved since the early 90s, leading us to analyze 47 empirical papers to determine which factors can now be considered to have a good level of evidence, such as players age, number of goals and assists, position and time played along with more atypical variables such as media visibility, effort, or agents. Additionally, with a more fundamental view of valuation, cost-based and revenue-based approaches of human capital determination were also proposed by researchers though at different phases of the field development. Also, a particular branch of financial literature tries to unveil players' value determinants by mobilizing the real options theory.

Conclusion, Contribution and Implication

Our paper has two main implications. First, it maps the evaluation methods used in the literature, discusses their validity with regards to the economic theory and calls for a broader application of evaluation models allowed by the growing data availability. Cost-based, revenues-based, or option-pricing approaches could now be further developed with accounts disclosures being more frequent (listed companies, management control and accounting, financial fair-play, etc.). Market-based approaches can also benefit from these disclosures, along with the broader and broader availability of performance metrics, contract durations, as well as transfer fees and salaries amounts. Second, it highlights the gaps in the actual empirical literature enabling the definition of precise future research objectives regarding what transfer fees determinants are to be further tested, such as media visibility, selling and buying clubs characteristics or relative age effect. It also calls out for an extension of the existing models to minor leagues and countries to improve the level of evidence of the determinants and to highlight the discrepancies between market segments.

[1] A generic query was used to search for alternative specification: ((Football OR soccer) AND Player* AND (Pric* OR valu*)) OR ((Football OR soccer) AND Transfer* AND Fee*)

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IMPLEMENTATION OF ELITE PARASPORT POLICIES: HOW FUNDING DEPENDENCIES SHAPE PROCESSES OF POLICY IMPLEMENTATION

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Aim and Research Questions

The objective of this research is to analyse managers' perspectives of how organisational interdependencies affect the implementation of elite national parasport policies. In particular, this study explored to which extent funding dependencies have shaped administrative processes and procedures of NGBs in Brazil.

Theoretical Background and Literature Review

According to Theodoraki (1999), the pressure on governments to promote elite sport success is irresistible, and this has been influencing the implementation of sports policies. After the Second World War, countries around the world have intensively invested in elite sports (Theodoraki, 1999), which has resulted in an ongoing process of development of national elite sports public policies. However, policies by themselves do not produce any benefit, with potential benefits being dependent on how policies are implemented, turning policy intentions and decisions into specific programs and processes (Schultz, 1982). Scholars claim that central to the understanding of the implementation process is a comprehensive and theoretical examination of the numerous factors that can impede or enhance the implementation of sports policies (Weatherson et al., 2017).

Sports organisations operate in environments in which internal processes are influenced by several external factors (Harris & Houlihan, 2016), which can be perceived as barriers or enablers of policy implementation processes. The Resource Dependence Theory argues that researchers must observe how organizations interact with their environment to understand the behaviour of organizations (Hoye et al., 2015). In contexts of interdependencies between sports institutions, the control of financial resources is an important element in facilitating or constraining the implementation of elite sports policies. Attempts from governments and sports organisations to use funding control to interfere in the governance or management of NGBs may violate their autonomy, which can affect their autonomous nature and policies (Sam & Schoenberg, 2020). Overall, NGBs embedded in relationships of funding dependence with governments or other sports organisations may have their administrative practices of policy implementation impacted by these relationships. Then, to which extent funding dependencies shape processes of policy implementation were the focus of this research.

Research Design, Methodology, and Data Analysis

As part of the scope of this study, the implementation of elite parasport policies was observed in terms of administrative processes and procedures of NGBs. This research had descriptive and exploratory features. The data collection strategy used semi-structured interviews and document analysis. Five national parasport organizations were selected following specific criteria to ensure diversity of organizational settings. This study analysed policies and implementation practices related to the five years cycle of the Tokyo Paralympic Games. Twenty-six managers participated in the research. The data collected from the interviews were

analysed through a process using inductive and deductive approaches, followed by thematic analysis.

Findings and Discussion

With the document analysis confirming the funding dependence of the selected NGBs on public resources, the Resource Dependency theory was used to explore how the dependencies impacted the shape of the administrative processes and procedures.

The findings showed that the funding dependence affected the processes and procedures of all the NGBs, particularly, processes of acquisition and accountability. Several managers explicitly claimed that the rules related to the public funding affect their autonomy to plan, design, and conduct their APPs. Overall, the dependence impacted shape features such as decision-making, deadlines, monitoring, and actors involved.

Moreover, there were some findings not aligned with the Resource Dependence Theory. Instead of looking for alternative sources of income to leave the dependence, most NGBs had as their primary focus keeping that dependence. Therefore, managers demonstrated a certain degree of acceptance, as they the costs of losing autonomy and flexibility in order to keep the public funding.

The sport managers also perceived that the imposed funding-related rules ended up improving their administrative processes and procedures. These improvements created further positive effects, such as supporting the NGBs to find better prices and contracts when purchasing, creating more transparent processes and procedures, and they helped the managers in terms of guiding their organisational behaviour. Furthermore, some managers also affirmed that the imposed bureaucracy gave efficiency to their internal processes.

Conclusion, Contribution, and Implication

In conclusion, the explored interdependencies showed that funding dependencies were able to, directly and indirectly, shape several features of the administrative processes and procedures. In indirect terms, funding dependence affected the autonomy of NGBs in Brazil, which impacted their capacity to freely plan and conduct their internal processes. In summary, funding dependencies on public resources affected not only aspects of governance, but also resulted in deeper impacts on the administrative processes and procedures of parasport NGBs in Brazil.

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PRICE DISCOVERY DURING IN-PLAY BETTING IN SPORTS BETTING EXCHANGES

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Aim and Research Question

This paper examines how information incorporates into sports betting in a setting of multiple competitive betting exchanges. We aim to determine the proportion of information contributed to price changes (Hasbrouck, 1995) by each betting exchange on which in-play betting takes place.

Although the main question here is "Does the informed better/investor choose to trade in the betting exchange that contributes more to the price discovery?", we conjecture that the choices of betting exchanges are not trivial with the presence of trading, funding, regulatory constraints.

We hypothesize that a betting exchange with the least constraints would contribute most of the information share to the movement in odds. We further posit that exchanges are designed in such a way to minimize costly constraints for their specific clienteles in various sports.

Theoretical Background and Literature Review

We treat each match as a financial market security and draw the methodology from two key theories. First, betting markets function almost exactly like a derivative financial market, i.e., there is a specific endpoint where the value of the bet converges to the end value i.e., mispricing can be detected easily and independent of the act of betting, unlike other assets (Moskowitz, 2021). The sports betting exchanges can be considered order-driven markets (Flepp et al., 2017) for instruments with short maturities, similar to stock options.

Several papers have studied the market efficiency of betting markets, suggesting various degrees of inefficiency. In particular, Brown et al. (2018) found that betting exchanges did not incorporate the information available on Twitter about the play-by-play of the English Premier League (EPL) into the in-play betting prices.

Second, Hasbrouck (1995) determined that when single security is traded in multiple exchanges, there exists an implicit efficient price of the security, and that an exchange with a larger information share contributes to the price discovery of other exchanges. It is possible to apply Hasbrouck (1995) to in-play betting as the same security or match is traded simultaneously on various betting exchanges.

Additionally, it is assumed that the betters or investors would be likely to be watching the live match and therefore react to the play-by-play, contributing to the change in odds. It is also assumed that all the exchanges have access to the same information during the match.

Research Design, Methodology, and Data Analysis

This research uses Hasbrouck's (1995) Information Shares (IS) model - cointegration in microstructure - to estimate the contributions of price discovery in in-play betting in five major sports leagues in North America, Europe, and Asia: Major League Baseball (MLB), National Hockey League (NHL), National Basketball Association (NBA), English Premier League (EPL), and Indian Premier League (IPL), during the 2021/22 season. Disregarding the

matches where in-play betting is extremely inactive or infrequent, we expect to have over 500 complete matches in our analysis.

Using the Hasbrouck (1995) model, we analyze the changes in odds over the duration of each match. We use in-play betting odds for this analysis as the entire lifecycle of the odds can be captured up to the end of the game, where the odds converge. The win/draw/lose odds are treated as the bid and ask prices in the model.

In-play betting data has been collected from Oddsportal.Com (n.d.) for the duration of each match for all the exchanges engaging in in-play betting for the league. These are EU odds for win/draw/lose situations, which have been converted to payouts for a 10 U.S. dollar investment in the outcome to facilitate interpretation. Information share is computed using a Vector Autoregressive (VAR) model to include all the odds information in the exchanges.

Results/Findings and Discussion

Preliminary investigation reveals a lead-lag relationship between exchanges in odds movement, i.e., there is a single exchange contributing a higher information share to price discovery, and the other exchanges follow the leading exchange in adjusting their odds. However, in a surprising anomaly, it is interesting to note that a few exchanges do not follow the leading exchange and have completely different price trajectories.

Conclusion, Contribution, and Implication

Most betting market efficiency research has been conducted on historical trading data, and a few papers like Brown et al. (2018) have worked on in-play betting from the perspective of live information availability.

This research applies a Market Microstructure theory to sports betting exchanges in the hope that we may further understand what drives market efficiency and speculate on the motivations that drive an investor to a particular exchange.

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THE OTHER ISL: ANALYSING THE FINANCES OF THE INDIAN SUPER LEAGUE (FOOTBALL) AND ITS FRANCHISEES

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Aims and Research Questions

The aim of this paper is to examine the economics and finance of the Indian Super League and its clubs. These aims will be achieved by conducting a financial analysis of the ISL teams between 2014-15 and 2019-20 using ratio analysis and tailored performance-analysis-models (Plumley et al., 2017). Our data focuses on 10 teams that competed in the ISL between 2014-15 and 2019-20 seasons. In addition, we provide strategic recommendations that we see as being beneficial for other sport leagues on the Asian continent.

Theoretical Background and Literature Review

Professional team sports are heavily linked to concepts of uncertainty of outcome, competitive balance, and profit and utility maximisation (Vrooman, 2015). Sports leagues are joint ventures that can be viewed as a single entity or cartel in both Europe and North America. However, both models have several key differences, all of which focus on factors such as revenue generation and player allocation. These models are important in the context of the ISL as it seeks to grow and owing to the fact that it has operated under a hybrid system of both models in its relatively short existence.

Addressing the balance between on-field and off-field performance in professional team sports is not easy and it has proved a highly contentious issue in recent years (Chadwick, 2009). The presence of non-financial objectives (e.g., sporting performance) also raises the question regarding the measurement of performance of football (sport) clubs in line with their pursuit of twin objectives that can potentially conflict with each other (Guzman & Morrow, 2007). One model that has attempted to quantify and measure such variables in recent years is the performance assessment model (PAM) designed by Plumley et al (2017).

Research Design, Methodology and Data Analysis

The overall performance score (OPS) is an adaptation of the FOrNeX model (Andrikopoulos and Kaimenakis, 2009), which outlines the measurement of the intellectual capital of a football club. This approach was adapted by Plumley et al (2017a) to produce a performance analysis model (PAM) for the football club to offer an insight into how the model could be constructed to measure both financial and sporting performance of professional football clubs. The PAM consists of eight financial indicators and three sporting indicators.

The weights to each financial and sporting variable have been applied in relation to their perceived relevance to meeting financial sustainability rules of the league and principles of financial management. The three sporting variables - win ratio, league points and capacity utilisation have been included to provide a more holistic analysis. The weights assigned to each dimension of performance (financial and sporting) sums to 1. The performance of the ISL franchisee is the weighted average of the performance in both these dimensions.

Results and Discussion

There is a strong, statistically significant correlation between franchisee's OPS and financial performance ranks (r = 0.73, n = 51, p = 0.00). This can be attributed to the fact that the financial dimension was allocated a 70% weighting to derive the OPS for each franchisee. The relationships between franchisee's OPS and sporting performance (r = 0.67, n = 51, p = 0.00) is also statistically significant.

It has been found out that the comparative overall performance has remained relatively unchanged for 2 of the 10 franchisees (-0.22 < r < 0.22), declined either moderately or strongly for 6 franchisees (0.23 < r < 0.99) and improved either moderately or strongly for 2 franchisees (-0.99 < r < -0.23). A caveat to this interpretation is that the club-specific trends are not statistically significant (p > 0.05) on account of the limited number of observations per club (3 < n < 6) based on the time period under review.

The total turnover of the ISL has increased by 108 percent (from INR 172.43 cr in 2014-15 to INR 358.82 cr in 2019-20), although the highest turnover was recorded in the 2018-19 season (INR 385.22 cr). Subsequently, the ISL as a league has never made a profit in its 6 seasons.

Conclusion, Contribution, and Implication

The franchisees, and the league, have seen rising revenues in recent years but they have also both struggled with cost control problems. However, it does pose a significant challenge for the clubs if they are not self-sustainable with many ISL franchisees reliant on their owners for financial support. The ISL also faces further challenges at governance level due to its peculiar structure and arrangements between the league, franchisees, and broadcasters. From a governance perspective, these need addressing so that the game can move forward.

The ISL is still in its infancy as a product and has time on its side. However, there are early warning signs that we have presented here that require attention. Failure to do so may lead to stagnation and regression in the future.

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SPORT MARKETING AND SPONSORSHIP

Chair: Tim Ströbel

TECH-SUPPORTED RELATIONSHIP MANAGEMENT IN PROFESSIONAL SPECTATOR SPORT ORGANISATIONS. A DELPHI-STUDY

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Aim and Research Questions

The development of professional spectator sport organisations (PSSO's) from non-profit organisations to for-profit businesses (Shilbury & Ferkins, 2011) affects managerial processes of PSSO's. As PSSO's are understood as service ecosystems (i.e., value networks; cf. Woratschek et al., 2014) consisting of a set of touchpoints on which relationships to and among various actors are maintained, managing these relationships is fundamental for PSSO's. With digital technologies as facilitators, enabling the application of customer (or actor) relationship management (CRM) to a higher number of customers (or actors), the concept of CRM has become highly relevant in sport management (Stegmann et al., 2021). Although (tech-supported) CRM is a widely applied practice in other business sectors, and despite heavy investments of PSSO's into CRM technology, not much is known about tech-supported CRM in PSSO's.

Accordingly, the question arises, if non-profit sport organisations or business literature on CRM is directly applicable for PSSO's, while applying theories of value co-creation among a diversified understanding of relevant actors (which might or might not be considered customers) described in PSSO's (Woratschek et al., 2014). This study contributes to a better understanding of status-quo, consequences and potential of (tech-supported) CRM in PSSO's.

Theoretical Background and Literature Review

This study merges literature on CRM of non-profit sport organisations (e.g., member management; Bagusat & Schlangenotto, 2017) and a wide range of business management literature on CRM (e.g., regarding the role of technology or strategic CRM; Küpper et al., 2015) in order to study (tech-supported) CRM in PSSO's. While non-profit sport organisations operate CRM in order to retain their customers (e.g., members and volunteers), for-profit businesses apply CRM to enhance their service offerings towards buying customers. However, with the advent of non-transactional exchange theories (i.e., theories of value co-creation), the concept of customers has blurred towards an understanding of customers (e.g., fans, sponsors and others) as co-creators. More specifically, according to theories of value co-creation, all in service ecosystems involved actors may be of relevance to PSSO's in order to contribute to value creation, which influences development and application of a PSSO's CRM and CRM technology.

Therefore, the present study investigates CRM from PSSO's through the lens of theories of value co-creation in order to understand how CRM and CRM technology is applied by PSSO's within their service ecosystems to create value for themselves and their network of actors.

Research Design, Methodology and Data Analysis

Due to the aim of this study and the limited research in this field, an exploratory research design is necessary. A qualitative Delphi-study (Linstone & Turoff, 1975) was conducted

with sport management executives from top-tier football, ice hockey or handball PSSO's from Switzerland, Germany and the United Kingdom. 28 executives with at least 3 years of experience in CRM of PSSO's were identified via internet research, of which 14 agreed to participate. The first round consisted of problem oriented, semi-structured video-interviews with questions on conceptual and technological perspectives of CRM. After the consolidation of the data by applying qualitative content analysis (interrater reliability r=0.85), a questionnaire was sent out to all experts, containing the consolidated data from the first round, including a proposed model of CRM in PSSO's as a synthesis of the literature review and the first-round-answers. Since results of a Delphi-approach highly depend on the participants and their backgrounds, several demographic data points (e.g., business experience in years, job position, type of organisation) were collected anonymously.

Results/Findings and Discussion

Results from the first round of the Delphi-study show that all experts agree on the importance of CRM in the current and future market with several experts considering good customer relationships, customer data analysis and customer feedback as the crucial success factors for organizational success in the upcoming years. Although the experts agree on the importance of customer relationship and customer data, they do not agree on who the customers of a PSSO are. Some experts consider a vast variety of actors in the ecosystem as customers, while some limit the term to fans and sponsors and some refuse to apply the word customers to fans. The currently running second round of the Delphi-study, will bring forward more detailed insights into the management of customer relationships, customer data and the application of CRM technology. Furthermore, a conceptual model will be proposed, outlining the effect of customer relationship quality on value creation of PSSO's.

Conclusion, Contribution and Implication

This study provides new insights into CRM of PSSO's on a conceptual and technological level. After the first round, the results show that the concept of CRM cannot simply be transferred from transactional businesses to sport management, since customers (i.e., all in the service ecosystem involved actors) of PSSO's are contributing to value creation. More research will be needed to understand the effect of relationship management on value creation and ultimately the performance of PSSO's.

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SPORT SPONSORSHIP ACTIVATIONS AS A DRIVER OF CUSTOMER ENGAGEMENT

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Aim

While researchers in sport management increasingly address the relevance of customer engagement, there is still a gap in the literature on how sponsorship can drive customer engagement. While studies have shown favourable outcomes of activations of sponsorship rights with specific marketing activities (Weeks et al., 2008), recent studies demonstrated that spectators' sponsorship evaluations depend on the authenticity of sponsorships (Shoffner & Koo, 2020), and consumers' attitudinal predisposition toward the sponsor (Wakefield et al., 2020). Accordingly, we do not believe that sponsorship activations automatically lead to positive sponsorship outcomes, especially considering influencing factors and the possibility of negative engagement behaviours by irritated customers (Jaakkola & Alexander, 2014). This research aims to examine sponsorship outcomes in terms of customer engagement following sponsorship activations by considering the roles of sponsorship authenticity and spectators' prior attitudes toward the sponsor.

Literature review

Customer engagement can be expressed as customer engagement disposition (CED) (Fehrer et al., 2018), and manifest itself in customer engagement behaviour (CEB) that exceeds transactions, e.g., giving recommendations (Jaakkola & Alexander, 2014). Previous studies have shown that sponsors' activations lead to positive sponsorship outcomes (Weeks et al., 2008). However, sponsorship literature has demonstrated the possibility of negative sponsorship effects (Kelly et al., 2016). Attribution theory states that if consumers perceive sponsors' activations as negative, they will infer a negative sponsor motive and be more likely to react negatively. Moreover, it was shown that sponsor authenticity has a positive impact on sponsorship evaluations (Shoffner & Koo, 2020). Furthermore, consumers' feelings and attitudes may influence brand-focused sponsorship outcomes (Wakefield et al., 2020). Balance theory states that when facing psychological imbalance, consumers attempt to restore balance through attitudinal and behavioural reactions. Applied to the sponsorship context, we propose that the spectators' reaction after activation depends on whether sponsorship authenticity and attitudes evoke psychological balance or imbalance. Hence, we posit the following hypotheses:

H1: Positive sponsors' activations are more likely to evoke positive (a) CED and (b) CEB, whereas negative ones are more likely to evoke negative customer engagement.

H2: Sponsorship authenticity moderates the effects of sponsors' activations on (a) CED and (b) CEB.

H3: Attitudes toward a sponsor moderate the effects of the sponsor's activations on CED.

Method

Our study used an online experiment with a factorial 2 (sponsors' activation) x 2 (sponsorship authenticity) plus one (attitude toward the sponsor) between-subjects design. Following a

pretest, 529 sport-enthusiasts (48.6% female, M_{age}=33.04) were recruited via sport-related forums and social media platforms.

The study used fictitious scenarios where new sponsors of a sport event were presented and then they carried out an activation. Press releases were used to manipulate sponsorship authenticity between a sponsor (Subway=authentic vs McDonald's=inauthentic) and the sponsee (Berlin-Marathon) and the sponsors' activations (launch of fitness-sandwich/-burger=positive vs meatball-sandwich/-burger=negative). Afterwards, participants rated their CED on a scale and could engage in CEB using an open textbox. Researchers subsequently coded these CEB responses as positive or negative. Sport involvement and nutrition awareness were used as control variables.

Results

Manipulation checks were successful for both activation and authenticity (p<.05). Binary regression analysis excluded the variables attitude, nutrition awareness, and sport involvement from the model due to insignificance. Results further indicate a significant main effect for sponsors' activation (B=−2.50, Wald=38.09, p<.001) on CEB. Spectators are significantly more likely to engage in negative CEB when the activation is negatively perceived and vice versa. Findings also indicate a predicted probability of 91.49% if activation is negatively perceived and the sponsorship is nonauthentic, 65.00% (negative/authentic), 49.75% (positive/nonauthentic), and 14.60% (positive/authentic) that spectators engage in negative CEB. Hence, if the sponsors' activation is perceived as negative, but the sponsorship is authentic, the probability of negative CEB is reduced by 26.49%. These results support H1b and H2b.

ANCOVA results revealed an insignificant main effect of the sponsors' activations on CED and no interaction between activation and authenticity, controlling for nutrition awareness and sport involvement, not supporting H1a and H2a. However, a significant interaction effect between sponsors' activations and spectators' attitude toward the sponsor (F(1,524)=4.56, p<.05) was found, supporting H3.

Implications

This study contributes to the sponsorship literature by demonstrating that sponsors' activations directly drive CEB, expressed either positively or negatively. Interestingly, the probability of negative effects following a negatively perceived activation is reduced when the sponsorship is authentic. Thus, sponsors' negatively perceived activations could be partially compensated by an authentic sponsorship. Moreover, our findings show that spectators who have a favourable attitude toward the sponsor beforehand show higher CED even when the activation is perceived as negative. This means that favourable attitudes have the potential to compensate the effects of negative activations on CED.

Practitioners can use this knowledge to allocate their resources more carefully by pre-checking if an activation might provoke negative perceptions, whether a potential sponsorship is perceived as authentic, and whether the target group have already a favourable attitude toward their brand.

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ENGAGEMENT BEHAVIOR ON DIGITAL ENGAGEMENT PLATFORMS IN SPORT: AN EXPERIMENTAL STUDY ON THE EFFECTS OF ACTOR EMBEDDEDNESS

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Aim and Research Questions

In today's era of digital transformation, sport managers are confronted with a myriad of physical (e.g., sport venue) and digital (e.g., smartphone apps) engagement platforms, which can be used to promote engagement behavior (Alexander et al., 2018). Engagement is the non-transactional and voluntary behavior between a sport organization and further actors (e.g. fans; Yoshida et al., 2014). These engagement platforms differ regarding their specific social context (Edvardsson et al., 2011) represented in the functionalities and prevailing institutional arrangements. Research implies that due to differences within the social context, resource access and mobilization on these platforms is impacted, which may influence engagement behavior (Laud et al., 2015). However, empirical literature on how the social context influences engagement behavior is scarce. The purpose of the present study is to address this shortfall by integrating research from engagement literature (Alexander et al., 2018), social capital theory (Lin, 2002) and embeddedness (e.g., Laud et al., 2015) to investigate how the social context of an engagement platform is influencing engagement behavior.

Theoretical Background and Literature Review

The present study investigates engagement behavior in the context of sport, which describes the non-transactional, extra-role behavior of fans (or other actors) to support the sport organization or other actors within its network. To do so, we apply the construct of actor embeddedness from social capital theory that describes how resources may be accessed and integrated from social interactions (Laud et al., 2015). More specifically, we study the effect of structural (describing the aggregated quantitative potential to resources) and relational (describing the qualitative potential to resources) embeddedness on how actors may integrate the accessed resources in non-transactional, extra-role behavior. Both dimensions of embeddedness are expected to have a positive main effect on engagement behavior (Laud et al., 2015), while a negative interaction effect is expected due to cognitive constraints on how many high qualitative interactions can be obtained (Dunbar, 1993).

Research Design, Methodology and Data Analysis

The study investigates the effect of embeddedness by means of an online scenario-based 2-(structural)-x-2-(relational) between-subject experimental study among highly identified sport fans while controlling for covariates (e.g., team identification). In April 2022, the study tested for differences in $n = 191$ subjects' (44% male, $M_{age} = 27.16$, $SD_{age} = 8.43$; $n = 106$ removed due to failure in attention check) actor engagement behavior depending on distinct characteristics of structural (low vs. high) and relational (low vs. high) embeddedness. Embeddedness was operationalized by the functionalities of a digital platform offered by a

sport club, which was evaluated by nine experts in sociology, marketing and methodology while manipulation check revealed significant differences ($M_{Str\_high} = 4.41$; $SD_{Str\_high} = 1.06$; $M_{Str\_low} = 3.04$; $SD_{Str\_low} = 1.41$; $t(189) = -7.64$, $p < .001$; $M_{Rel\_high} = 4.69$; $SD_{Rel\_high} = 1.31$; $M_{Rel\_low} = 3.72$; $SD_{Rel\_low} = 1.32$; $t(189) = -5.04$, $p < .001$). Participants were randomly assigned to one scenario, in which they were asked to judge the platform. All participants received identical descriptions with basic functions of the platform (e.g., a newsfeed with news from the club, where they can upload news from themselves and receive live results). Additionally, the structural dimension was manipulated by the actor groups which were involved on the platform (e.g., only fans or also players and sponsors), whose newsfeeds were accessible and whether friendship requests were available. Relational embeddedness was manipulated by whether posts could be commented on, a chat function existed, and personalized offerings were available.

Results and Discussion

Analyses show that both structural ($t(1, 178) = 3.49$, $p < .001$) and relational embeddedness ($t(1, 178) = 3.01$, $p < .01$) have a positive main effect on engagement behavior, while a negative interaction effect ($t(1, 178) = -2.11$, $p < .05$) exists, affecting the potential of actors showing engagement behavior within the network of sport clubs. This implies that functionalities of digital engagement platforms should enable either high levels of structural embeddedness by facilitating simple interactions among many different groups of actors or high levels of relational embeddedness by offering intense interactions between only few groups of actors.

Conclusion, Contribution and Implication

Our study is among the first that studies the effects of the social context on engagement behavior on digital engagement platforms in sport. It offers two main contributions to sport marketing research: (1) it examines the black box of the social context of value co-creation and actor engagement using actor embeddedness; (2) it studies the effect of single dimensions of actor embeddedness and its interaction on actors' engagement.

Furthermore, the present study serves sport marketing practice since it reveals how digital engagement platforms may be designed to foster non-transactional and voluntary behavior among their network of actors. By elaborating on the negative, interactional effect of high structural and high relational embeddedness of digital engagement platforms, it informs sport marketers as to how design fan touchpoints.

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THE RISE OF WOMEN'S FOOTBALL PLAYERS' INSTAGRAM POPULARITY: AN OVERVIEW OF FOLLOWING AND ENGAGEMENT TRENDS FOR ATHLETES IN FIVE EUROPEAN LEAGUES

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Aim and Research Questions

Athletes' social media following and engagement are key metrics influencing their personal brand monetizability and a proxy of their reach when promoting partner brands and their sport (Geurin-Eagleman & Burch, 2016). Scholars and practitioners must understand what factors shape athletes' popularity to help athletes strengthen their brands. Thus, we assess the current state and recent trends of European professional women's football players' Instagram following and engagement. With this research we aim to:

1) Provide a descriptive snapshot of major trends in women's footballers' Instagram popularity.

2) Assess athletes' social media brand growth over time.

Theoretical Background and Literature Review

Modern athletes are human brands (Thomson, 2006) with business, cultural, and social value (Carlson & Donavan, 2013). However, research on the determinants of athlete popularity continues to be sparse (Su et al., 2020), particularly among emerging athletes in niche and women's sports, where many athletes lack financial sustainability.Social media branding allows female athletes to overcome unequal media coverage, with followership and engagement largely determining the value of available sponsorship deals (Kunkel et al., 2021). Yet, prior research on consumer behavior on social media primarily focuses on men's sports (e.g., Su et al., 2020), meaning insights specific to female athlete brands are missing. This study, guided by the sport brand ecosystem and environment framework (Baker et al., 2022), examines how brand network factors such as athletes' leagues and teams impact female athletes' brand popularity.

Research Design, Methodology, and Data Analysis

We conducted this research within the context of women's football, considering its continuous growth and rising business value, using a longitudinal study design to assess market factors that influence athlete brand popularity.

Study 1

Study 1 addresses RQ1 by situating women's football players' brands within the broader football ecosystem (Baker et al., 2022) to develop propositions on what external market and brand network related factors impact popularity.We analyze athletes' followers and engagement, segmenting athletes based on market factors including league, team, and nationality. In June 2021, we collected data from all professional women's football players with a public Instagram account (NAthletes=1,398) competing in five first-tier European leagues (England, France, Germany, Italy, and Spain), including following and engagement based on their most recent 12 posts (NPosts=16,385 posts). We evaluated these metrics using

descriptive statistics and visualizations, accounting for the population and Instagram user base in each country. Results indicated differences between athletes from different leagues, teams, and representing different nations (i.e., markets). Visual examination of plots indicated a long-tailed distribution in athletes' popularity. Whereas four athletes had over a million followers each (M=3,726,100), most athletes were micro- or nano-influencers with 93% having fewer than 100,000 followers. Athletes competing in England had the highest number of followers (Mdn=11,282), followed by Spain (Mdn=4,293), France (Mdn=3,180), Italy (Mdn=3,004), and Germany (Mdn=2,502). Athletes competing in England had the highest number of likes (Mdn=1,054), followed by Spain (Mdn=507), Germany (Mdn=500), France (Mdn=498), and Italy (Mdn=372). These results highlight the collective brand reach of European women's football players in 2021, as well as a diverse range of female athlete brands, based on popularity.

Study 2

Considering that market factors and social media trends fluctuate over time, we will verify and advance the results obtained in Study 1 through investigating how athletes' followership and engagement changes over a one-year period in Study 2. Study 2 draws on data collected in June 2021 (Time 1) and June 2022 (Time 2). Data analysis will be completed in July-August 2022 and findings will be presented at the conference.

Conclusion, Contribution, and Implication

This research contributes to the sport management literature and industry by providing a snapshot and longitudinal overview of trends in European women's football players' Instagram popularity and its growth over a one-year period. It offers insights into variability between athlete brands and considers the role of team- and league-affiliations in differences in engagement and following. Preliminary findings indicate league-specific differences in athletes' popularity cannot be explained by the size of the population or the Instagram usage within each country, indicating country-specific effects toward athlete brand development. Findings also show team-specific differences highlighting the importance of a strong team brand for athletes' social media following (Su et al., 2020). Overall, we contribute to scholarship and industry knowledge by providing a perspective on the brand ecosystem (Baker et al., 2022) that influences athlete brand popularity with a focus on women's football players, highlighting differences with existing literature studying male athletes. In particular, this research theoretically contributes to our understanding of league-, team-, and athlete-brand-level factors shaping female athletes' social media popularity (Kunkel et al., 2021), and has implications for sport associations, team managers, sponsors, and athletes by positioning women's footballers' brands within a broader ecosystem (Baker et al., 2022).

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AUTHENTIC OR PERFORMATIVE? SPONSORSHIP STRATEGY AND THE UEFA WOMEN'S CHAMPIONS LEAGUE ON TWITTER AND INSTAGRAM

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Aim

This study explores sponsors' activational strategies for the UEFA Women's Champions League (UWCL) on Twitter and Instagram. The research is guided by two central research questions: RQ1 – how do sponsors of the UWCL activate their partnerships on social media channels; and RQ2 – to what extent do UWCL sponsors evidence authentic or performative allyship through social media activations.

Literature Review

Women's sport sponsorship has historically been criticized for its perceived lack of strategic focus and commercial objectives (Morgan, 2019); sponsors of women's sport have typically emphasized cause marketing and corporate social responsibility as key motives for engaging in sponsorship agreements, in lieu of commercial drivers (Lough & Irwin, 2001; Shaw & Amis, 2001). Women's sport's historical marginalization by broadcasters and media has inhibited women's sport's commercial growth and perceived legitimacy (Lough & Greenhalgh, 2019), and thus encouraged this view of women's sport as a cause in need of advocacy and allyship, rather than recognizing its commercial potential.

Sponsors' cause allyship (and the presentation of women's sport as a cause) remain challenges faced by women's sport (Lough & Greenhalgh, 2019), yet equally present a unique context through which sponsors may activate partnerships and communicate authentically with consumers. As women's sport has grown commercially and professionally in recent years (Lough & Greenhalgh, 2019), sponsors' emphasis on corporate citizenship, cause alliance, and allyship has evolved (Morgan, 2019). Sponsors' cause marketing leanings have been found to be aligned with strategic commercial objectives (Morgan, 2019), indicative of the potential brand-effects based objectives set by sponsors in supporting women's sport. This aligns with Cornwell's (2019) call for greater authenticity in sponsorship development and activation. Alongside brand image development, product sales, and brand awareness creation, Cornwell (2019) argued that authenticity is integral to partner selection, sponsorship leveraging, and consumer engagement. Dreisbach et al. (2021) likewise found that consumer response to sponsorship activation was directly related to the presence of fan-benefits within a sponsor's activation strategy including symbolic and social benefits, such as cause espousal. Women's sport thus presents a potentially invaluable lens through which to explore authenticity, allyship, and sponsorship strategy.

Methods

In exploring sport sponsorship strategy in this context, the UEFA Women's Champions League (UWCL) was selected as the study's focus. The 2021/22 campaign was the first under UEFA's revised sponsorship strategy for the UWCL, with UEFA creating a bespoke sponsorship portfolio for the women's competition (in lieu of bundling men's and women's rights as previously sold).

Data was collected throughout the 2021-22 campaign across two social media platforms: Twitter and Instagram. The two channels were selected for analysis given the unique activational and communications possibilities presented by social media for sponsors. The official English-language Twitter and Instagram accounts for all UWCL sponsors were identified prior to the group stages of the 2021-22 campaign to establish the study's sample. Coding language R was then used to access and scrape all posts by official UWCL sponsor accounts on Twitter following each matchweek of the competition, beginning with the first round of group-stage matches through to the competition's Final match on May 21st. Instagram data was simultaneously collected manually each week from all UWCL sponsor verified accounts throughout the campaign, and collated in a database to enable analysis.

Expected Findings

Upon completion of the UWCL Final, data will be qualitatively analysed using a two-stage coding method, seeking to identify emergent themes, patterns, and strategic initiatives across the data corpus. Drawing on Cornwell's (2019) conceptualization of authenticity in sponsorship development and activation, this analysis will explore in-depth sponsors' apparent activational strategies, thematic content, and apparent relational commitment. First-cycle coding will draw upon the extant social media sponsorship and authentic marketing to create a preliminary codebook of activational strategies. Second-cycle coding will then reconcile codes and adopt a thematic lens through which to investigate underlying strategy, consistency in sponsor messaging, and cross-platform sponsor engagement and activation. A preliminary analysis was conducted upon completion of the group stages. The activational approach taken by sponsors would appear to be largely performative and ad hoc, with minimal content created and few posts shared through the group stage matches to suggest a true commercial strategy underpinning their partnerships. These preliminary findings suggest that sponsor strategy for the Women's Champions League is lacking, with few sponsors engaging on social platforms in a meaningful way.

Conclusion

This study represents an important advancement in women's sponsorship research. The work advances women's sport sponsorship research and will provide new insight into women's sponsorship activation and strategy, areas in need of advancement within sponsorship scholarship. As evidenced by these early findings, however, sponsors have yet to fully embrace this opportunity; there remains considerable scope for authentic, strategic commercial sponsorship of women's sport to emerge, and need for further examination of women's sport sponsorship as a field of study.

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NO PLAYER IS BIGGER THAN THE CLUB? EXAMINING A PARADIGM SHIFT FROM TEAM IDENTIFICATION TOWARDS ATHLETE BRAND IDENTIFICATION IN PROFESSIONAL FOOTBALL

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Aim and Research Questions

Human brands, and especially athlete brands, are about to outperform traditional brands on digital engagement platforms. Cristiano Ronaldo, one of the most popular human brands in the world, broke several records on his social media channels in 2021 becoming the first human to surpass 400 million followers on Instagram in 2022. The rise of social media and the development of digital engagement platforms empowers athletes to build, develop, maintain, and expand their brands. This empowerment is amplified by the emergence of rapid technological advances and trends such as eSports, non-fungible tokens (NFTs), and metaverse in sports as well as the impact of the COVID-19 pandemic. Next generation fans shift their attention towards personalized stories from their admired athletes. Despite the surge in media attention, empirical research addressing branding at the individual level in sports marketing is still scarce. Drawing on recent literature on human branding, athlete branding, social identity theory, and team identification, this study examines the supposed paradigm shift from team identification towards athlete brand identification in professional football. Therefore, this study extends current research findings, contributes to general brand management literature and delivers managerial implications.

Theoretical Background and Literature Review

The concept of team identification has been used as a theoretical framework by many scholars to explain various cognitive, emotional, and behavioral reactions of fans in different types of sports (Kwon et al., 2014; Lock & Heere, 2017). Team identification indicates the level of individual connection between fans and a team or a single athlete (Wann & Branscombe, 1993). In previous research on team identification, the specific role of athlete brands has either been neglected or considered as an additional element (e.g., Trail et al., 2003; Wu et al., 2012; Yoshida et al., 2015). In this study, we utilized the social identity approach to examine team identification and athlete brand identification. Based on this theoretical framework, our study focuses exclusively on a novel perspective of identification in professional football, especially among younger generations. In contrast to existing research, the current study analyses both team identification and athlete brand identification within a new framework. The purpose of our study was to examine differences regarding team identification and athlete identification among different age groups.

Research Design, Methodology and Data Analysis

We conducted a systematic two-fold research design based on two consecutive quantitative studies. To test our hypotheses, we developed a structural equation model. Our main hypotheses investigate, for example, the effects of team and athlete identification on fan loyalty. Furthermore, the effects of trust and victorious achievement on both identification

variables (team identification and athlete identification) were examined as well as the use of social media as mediator.

The purpose of the first study was to determine differences regarding team and athlete identification among age groups as well as their effects on attitudinal and behavioral loyalty. The online survey (n=477) refers to fans of the German Bundesliga (1st and 2nd division) and was conducted in February 2022.

As this first study revealed statistical evidence on our main hypotheses including a moderating effect from different age groups, we focused specifically on these effects in a follow-up measurement. Based on the Toluna consumer panel, we recruited n=468 football fans, half of them belonging either to Generation X (1965-1980) or Z (1995-2010). Both subgroups were analyzed with regard to their identifications and purchase intentions towards generic team vs. athlete brand personalized football jerseys. Three main hypotheses have been tested: (1) Members of Gen Z identify stronger with athletes than members of Gen X. (2) Members of Gen Z assign a higher value to individualized athlete-licensed replicas than members of Gen X. (3) Members of Gen Z assign a higher value to individualized athlete-licensed replicas compared to standardized team-licensed replicas.

Results and Discussion

Our results show significant differences between the age groups in terms of athlete identification. Contrary to the original assumption, team identification did not show significant differences between Generation X and Z. However, athlete brand identification is significantly higher among Generation Z. This is also reflected in the intention to buy personalized athlete jerseys, which Generation Z assigns a significantly higher value to than the older generation. Further results will be provided at the conference.

Conclusion, Contribution and Implication

This study provides a unique and important contribution to existing research on athlete branding and team identification by taking a novel perspective. To the best of our knowledge, this is the first quantitative study to examine team identification and athlete brand identification within a single framework, investigating a potential paradigm shift. By combining two independent, sequential studies, we get unique and deep insights regarding fans' identification with their favorite team or athlete. Therefore, the study also enhances sport managers' knowledge and reveals managerial implications on the dynamics of team identification and fan behavior.

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SLEEVE SPONSORSHIP – DID THE SHIFT FROM CENTRALIZED TO DECENTRALIZED MARKETING PAY OFF? THE CASE OF GERMAN BUNDESLIGA.

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Aim and Research Questions

In 2012-2013 season the DFL (German Football League) allowed clubs to display a second sponsor on the left sleeve of their shirts. For introducing the new sponsorship the DFL opted for a centralized model. Five years later the DFL gave up the centralized marketing model. With the beginning of season 2017-2018 the DFL conceded the sleeve sponsorship right to the clubs. Since then the clubs commercialize this tool on their own in a decentralized marketing model (DFL, 2021).

The aim of the study is to analyse the financial terms and consequences for the clubs. The study intends to answer the research question, if and in which scale the shift from the centralized to the decentralized marketing of sleeve sponsorship payed off for the clubs.

Theoretical Background and Literature Review

The economic issue of professional football is a recent topic of academic debate. Andreff and Staudohar (2000) propose a theoretical framework in order to feature the financial structure of professional sports: "MCMMG" (Medias–Corporations–Merchandising–Markets–Global)". Bourg and Gouguet (2012) developed the "SATI model" (Sponsors–Actionnaires–Television–International)" as a model to analyse the financial situation of football after 1995. Bastien (2013) combines both models through the „SATEMMI model" (Spectateurs–Actionnaires–Television–Entreprise–Marches–Merchandising-International). The Annual Review of Football Finance by Deloitte (2021) documents continously the financial performance of European football clubs for the last 30 years. Summarizing the literature, the current business model of european football is based on three important sources of income, the „MSM" (Media–Sponsorship-Matchday) model:

1. Media rights: revenue paid by media companies in order to broadcast sport events in different channels (TV, audio, digital streamings, etc.);
2. Sponsorship/Commercial: revenue generated by sponsorships and commercial income;
3. Matchday: revenue generated by ticket sales and other matchday income.

Hereby, the jersey sponsorship contributes up to 30% of the total sponsorship revenue (DFL, 2022, 24). Since the introduction of jersey sponsorship in 1973 it was the first time Bundesliga clubs were offered the chance to have a second sponsor on the jersey. T In European professional football the decentralized marketing model is dominant and applies to sponsorships, ticket sales, catering or merchandising revenue. Only media rights are sold centrally by the leagues themselves (Gratton & Solberg 2007; Szymanski, 2010; Koutroumanides & al., 2018).

Research Design, Methodology and Data Analysis

The data used for this study consists of the published figures of Bundesliga sleeve sponsorship deals from 2013 to 2020. A comparison analysis was made between the total revenues generated by sleeve sponsorships. Detailed analysis includes terms of average income per club and other KPIs like value/qcm and ratio analysis of total revenue/sponsorship revenue/jersey sponsor/sleeve sponsor against the background of inflated figures and against the background of average increase in sponsorship in the same time.

Results/Findings and Discussion

The German logistic company „Hermes" became the first Bundesliga sleeve sponsor in 2013. Its logo was displayed on all 18 Bundesliga club jerseys uniformly in the same look and size. The annual sponsorship fee was about €8m p.a. (Lehnebach, 2017). The contracted sum was distributed equally to each club (€ 385.000 p.a.). After the change to the decentralized model in season 2017-2018 the total revenue mashroomed to €41,25m p.a., more than five times compared to 2013 (Sponsors, 2021). The average earmings by clubs raised to €2,29m p.a. with the remarkable single result, that the deal of Bayern Munich with AUDI came to €10m p.a. and already outnumbered the prior collective selling result by €2m. Even the lowest deal in the league could generate €400.000 p.a. Therefore, every club benefitted from the new decentralizied marketing model. Up to the season 2019-2020 the sleeve sponsorship revenue of all clubs could be enhanced to €48,35m. p.a., which marks an 510% increase (Sponsors, 2021), whilst in the same time the total sponsorship revenue was only increased by 4% from €854m to €888m (DFL, 2022).

Conclusion, Contribution and Implication

It can be stated that the change form centralized to decentralized marketing of sleeve sponsorship paid off for the clubs. Even the clubs with lower marketing potential could generate significantly higher revenue. The basic advantages of the centralized model - the solidarity and competitive balance effect for the league – do not apply to this case. Even if one takes into account, that there was no clear value for money when sleeve sponsorship was introduced in season 2012-2013, the increase of income after five years indicates clearly that the DFL decision to shift to the decentralizied marketing model was more than justified. Meanwhile sleeve sponsors have been authorized by the vast majority of European leagues (i.e. since 2017-2018 in the Premier League). In future research the value for money and the benfits for sleeve sponsors should be addressed, especially against the background of increasing costs and changing media consumption habits. Even in saturated markets like football sponsorship revenue can be enhanced by introducing new sponsorship opportunities.

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RECOGNITION IN SPONSORSHIP: CONFIDENCE, CONNECTIVITY AND TENURE

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Aim and Research Questions

Corporate sponsorship of sports events has become a mainstay of marketing strategy in many industries. Extensive use of this communications platform by brands comes with increasing complexity in the sponsorship ecosystem (Cornwell and Kwon 2020). Sponsoring does not begin as a blank slate where associations are formed between the sponsor and the property rights holder. Rather, each new or continued partnership is situated in the evolved ecosystem of current sponsorships and in residual memory of past sponsorships and competitor actions. We consider the role of proactive interference, the background of associations built up over time, in recognition memory.

Theoretical Background and Literature Review

Research on competitive advertising has a long history of examining brand memory interference. This work has shown that competitive interference, caused by a competitor brand's advertising prior to memory tests for the focal brand, may cause confusion and reduce recognition of subsequent advertising content (Burke and Srull 1988). Sponsorship has at least three unique types of association that are not found, or are not as extensively developed, in traditional advertising and marketing: simultaneous presentation of brands in myriad ways, found or forged connectivity between the sponsor and that sponsored, and long-term associations. This makes interference effects even more complex.

Research Design, Methodology and Data Analysis

In two controlled experiments and one field study of the Olympics (N=1,185), we examine the extent to which proactive interference influences brand recognition. Specifically, we test predictions of reduced recognition of established sponsors following presentation of a direct competitor in testing (H1), attenuated effects for less established sponsors (H2) and those with high coherent connectivity (H4), as well as the mediating role of confidence (H3). All of the work presented here utilizes a yes/no recognition paradigm in which respondents answered yes or no to a memory recognition question. We present respondents with a list of four brands, one at a time, and ask them to declare each brand as sponsor or non-sponsor. The target brand appears last in the list. (We use a total of 14 target brands to minimize brand-specific effects.) To create proactive interference, we create a condition in which a direct competitor of the target brand (which was a non-sponsor of the event) is shown before the target brand. In the control condition, a non-competitor is shown instead. Moreover, we vary the target brand to include new sponsors as well as established ones.

Results and Discussion

In keeping with past research and managerial views of measurement, we find competitor presence in recognition testing to interfere with sponsor memory. In keeping with the logic of ecosystem-bounded sponsorship and theory from psychology, counterintuitively but in line

with our expectations, we find low sponsorship tenure (i.e., being a new versus established sponsor) to attenuate interference.

Conclusion, Contribution and Implication

Large-scale sports sponsorships have the potential to be a foundation for international brand management, yet little academic attention has been paid to the complexities of sponsor recognition in global sponsorship ecosystems. One outcome of this lack of attention is contradictory observations regarding the effectiveness of sponsorships. We develop a logic of ecosystem-bounded sponsorship associations that highlights an expanded role of proactive interference. Our findings show that proactive interference is detrimental to recognition of established sponsors but counterintuitively not of new sponsors. Our findings help to resolve questions about competitor memory interference in recognition (Kelly et al. 2019) and free recall (Cornwell et al. 2012). Importantly, our findings have direct implications for sponsorship testing where management practice may unintentionally contribute to memory interference. Sponsorship evaluations that seek unbiased memory measures should manage how direct competitor foils are presented prior to true sponsors. To address this problem, electronic surveys may randomize the order of appearance or show competitor foils only to a subset of respondents to allow comparison between those having prior exposure to a direct competitor and those not. Splitting the sample in order to examine order effects can avoid the problems identified in this research and is a preferred approach, as long as the overall sample size remains sufficiently large.

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ADHERENCE TO RULE 40 DURING THE 2020 TOKYO OLYMPIC GAMES: AN EXAMINATION OF ATHLETES FROM EIGHT NATIONS

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Aim and Research Questions

The International Olympic Committee's (IOC) Rule 40 restricts what athletes can post on social media from nine days prior to the Olympic Games until three days after the Closing Ceremony (also known as the Rule 40 blackout period). The rule was relaxed prior to the Tokyo 2020 Games to allow National Olympic Committees (NOCs) to set their own guidelines regarding Rule 40. However, activist groups such as Global Athlete (2020) argue that the rule "prohibits athletes from profiting from their association with the Olympic Games" (para. 5) and it should be abolished entirely. Utilising an ambush marketing framework, this study sought to determine to what extent Olympic athletes from eight countries with different versions of Rule 40 followed the rule during the Tokyo Games. Specific research questions to achieve this purpose include:

RQ1 – What percentage of posts made during the Rule 40 blackout period violated the rule during Tokyo 2020?

RQ2 – What differences in violations existed, if any, based on the athlete's home country?

RQ3 – What differences in social media engagement existed, if any, based on whether a post violated Rule 40?

RQ4 – To what extent did athletes utilise their nation's new Rule 40 option to make a specific number of posts thanking their personal sponsors?

RQ5 – What differences in social media engagement existed, if any, based on whether an athlete thanked personal sponsors in their post?

Theoretical Background and Literature Review

Ambush marketing is defined as "a form of associative marketing which is designed by an organization to capitalize on the awareness, attention, goodwill, and other benefits, generated by having an association with an event or property, without the organization having an official or direct connection to that event or property" (Chadwick & Burton, 2011, p. 714). Rule 40 is widely viewed as a strategy to combat ambush marketing during the Olympic Games (Ellis et al., 2016). In recent years scholars have begun to explore the notion that athletes themselves can act as ambush marketers when posting about non-event sponsor brands during an event (Burton et al., 2018; Geurin & McNary, 2021; Nufer, 2016). Guided by the concept of ambush marketing, this study focuses on combating ambush marketing through Rule 40 alongside the potential for athletes to play an active role in ambush marketing.

Geurin and McNary (2021) studied the Instagram posts of 100 athletes from the United States during the 2016 Rio Olympics, finding that nearly 20% of all posts during the blackout period violated Rule 40 with no consequences for the violations. They concluded that athletes engaged in ambush marketing, "signal[ing] that athletes can violate the rules and get away with it, which begs the question of whether Rule 40 is actually necessary" (p. 129). A similar

study of US athletes' Twitter posts during the 2018 PyeongChang Games focused on whether athletes disclosed their relationship with a brand when posting about brands (Brison & Geurin, 2021). Only 12.90% of posts disclosed the relationship, leading the authors to suggest that brands should help to ensure athletes adhere to Rule 40 during the Olympics. As these two studies examined posts only from US athletes, it is important to understand the extent of Rule 40 violations in other nations and to understand whether the relaxed Rule 40 during the Tokyo Games had an impact on athlete compliance.

Research Design, Methodology and Data Analysis

This study sought to replicate the Rule 40 research conducted by Geurin and McNary (2021) with an expanded sample of athletes from eight countries, therefore a content analytic method was used. The codebook was based on that of Geurin and McNary (2021) with revisions to reflect recent changes in Rule 40. Eight nations were selected: Australia, Brazil, Germany, Iran, Japan, South Africa, United Kingdom, and United States. This purposive sample has broad geographical coverage as well as involving nations that enacted very different Rule 40s for their athletes. Of all 2020 Olympic athletes from each nation, 20% were selected for analysis. Seven trained and experienced coders divided the sample and first conducted intracoder reliability to test for chance agreement with their coding, after which the remainder of the sample was coded. Coding and data analysis are still underway at the time of submission. SPSS will be utilised to conduct statistical analyses. The results will be ready before the EASM Conference, ensuring that we can present our full dataset if given the opportunity.

Conclusion, Contribution, Implication

This work will add to the limited body of research and knowledge on athletes as ambush marketers and will reveal differences between Rule 40 compliance from athletes from different nations. The findings also have the potential to lead to further Rule 40 policy changes by the IOC and/or NOCs. Further implications will be discussed in the presentation once all data analysis is completed.

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STRATEGY, LEADERSHIP AND STAKEHOLDER MANAGEMENT IN SPORT

Chair: Mathieu Winand

ARE SUPERSTARS ABLE TO LEAD OTHERS? EVIDENCE FROM THE NBA

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Aim and Research Questions

The aim of this paper is to investigate whether the performance of star players, who are seen as leaders of teams by fans and journalists, affects the performance of other players in NBA teams. NBA is chosen for the analysis because of several reasons. Firstly, NBA provides us with games played in four quarters which allow us to control the performance of players during different periods of games. Secondly, basketball games are played with 5 players on the field and 7 players on the benches. Therefore, teams are mainly made of 14-15 players which can be an optimum number to lead both on and off the field. Also, playing with 5 players on the field makes every single player significant in games. In other words, basketball requires players to do their best and prevents them from shirking and spending time to rest while they are on the court. Thirdly, as game scores are quite dynamic in basketball than in many sports, every action of players is more valuable including ones we cannot have in-game and player statistics such as diving for a ball or some actions unrelated to ball or game but could motivate and reignite fans and other players. Lastly, superstars may be defined as players who played in all-star games in NBA whereas it may be seen hard to define superstars in many other areas. In this paper, whether all-star players are able to lead their teammates has been investigated.

Theoretical Background and Literature Review

It can be claimed that the performance of an employee may affect that of others, especially when one of them is seen as a leader. Previous literature in sports leadership mainly focused on coaches and recently formal leaders, who are officially assigned by team managers or coaches, gained the attention of researchers (Cotterill & Fransen 2021). Recently, Butalia et al. (2021) showed that formal leaders, specifically captains, may not be always the best leader in their teams. Although, the current literature provided insight into the important associations between athlete leadership and a range of individual and team factors such as athlete satisfaction, cohesion, and collective efficacy by conducting surveys with team members (Duguay et al., 2019), the contribution of leaders to the performance of other players and team outcomes are empirically sparse, especially at the elite level.

Research Design, Methodology and Data Analysis

In total 646,427 player-match observations that cover seasons between 1996-97 and 2020-2021 were collected. The performance of players was calculated by using two metrics: GameScore and Plus-Minus. GameScore is a widely used indicator which is developed by John Hollinger, a famous basketball analyst, to evaluate players' productivity. The metric considers all-tangible performance statistics of players per game such as points, rebounds, and assists. On the other hand, plus-minus (+/-) is another commonly used metric which calculates the contribution of a specific player to his team only when he is on the field, and it is basically the difference in the score of the game. Player performance per minute has been calculated by dividing both metrics by the minutes played by each player for each game.

In the main part of the analysis, all-star player performance per minute with other control variables has been regressed on non-all-star player performance per minute with clustered standard error per player and season to prevent heteroscedasticity which may lead us to wrong inferences.

Results/Findings and Discussion

The performance of all-stars has a significant positive effect on the performance of other players. A placebo test has been done to verify the effect. Therefore, it can be concluded that all-star players are leader players as they are able to increase the performance of others by affecting others to perform better, possibly by using their tactical knowledge and charisma.

Conclusion, Contribution, and Implication

In this study, the performance of all-star players on other players has been investigated in NBA and the analysis has shown that all-star players are important not only because they perform well but also because they are able to affect others to perform better in their teams. It is recommended teams should consider this while filling their leadership positions on their rosters.

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AN EXPLORATION OF WOMEN'S PSYCHOLOGICAL EMPOWERMENT IN CANADIAN SPORT LEADERSHIP

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Aim and Research Questions

The aim of this study is to understand the nature of women's empowerment in sport leadership, guided by research questions designed to capture that phenomenon: Do women sport leaders find meaning in their work, feel competent and able to make work-related decisions, and feel able to influence work-related outcomes? What is the basis of that [their] empowerment?

Theoretical Background and Literature Review

Although women have made several gains in leadership roles across Canadian sport organizations, an important consideration is their sense of empowerment in those roles. Empowerment is defined as an individual gaining a sense of control in relation to one's work (Spreitzer, 1995). Psychological empowerment, specifically, is a motivational construct, and a belief in one's ability to perform and make valuable contributions to an organization. It is comprised of four dimensions that include, an individual (1) finding meaning in their work (meaning), (2) feeling competent to complete tasks assigned (competence), (3) having feelings of control about their work and the autonomy to initiate tasks (self-determination), and (4) believing they influence decision making and work situations beyond their role (impact) (Spreitzer, 1995). Psychological empowerment is associated with enhanced work-related performance (Seibert et al., 2004; Spreitzer, 1995), and higher levels of job satisfaction (Li et al., 2018; Seibert et al., 2004) and organizational commitment (Li et al., 2018).

Psychological empowerment has been explored in a variety of contexts including general management, the health care industry, and nursing. It has also been explored as a factor in the performance of Greek national sport organizations (NSOs) (Papaioannou et al., 2012). There is a lack of research about psychological empowerment in the context of women in sport leadership roles, and thus, little is known about whether women feel empowered there, and the nature of that empowerment.

Research Design, Methodology and Data Analysis

Using a qualitative research paradigm, in-depth interviews with up to 15 women in leadership roles in Canadian NSOs are underway. With a focus on women in decision-making leadership roles, the sample includes women who hold roles such as President, Technical Director, CEO, National Team Head Coach, Development Program Director, and Finance Director in Canadian NSOs. Participants were identified from the official websites of Canadian NSOs and contacted on their email IDs available in the public domain.

The interviews are semi-structured, lasting approximately 30 minutes, and follow a conversational approach (Patton, 2015). An interview guide was developed to uncover the nature and extent of psychological empowerment of women in sport leadership, building particularly on Spreitzer (1995). Specifically, interview questions are designed to probe

participants on whether and where they find meaning in their leadership role, whether and how they feel competent and able to make work-related decisions, and if they are able to influence work-related outcomes (and which ones), thus feeling psychologically empowered. The audio-recorded interviews are being transcribed verbatim. Transcript checking is being utilized, to allow participants to review their individual transcripts and provide any corrections, thereby increasing the credibility of the findings (Guba & Lincoln, 1989). Final data will be analyzed through a process of a priori and emergent coding of themes (Patton, 2015). Initially, data will be coded by themes related to the components of psychological empowerment and further coding based on subthemes that are identified within the a priori codes will be considered.

Results, Findings and Discussions

Interviews are currently underway and data analysis will be completed by the time the conference commences in September 2022. Findings are expected to bring important insight to the nature and extent of women sport leaders' psychological empowerment.

Conclusion, Contribution and Implication

This study is designed to extend the consideration of empowerment theory to the sport context, where it may be used further to understand women's sense of meaningfulness, competence, self-determination, and impact in leadership roles. Study results may inform the development of targeted strategies, including organizational policies and practices that support conditions for the empowerment of women in sport leadership. The study may provide a foundation to explore women's empowerment in leadership roles in other sport contexts as well, where it is as important to understand the quality as the level of engagement.

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UNDERSTANDING INTERORGANIZATIONAL RELATIONSHIPS IN MERGED SPORT ORGANIZATIONS

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Aim and Research Questions

As sport organizations are considered inherently collaborative and thus require joint actions to achieve competitive and central objectives (Chadwick, 2009), employing relevant organizational strategies has become extremely important. Over the past few decades, the demand for implementing mergers by sport organizations has become more significant (Boen et al., 2008). Nevertheless, little is known about sport mergers and their strategies for better performance. Interorganizational relationships (IORs) have been discussed as a strategy to enhance the performance of merged sport clubs (e.g., Bradbury et al., 2021), but research remains limited in this area. Specifically, IORs formed by merged non-profit sport organizations that serve state/provincial level sport development remain under investigated. The purpose of this study, therefore, is to understand IORs in merged non-profit sport organizations and how they benefit merger performance by addressing the following research questions: (1) What types of IORs do merged non-profit sport organizations form, and what are their motives and purposes; (2) what are the issues experienced by merged non-profit sport organizations when trying to form or maintain IORs, and how do they manage these challenges; and (3) what are the outcomes and benefits of IORs in merged non-profit sport organizations?

Theoretical Background and Literature Review

Mergers have been recognized as an important organizational strategy to manage environmental interdependence in the broader management and specific sport management contexts. However, approximately 55 to 77 percent of all mergers fail to achieve their expected objectives (Carleton, 1997). As a result, much research has examined factors related to merger success with a heightened focus on pre-merger planning and post-merger integration. While many studies demonstrate the criticality of managing human-related issues, one, in particular (cf. Kościółek & Nessel, 2015), focused on the performance of merged professional sport clubs' and emphasized the importance of implementing long-term strategies for merger success. Bradbury et al. (2021) found that partnerships (one type of IOR) are an important long-term strategy for success in merged sport clubs as they help organizations achieve financial sustainability, improved operations, infrastructure, and sport delivery. However, this study is limited to specific settings that focus primarily on partnerships of sports clubs. Since IORs have been discussed as a possible strategy for merger success, further investigation into IORs of merged sport organizations is warranted.

Research Design, Methodology and Data Analysis

With the merger of the Korean Olympic Committee and the Korean Council of Sport for All in 2016, the Korean sports system was unified into an integrated sport development model. Provincial Sport Councils (PSCs), the practice- and administrative-oriented organizations that operate numerous sport services and projects within the 17 provinces of South Korea, were

also impacted as they previously existed separately as 17 elite and 17 mass sport organizations (i.e., 34 organizations) prior to the merger. In order to investigate this specific level of the sport system, a qualitative embedded single case study design exploring five PSCs in South Korea was developed. Among the possible 17 PSCs in South Korea, Seoul, Incheon, Gyeonggi, Jeonbuk, and Chungbuk Sports Councils were selected for this research. Multiple types of archival materials (i.e., white papers, press releases, online print articles, corporate records) are in the process of being collected and analyzed. Additionally, semi-structured interviews with key informants from the PSCs will provide information about the phenomenon under investigation. Interviews will be conducted in Summer 2022. Content analysis using the qualitative data analysis software ATLAS.ti 1. 0. 37 will facilitate the organization and analysis of the collected data.

Results/Findings and Discussion

Preliminary findings reveal that PSCs collaborate with numerous organizations encompassing public, non-profit, and private sector organizations (cf. SSC, 2022). Moreover, findings indicate that these relationships represent various forms of IORs (e.g., partnerships, strategic alliances, governance relationships) with different motives (i.e., financial, operational, and philanthropic motives). As this research is in progress with an estimated data collection completion date of August 2022, a more detailed review of the findings and implications regarding IOR management and outcomes will be provided at the 2022 EASM conference.

Conclusion, Contributions, and Implications

To this date, sport mergers and IORs have been explored in a very limited context. Thus, additional work should focus on building an in-depth practical and theoretical understanding of the intersection of sport mergers and IORs. This study could help academics and practitioners to expand their understanding of IORs in merged sport organizations and the management of the integrated sport development system. For example, this study could provide implications for how sport organizations with both elite and mass sport aspects operate and function as a whole with other organizations to achieve their purpose. This study could provide further implications into how the merger of elite and mass sports could benefit national and local-level sport development.

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THE LIFECYCLE OF AN UNSANCTIONED COMMUNITY SPORT ORGANIZATION: FROM CREATION TO STABILIZATION

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Aim and Research Questions

In some parts of the world, such as Canada, community sport organizations (CSOs) operate in a highly regulated amateur sport system governed by national and provincial associations. As a result, participants' needs for specific types of sport programming can go unmet. Although entrepreneurs can fill unmet needs in most contexts, doing so within a regulated sport system has been difficult. The purpose of this study is to explore how one unsanctioned CSO developed and sustained a competitive advantage in a highly regulated marketplace over time. To deliver theoretically and practically sound research on the evolution of an organization, researchers are called to examine the contents, contexts, and process of change together with their interconnections to time (Pettigrew, 1990). As such, the following research questions were explored:

1. What are the phases of development for a CSO operating outside of a legitimizing association?
2. What were the key resources that led to a competitive advantage for the CSO at each phase of organizational development?

Theoretical Background and Literature Review

To understand the phases of organizational development for a CSO, this study draws on organizational life-cycle theory. Lester and colleagues (2003) argued that the organizational life-cycle for all types of organizations is well reflected through five stages labeled: *Existence*, *Survival*, *Success*, *Renewal*, and *Decline*. To understand how a CSO establishes a competitive advantage, a resource-based view (RBV) approach was used. RBV indicates that the source of an enduring competitive advantage are physical, human, and organizational capital resources that are valuable, rare, and imperfectibly imitable (Barney, 1991). Some scholars have argued that RBV needs to consider the historical roots of a sustainable competitive advantage and observe the firm over a period of time because past resources shape present and future performance.

Research Design, Methodology and Data Analysis

This study was guided by an instrumental case study methodology (Stake, 1995) to explore a rare case in which a minor hockey organization (True Hockey) was successful at overcoming barriers to operate independently from the Hockey Canada system. In total, 20 True Hockey stakeholders from a variety of roles (e.g., executives, program directors, coaches) were interviewed. Document analysis was also utilized to supplement the interviewees (Yin, 2018). Internal and public documents reflective of the CSO's creation and growth were obtained. Data were analyzed using first and second cycle coding (Saldana, 2016) to identify the stages of the CSO's life-cycle and the resources used to establish a competitive advantage in each stage of its evolution.

Results/Findings and Discussion

True Hockey's key actors had to navigate four distinct phases of evolution including the *Building, Growth*, *Competition*, and *Stabilization* phases. The Building Phase describes the infant stages of the organization (2003-2006). During this period, True Hockey's founders laid the groundwork for becoming an alternative CSO to traditional minor hockey programming offered by Hockey Canada. Competitive advantage in this phase was established through the acquisition of physical capital (i.e., facility construction) and human capital (i.e., hiring hockey experts) as well as establishing organizational capital (i.e., servicing a community need).

The Growth Phase (2006 – 2012) describes the solidification of True Hockey as an alternative program provider to traditional Hockey Canada programming. This competitive advantage was made possible by leveraging True Hockey's facility ownership to rapidly expand the organization's program portfolio.

The Competition Phase marks a four-year period (2013-2017) in which True Hockey executives and staff rapidly increased its market share. Successfully navigating this phase required strengthening True Hockey's intangible resources (i.e., reputation and network). Controlling messaging about the organization and showcasing successful partnerships with other independent hockey organizations became central to True Hockey's long-term stability as both were linked to recruiting participants away from rival sanctioned organizations.

The Stabilization Phase captures the most recent iteration of True Hockey. In this phase, True Hockey executives made the difficult decision to abandon its success as an independent minor hockey organization and become a sanctioned member of Hockey Canada. This decision eliminated the competitive advantage that True Hockey had established with its alternative programming in favour of the financial stability offered through the Hockey Canada system.

Conclusion, Contribution and Implication

Although the four life-cycle phases identified in this study share similarities with the phases identified by Lester et al. (2003), important differences are noted when we linked these phases to the resources used to build a competitive advantage and considered the external pressures that shaped actions. The findings of this study also indicate that resources (e.g., human capital) can take on different meanings and functions related to competitive advantage at different stages of the organizational lifecycle. Last, specific types of human capital that have received minimal attention in the literature (e.g., athletes) were identified as central to obtaining a competitive advantage for the organization.

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ADVANCING SDP COLLABORATIONS THROUGH INCLUSIVE, ACCESSIBLE, AND SUSTAINABLE SUPPORT

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Aim & Research Question

While the sport for development and peace (SDP) sector has grown in size, scope, and impact over the past decade, our progressive evolution will plateau without a deeper understanding for informed action on the current barriers to sustainability and maximal organizational effectiveness (Darnell et al., 2018). The reality of the overall nonprofit sector, including SDP specifically, is that nonprofit organizations (NPOs) continue to emerge eagerly in pursuit of addressing social issues, consequently straining traditional funding streams which are unable to provide adequate resources for all. As a result, NPOs seek capital support from other, resource affluent stakeholders (e.g., donors, corporations; Fowler, 2003) in order to keep their organizations alive. While grassroots NPOs are the largest and most active SDP stakeholder group, they often find themselves in complex power-laden relationships resulting from differences in logics, missions, values, and norms.

There are advantages to hybrid models in SDP collaborations, as well as circumstances where collaborations are harmful towards the greater goal of international development and sustainable social change (Svensson, 2017). Currently a notable barrier to progress is the lack of voice acknowledgement of grassroots leaders themselves - both in the academic conversation and in external partnership agreements (Darnell et al., 2018). Thus, the purpose of this study is to seek the voices of global SDP leaders regarding their exchanges with external stakeholders. This will be done to address the following question: What are the aspects of collaborative partnerships with resource providing stakeholders that create best and worst-case experiences for nonprofit leaders in SDP?

Theoretical Background & Literature Review

Resource dependency theory (RDT; Pfeffer & Salanick, 1978) speaks to an organization's dependence on their surrounding environment, and how power and resource control influences managerial decisions. Over time leaders have established seemingly effective responses to institutional pressures, including the practice of ceremonial conformity, hybridity, and innovative resource mobilization. However, when there is notable misalignment between groups, efforts can be ineffective and lead to mission drift, operational shortcomings, and occasionally organizational decline/collapse (Fowler, 2003).

While NPOs have adapted and resource providers have begun adjusting their approaches, the factors facilitating the resource-dependent nature of SDP funding persists, leaving NPO leaders carefully navigating barriers to sustainable programming and maximal impact (Fowler, 2003) with external stakeholders they rely on for various forms of capital. Thus, increased voice recognition is needed from the true experts (practitioners; Darnell et al., 2018) towards the end of forward progress.

Research Design, Methodology, and Data Analysis

This in-progress study is using a phenomenological approach, with purposeful criterion sampling. Ten participants have been contacted (representing five continents) from the research team's extensive practitioner network, prioritizing heterogeneity of the sample regarding country, size, age, and social focus of the organizations. Criteria required that participants hold a leadership position in their organization where they interact with external stakeholders, and have at least one year's experience within their role. Interviews will continue until saturation is reached, continuing to recruit from a practitioner database and snowball sampling when/if needed.

An recruitment email was sent with a Qualtrics link to obtain informed consent and background information of participants. The second and primary data source is semi–structured interviews which elicit participants' personal reflections of their lived experience. Funding has been secured for translation to ensure maximally diverse and accurate representation of the sector. Braun and Clarke's (2022) thematic analysis will be used, which is theoretically flexible and aligns with the nature of the study.

Results & Discussion

Preliminary findings suggest that SDP leaders find ideal collaborations to include: minimal or unrestricted funds, reasonable administrative and reporting requirements, capacity building and feedback, further networking opportunities, informal and personal communication, transparency and mutual respect, and reflexivity. Themes regarding worst-case collaborative scenarios include: unsustainable or low-impact initiatives, disrespectful or demeaning communication, lack of communication, restricted autonomy, and project based funding. Interestingly, these findings show that while SDP leaders are eager to decolonize this system in a way that maintains their autonomy and addresses cultural considerations previously discussed in the literature, they are still looking for insight and engagement from their external stakeholders that may help build organizational capacity and long-term or recurring partnerships.

Conclusion & Implications

This study builds on prior RDT research in the SDP sector (Jones et al., 2019) while further engaging with the international development literature - allowing for nuanced exploration of similarities and distinctions between the two sectors. This lens allows us to understand sociological and managerial considerations within SDP. Practical implications include explicit calls to action for funding and resource affluent entities to create more inclusive, accessible, and sustainable sources of support for nonprofit initiatives. Research, funding, and collaborative practice within the SDP sector needs to continue to be innovative, critical, and intentional in establishing systems that cease perpetuation of harmful cross-cultural practices and resource dependency.

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LEADERSHIP OF ELITE WOMEN'S SPORT TEAM CAPTAINS

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Abstract

For elite sport teams, performance and winning are paramount, and teams continue to explore ways to increase and sustain high levels of performance. One key element that continues to remain inexorably linked to high performance is leadership. Scholarly and practical evidence suggests that the traits and behaviors of coaches are important predictors of team success (e.g., Lower-Hoppe et al, 2020). Interestingly, more recent work has increasingly focused on the role of captains in team success, noting that captains may have as much or more influence than coaches, yet it can remain hidden and/or underdeveloped in comparison to the more visible role of coaches, especially in media-based sport (Lower-Hoppe et. al, 2020). This signals an opportunity for the aim of this study, which is understanding the role of team captains as leaders of high-performance teams.

Theoretical Background and Literature Review

Leadership characteristics have long been studied in Sport Management from the organizational level down to the individual. The first wave was largely trait-based leadership studies that investigated specific behaviors of leaders (e.g., Chelladurai, 1990). Next, was a shift towards the study of transformational leadership, in which transformational leaders were those that simultaneously encouraged their followers to maximize his or her potential while also aligning with organizational goals (Bass et. al, 1987). More recently, researchers have moved toward concepts such as authentic leadership, wherein leaders cultivate self-awareness, transparency, and internal moral perspectives (Walumbwa, 2008). Contextual and personal awareness form the foundation of this new era of leadership studies. For example, Brene Brown's work on authentic leadership highlights the importance of building trust with others by being one's true self and developing oneself as a leader through vulnerability and owning one's story (Brown, 2018).

While the existing work specifically in sport management has been valuable for illuminating specific traits and behaviors that are linked to performance (Chelladurai, 1990), the vast majority of this work has involved only male teams, coaches, and captains. A number of sport management scholars (e.g., Burton, 2015) have argued that leadership in women's teams may have fundamental differences in traits, process, structure, and values than men's sports. Some investigation into the process of selecting team captains by coaches has revealed potential discrepancies between the expected leadership values of a captain and the reality of the influences behind their selection (Franden et al, 2019). Given growing evidence for a link between performance and leadership traits in men's teams, and given the potential importance of captains in that leadership contribution, there would be both scholarly and practical value in investigating the role of captains of women's high-performance teams. This study, therefore, explores the following research questions: 1) What are the characteristics and behaviors of successful female high performance sport captains? 2) How do these differ by

level (college or professional)? 3) What is the interaction between coach and captain at each level that impact leadership traits, behaviors, and outcomes?

Research Design, Methodology and Data Analysis

As part of a growing research agenda, this study will serve as a preliminary grounded investigation into the differences between captains of collegiate teams and those of professional teams. This study is in-progress, with data collection being completed by the end of June. We do not anticipate any issues with completion of the data collection. Participants in this initial exploratory study will be 10 professional women's basketball players from the WNBA who competed at the NCAA level prior to going professional. Leveraging a narrative approach, the researcher will conduct semi-structured interviews with the professional players to capture the experiences in reference to the role of the team captain at the professional level and during their collegiate careers. Interviews will include questions about trust, motivation, culture, coaching dynamics, and teammate relationships (Chelladurai, 1990). Analysis will focus not only on the important traits and behaviors, but also on salient differences between collegiate and professional contexts.

Results/Findings and Discussion

We expect there will be important differences in the leadership of female team captains both compared to men's captains, and between the collegiate level vs. the professional level. The very visible, and parental/hands-on role of the coach at the collegiate level is expected to influence the impact of the team captain when compared to the more mentor/hands-off role of the coach at the professional level.

Conclusion, Contribution and Implication

Results from this study will inform theory in sport management leadership from a gendered perspective, examining boundary conditions of leadership trait theory as well as the literature on female coaches. Practically, it will help identify traits and behaviors that future teams should look for when selecting and developing their team captains at both the collegiate and professional level. Additionally, especially given the lack of research in this area, interviewing athletes with experience on high performance teams will inherently provide insight into how elite women's sports teams achieve and/or sustain success.

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SURPRISE IN THE CHAMPIONS LEAGUE: THE RELATION OF CB, WEALTH POSITION, AND THE INTERNATIONAL SUCCESS

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Aim and Research Questions

Sports media often say that parallel participation in the international and national leagues might be detrimental to each other. Players 'unions are increasingly voicing their view that "two-front" (and often "three-front") use is at the expense of their health. At the same time, it is also a common belief that without a strong, balanced national championship, successful international participation is inconceivable (see e.g. Depken & Globan (2021) or Fűrész & Ács (2019)). Based on the last two decades of European football, we have examined whether the competitive balance in the domestic league increases or decreases the chances of a successful international cup.

Theoretical Background and Literature Review

Two main topics provide the theoretical background of our research. As an initial question, the relationship between clubs' wealth and the competitive balance of the domestic leagues (Rappai & Fűrész, 2022) has been answered previously. Besides several influential factors, Pawlowski et al. (2010) showed the relationship between the national leagues' competitive balance and the participation in the Champions League. On the one hand, increasing the number of clubs on group stages leads to a better financial position at the level of top clubs, so their dominance in the domestic leagues has become stronger. On the other hand, Menary (2016) showed that smaller clubs' qualification to the CL's group stage leads to a hegemonic position in domestic leagues. In our research, we analyse the complex relationship between the competitive balance of the domestic leagues, the successful performance in the Champions League and the clubs' wealth position.

Research Design, Methodology and Data Analysis

The last 17 seasons (between 2004/2005 and 2020/2021) of the UEFA Football Champions League were investigated during the research. An unbalanced panel dataset was analysed as the list of group stages (qualified clubs) changed during the examined period. The focus of the study was on the actual and expected results of a given club on the group stage. As the dependent variable of models constructed, a "surprise index" was determined for all clubs. The surprise index was computed as the difference between the actual- and predicted qualified rounds, where the latter value was calculated based on the club's total market value ranking. The value of the surprise index was estimated by a fixed-effect linear panel model with a robust (HAC) estimator, using competitive balance and other control variables (e.g. club market value) as regressors

Results and Discussion

Between 2004/05 and 2020/21 seasons, 122 clubs have qualified for the Champions League group stage. Only two teams (Barcelona and Real Madrid) could attend all the 17 seasons, while the Hungarian clubs, Debrecen and Ferencváros, participated only once. For Real

Madrid, the surprise index is -1.059; for Barcelona, it is -1.000; and 0.000 for both Hungarian champions. (The result is not surprising, as, in the case of rich clubs, it often happens that the outstanding financial situation does not bring outstanding sports success, while in the case of the Hungarian clubs from the "poor house", qualifying for the round of 16 cannot be expected.) Based on the panel regression's results, the competitive imbalance is positively related to the surprise; thus, the more balanced the domestic league is, the less positive surprise can be expected.

Conclusion, Contribution and Implication

The ongoing dilemma for national federations is whether to prefer the most exciting championship or the most successful international presence. A well-balanced, unpredictable, domestic competition attracts more spectators to the stadiums and television but - at least according to the UEFA Football Champions League - reduces the chances of unexpected success on the international stage. The trade-off arises in the case of low-budget clubs in Central and Eastern Europe (e.g., Hungary). If they qualify for the Champions League group stage every few years, the resulting financial benefit can establish their domestic hegemony for a long period. For the best clubs in the top five leagues, the relationship between the highest possible participation on the group stage and the competitive balance of the domestic leagues is more complex.

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THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON CLUB IMAGE IN PROFESSIONAL SWISS ICE HOCKEY

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Aim and Research Questions

In the course of progressive commercialisation, a socially responsible behaviour in professional team sports is becoming more and more important. An irresponsible behaviour by a sports club or its representatives can have a negative impact on perceptions and actions towards the club. The top Swiss ice hockey league is strongly professionalised and pays among the highest salaries in Europe (Bayle, Lang & Moret, 2020). Beyond financially strong clubs from larger economic areas, there are also clubs from rural regions with a smaller catchment area such as the SCL Tigers. In order to be able to hold their own in the league, they rely on broad community support and a large portfolio of medium-sized and smaller sponsors, and they focus strongly on a broad and responsible talent development. The aim of the study was to examine, how the representatives of the SCL Tigers and their stakeholders understand social responsibility and how the club image is influenced by CSR activities.

Theoretical Background and Literature Review

Although there has been quite rich literature regarding CSR in the context of professional team sport organizations, there is no common definition underlying the studies. One often reccuring element is the foundation of the studies on stakeholder theory (Walzel et al., 2018). To maximize the impact on society by means of CSR activities, companies or professional team sports organisations must know the attitudes, expectations, and values of its stakeholders. Caroll (1991) subdivides CSR into economic, legal, ethical, and philanthropic responsibilities, with the areas building on each other hierarchically. Previous research has shown that CSR activities in all four areas according to Caroll (1991) can have a positive effect on club image and the closer the measures to core business the stronger they are (e.g. Kulczycki & Koenigstorfer, 2016, Moesch et al., 2018).

Research Design, Methodology and Data Analysis

The presented investigation is based on a single case study dealing with the SCL Tigers. The club was selected because of the specific conditions described above. The study evaluates the perception of the stakeholders by means of a cross sectional online survey with 170 internal and external stakeholders and 20 in-depth interviews. A validated questionnaire previously used by Moesch et al. (2018) was adapted focused on the perception of image and economic, legal, social and environmental - instead of *philanthropic* (cf. Caroll, 1991) - responsibility. To determine the sample of relevant stakeholders for a professional team sports organisation, the conceptual considerations of Francois and Bayle (2017) were taken into account. A multiple regression analysis was used to determine the explanatory shares of the responsibility dimensions on the image. The triangulation of the data enables a deeper understanding of the social responsibility of the SCL Tigers.

Results/Findings and Discussion

The perception of the CSR dimensions explains the variance of the mean club image significantly with a large effect. In a multiple linear regression, the social dimension has the largest significant explanatory share of the image, but the economic and legal dimensions also contribute specific parts. Environmental responsibility does not explain a significant part of the variance of the mean image and is not yet in focus among stakeholders. The results show that the knowledge about the responsible youth programme correlates with higher perception of the CSR dimensions and image.

CSR is a new topic in Swiss ice hockey in general and specifically for the SCL Tigers. In the perception of the interviewed stakeholders, the SCL Tigers assume social responsibility by making top-class hockey possible in a rural region. The holistic promotion of young talents seem to be a central part of CSR. Furthermore, the answers of the surveyed sponsors show that social responsibility and a positive club image play an important role to attract sponsor support, because it offers the opportunity to use the platforms of the Tigers for their own CSR activities.

Conclusion, Contribution and Implication

The current study demonstrates a significant effect of CSR activities on club image in the professional Swiss ice hockey team of SCL Tigers. There is a high level of agreement with results of previous studies in other sports and countries. It seems reasonable to focus on measures close to the core business (CSR fit), which in professional team sports organisations are often located in the field of social responsibility. However, the distinction between CSR measures and core business is not clear-cut, especially with regard to aspects such as promoting young talent or ensure access to sport for all. The high level of involvement of the SCL Tigers' stakeholders and the special conditions may mean that no extraordinary CSR measures are expected and that responsible implementation of the core business is already favourably rewarded. Summing up, the results support the conclusion, that CSR is a suitable lever to optimise the perception of the relevant stakeholders and increase the club image.

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THE IMPACT OF THE COVID-19 PANDEMIC ON THE MANAGEMENT OF GERMAN AMATEUR FOOTBALL CLUBS

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Aim and Research Questions

The Covid-19 pandemic affects sports globally. In Germany and most other countries, amateur team sports were forbidden for months to reduce infections. However, doing sports together is the core activity of sports clubs and indispensable in team sports. The Covid-19 pandemic can thus be understood as a crisis for the clubs in the theoretical meaning of a crucial disruption causing dysfunctions and uncertainty. The potential of such crises to evoke transformations in sports organisations, has been raised in early publications on the impact of the Covid-19 pandemic on sports (Naglo et al., 2020). Therefore, this paper examines the empirical extent of changes in the management of German amateur football clubs during the Covid-19 pandemic through a comprehensive interview study. The results provide a better understanding of crisis management at non-profit sports organisations.

Theoretical Background and Literature Review

The scientific literature on sports management and the Covid-19 pandemic focuses mainly on professional sports' economic challenges and consequences or the general effects on sports participation. Effects on amateur or community sports are barely researched, although they are a crucial pillar in the sports ecosystem. Doherty et al. (2022) assume that non-profit sports clubs will recover or transform after the pandemic. They suggest researching innovations at clubs and the leadership role during this process. Pre-pandemic research on non-profit sport organisations' ability to transform or innovate (Winand et al., 2016) detects an influence of size and the attitude of their members on the ability of innovation as the organisation orientates on its member's interests. Studies about crisis management at amateur football clubs also emphasise the potential of crisis for transformation and the leaderships' role during that process. Baskerville and Cordery (2016) investigate crisis management at amateur football clubs in New Zealand. Their results emphasise the importance of identifying problems to create a turnaround. Clubs that remained in their habit and did not transform are doomed to fail. The turnaround itself is influenced by the leadership's visionary and social capital. Naglo (2018) describe similar developments in a case study from Germany. Based on a perceived crisis, he describes a discourse of entrepreneurship at the club, which results in structural changes and manifests in new venues. He reflected on how the members' discussions orientate on discourses and practices from professional football, which they try to imitate.

Research Design, Methodology and Data Analysis

In the spring of 2020 and 2021, 64 semi-structured interviews between 30 and 120 minutes were conducted with German amateur football teams' club directors and department heads. Based on selective sampling, the sample includes clubs of nine regional federations, from the fifth to tens tiers (of the first male team), consisting of 240 to 3300 members. 31 clubs were from rural areas, and 33 from cities. Individual clubs were interviewed twice to reflect

changes during the pandemic. The interviews were transcribed and analysed by Qualitative Content Analysis based on Kuckartz's (2018) research approach. Based on the questions, the transcripts were deductively coded at least three times to guarantee reliability and trustworthiness.

Results/Findings and Discussion

Three types of clubs' crisis management can be identified. *Negating clubs* did not see the Covid-19 pandemic as a crisis, so they hardly reacted to it and hoped to recover after the pandemic. They arrange the necessary adaptions in their established leadership structures. *Demanding clubs* perceives Covid-19 as a crisis for their club and claim reactions of sports associations and political institutions. This defensive crisis management takes place exclusively on the board. They adapted only necessary processes to the circumstances. After forced digitalisation (to a minor extent), the clubs returned to analogue formats. *Proactive clubs* perceive the pandemic as a chance to respond proactively. These clubs used the break to modernise (infrastructure, longer-term digitisation), rethink their goals and strategy, create new revenue streams or engage in the local community. They also involved people outside the board in managing the crisis. As a result, they are optimistic about overcoming the pandemic.

Conclusion, Contribution and Implication

Unlike Baskerville and Cordery's (2016) findings, all types survived the Covid-19 period. The Covid-19 pandemic is not fatal for German amateur football teams, i.e., meaning a fundamental disruption or failure. Club managements perceive it as a break, which could be used for recovery (*negating clubs)* or restructuring (*proactive clubs*). *Demanding clubs* perceive a crisis, as they felt treated unfairly compared to other clubs, which provoked their resistance. Crisis perception and management are based on a comparative approach toward other teams and clubs (typical for sports competitions). Proactive clubs restructuring is related to professionalisation and long-term benefits in competition between clubs. Further research should consider the comparative perception during a crisis.

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WHY SOME PASSIONS LEAD TO CAREER ASPIRATIONS AND OTHERS DO NOT: A STUDY OF JOB SEEKERS IN SPORT

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Aim and Research Questions

"Since I was a child, I always loved sports, especially football, and a dream of mine was to be working, one day, in this industry –Michelle Dorgan, Women in Football, lecturer at AMOS London". This sentiment is almost cliché for people who work in sport; many have a similar story involving conversion of one's identity, passion, and dreams into a focused desire for work. The question is, why does this seem so common in sport compared to the many other passions people pursue? Is there something inherent about the sport context that fuels work related intentions? This would be important to know, because of the way it impacts so many organisational outcomes (e.g., organizational commitment, job satisfaction, job involvement, Todd & Kent, 2009).

Theoretical Background Literature Review

The concept of passion has historical rooted in 17ᵗʰ century philosophy, but more recently has been studied with reference to the strong inclination for engagement and autonomous internalisation for certain activities, such as sport and other leisure hobbies (Vallerand & Houlfort, 2003). However, as noted by investigators (Hawzen et al., 2018; Swanson & Kent, 2016), sport industry employees and job seekers are often fueled by such passion, suggesting a cultivation process where *passion for sport* converts into *passion for work in sport.* In contrast, not every passion a person pursues produces these vocational interests. Consider passions for home decorating, cooking, traveling, music, gaming, or even food; they do not always lead to desires to convert the avocation to vocation. Further, while recent studies have reported that sport industry employees working both in North American and British professional sport experience high levels of passion for their job (Anagnostopoulos et al., 2016; Swanson & Kent, 2016), little is known about why it seems to naturally convert into work desires so commonly.

In general, both passion for *leisure activities* and passion for *work* involve individual's self-identification through the process of internalisation (Vallerand & Houlfort, 2003). However, these two types of passion are not easily interchangeable in most cases; outside the sport industry, integrative studies suggest that passion *at* the workplace often forms based on various characteristics such as autonomy, task variety, procedural justice, and cognitive-based trust in their leaders. In sport, however, there is reason to believe that passion at the workplace is different (Todd & Kent, 2009). Consider how individuals who are passionate about sport often express *identification with* and *dreams about* particular sport organisations (e.g., Miami Dolphin in Hawzen et al., 2018), particular work (e.g., event management), and often cite childhood memories, images of self, and emotional attachment in their justifications. But to date, however, sport management literature is silent with regard to why *passion for sport* commonly morphs into *passion for work in sport*, and why other passions of the same job seekers do not. Therefore, we particularly seek to investigate the nature of various passions in

sport job seekers, how some gain intensity leading to sport industry vocational aspirations while others remain *merely* avocations. We seek to explore the uniqueness of the sport context which draws individuals into vocational pursuits.

Research Design

Using a qualitative inquiry method, we designed a Qualtrics survey platform which incorporated a voice and video plug-in platform that allowed respondents to record their oral answers to questions delivered by the investigator. This structured interview assures that respondents are focusing on the key research questions and survey flows were designed to capture the first-hand audio responses. To highlight the unique psychological aspects within individuals who are passionate about work in sport, a *critical case sampling* method is implemented. With the key idea of "if it happens there, it will happen anywhere", critical case sampling method strives to generalize the findings from a particular, representative group of participants (Patton, 2014). In this case, individuals who have high levels of general passion for both sport and other activities. Therefore, qualified participants will be sport industry job seekers who are university programmes of sport who also demonstrate various passions outside sport. This oral survey contains several aspects including the meaning of passion, the way passion drives sport job seekers toward vocational goals, the alignment between identity and passion, and the differences between passion for sport and passion for other activities. Data will be transcribed and analysed with the content analysis method.

Conclusions, Implications

This research is underway now, but the implications are numerous for the sport industry. Preliminary results suggest that sport job seekers cultivate their passion for sport into vocational aspirations in unique ways, compared to other passions they concomitantly hold (e.g., passion for gaming, shopping, etc.). This study provides a much-needed look into the mechanics of passion in sport and offers insightful filtering tools for sport organization HR officers to identify and screen job applicants through a psychological lens, which may contribute to a healthier workplace.

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CHANGING THE GAME: MANAGING SPORTS BASED MULTI-STAKEHOLDER PARTNERSHIPS

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Aim and Research Questions

Multi-stakeholder partnerships (MSP) bring together firms, government agencies, and non-profits. They are arguably the most promising approach for tackling grand challenges or wicked problems. By focusing on one MSP that takes on the grand challenge of workplace integration for youth facing barriers, this study aims to contribute to our understanding of the management of MSPs by providing insights on the effects produced by one sport for development (SfD) MSP. We will accomplish this aim by addressing two research questions:
How does sport based workplace integration programs cocreate value for 'not in education, employment or Training' (NEET+) youth?
How does cocreated value for NEET+ youth influence the partners themselves?

Theoretical Background and Literature Review

Literature provides insights about the value SfD organizations provide. For instance, SfD agencies impact broad-gauged global issues such as poverty, inclusion, health, and welfare (Schulenkorf et al., 2016). Yet, the complexity of grand challenges requires that many SfD agencies build partnerships with corporations, government agencies, and other non-profit agencies.
This trend is reflected in academic literature which recognizes the potential of MSPs for tackling grand challenges – global problems which no individual actor could likely solve on their own (George et al., 2016). Previous research suggests that some partners join an MSP for corporate marketing (such as brand recognition or CSR-related objectives)(Dahan et al., 2010) or human resources management purposes (such as attracting and retaining top staff) (Austin & Seitanidi, 2014), as well as for a desire to learn and innovate. However, MSPs are increasingly viewed through network perspectives in which brands become fluid assets that are cocreated by the network (Maon et al., 2021). Yet, how MSPs build value, for both the participants of the program as well as the partners remains understudied. This is somewhat surprising since value creation is arguably a key motivator for getting partners to first join, then subsequently remain, with an MSP.

Research Design, Methodology and Data Analysis

Within an 'MSP as a network' perspective, we adopted a case study methodology, which is a proven method for providing insights on how best to take on grand challenges, to better understand relationships between value creation as well as partnership recruitment and retention. We used a purposeful sampling approach to contact all senior managers within the Maple Leaf Sports and Entertainment (MLSE) Partnership's Foundation – a Toronto-based SfD non-profit dedicated to improving the lives of youth by building facilities, giving to sustainable programs, and empowering youth through sport and recreation – as well as the managers of the 23 associated for-profit and 12 non-profit partners. In total, we conducted 26

in-depth interviews (MLSE LaunchPad n=14, other non-profits n=7, City of Toronto n=2, corporations n=2).

Results/Findings and Discussion

Several partners clearly stated that building brand affinity requires more than the low impact action of putting logos on walls. Rather, because of their involvement with the MLSE LaunchPad, many interview participants reported that they (re)designed CSR campaigns originally built on the premise that 'if I reach more people, more partners will join my network.' As a case in point, some partners reported shifting their dominant thought about the reach of their brands; they realized that having more 'eyes on logos' would not make much difference for their brands, or their communities – greater brand affinity may be attained by reaching fewer people but having a greater impact on each of them. Yet, a shift towards building deep impact on targeted actors arguably requires that the brand work collaboratively with others to achieve their desired impact. This contributes to a brand's authenticity, which is one effect of producing deep impacts on targeted individuals. Newfound brand authenticity can then be leveraged to activate and enroll new actors into their networks. This increased reach helps the MSP expand their programs to other locales.

Conclusion, Contribution and Implication

One contribution of our study is that it provides new and promising theoretical viewpoints about how and why managers shift the breadth and depth of their CSR targets. Implications for MSPs include new ideas on establishing a fit between the breadth and depth of their targeted impact with the view of better mobilizing partners. Thinking strategically about the translations of the state of the breadth and depth of impact can plausibly produce an "impact fit" that can help MSPs achieve greater effectiveness by targeting new partners that can provide resources needed to produce even greater impact on the grand challenges. Like-minded actors who decide to take on grand challenges can, together, reduce grand challenges by collectively removing systemic barriers that prevent workplace integration

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CLUB DEVELOPMENT IN TIMES OF CRISIS

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Aim and research questions

When the Covid-19 pandemic broke out in full in March 2020, Norwegian sport was subject to strong restrictions leading to canceled activities and significant loss of income. To support, the Government introduced compensation and stimulation schemes for the sports sector. This study deals with the preparedness that Norwegian sports clubs have to rely on when they face crises such as Covid-19, and how they manage major shocks and unpredictability. The study is by the authors seen as a preliminary project to build further on.

Theoretical Background and Literature Review

"The term organizational capacity reflects an enabling factor that allows an organization to pursue and meet certain ends" (Svensson et al., 2020, p. 695). Based on Hall et al. (2003)'s organizational capacity framework, the preparedness we examine lies in the clubs' financial -, structural - and human resource capacities.

Scholars have emphasized the risk of human, organizational, cultural and financial deterioration as a consequence of the Covid-19 Pandemics. Although negative factors such as declined health in populations and neglection and underfunding of sports and physical activity indicate that the sector was not prepared (Donnelly et al., 2020), the crisis is also seen as an opportunity for new thinking (Watson & Croontz, 2021).

Research design, Methodology and Data Analysis

Semi-structured interviews were carried out with information rich club leaders. The participants were selected from two different sports clubs (n=2) that had shown to grow in memberships despite the overall negative trends. The interview guide was deductively shaped by calls from relevant sources (papers, news articles, and reports) and by the contents of the theoretical model. Yet, the interviews also opened for new themes or views to reach the surface. When conducting case studies the goal is not to statistically generalize, but to use the examples to shed light on the study's issues and theoretical perspectives (Yin, 2009).

Results/Findings and Discussions

The interview data was organized deductively after the model of Hall et al. (2003). Our cases show that:

- *Financial capacity* is decisive for the degree of human capacity in the club. For example, the two case clubs had the financial buffer to maintain activity even with the loss of income. Previous research points at a particular importance for non-profit organizations to have such a buffer, or slack, to strengthen the financial part of an organization's capacity.

- *Human resources* in sport are a mix of hired people and volunteers. Our findings harmonized with Meisner and Doherty (2009) which hold that shared values are key to strengthen the organizational capacity in grassroot clubs. Further, the case clubs reported a willingness among both hired personnel and voluntaries to take extra burdens to adapt to changing conditions along the Pandemic, to maintain the activity as a valuable and much needed meeting place for kids and youth in the local community.

- The clear and settled *structures* that both case clubs stated to steer by can tell us something about the clubs' planning and development capacity. Strategic and creative planning has shown to constitute critical elements related to the structural capacity category in voluntary organizations.

- The change and new thinking *outcaomes* involved the management's ability to calm down their members through digital meetings and eventually by clarifying the clubs position as supportive to national and regional Covid-19 regulations applicable, and as such enabling a direct information line between the politicians and the members through media. For one of the clubs, less travelling combined with increased opportunities for Covid-19 related fund applications actually lead to profits.

Conclusions, Contribution and Implication

Despite challenges in moving on with activities as planned throughout the Covid-19-Pandemic, the clubs became more aware of their social mission and the importance of working in the local community during the period. Neatness prior to the pandemic when it came to finances, shared values, and structures internally to the clubs seemed key to allow the activity to maintain. At the managerial level, conforming to official authorities' regulations was key to handle the members need for information. Our cases have shown that during the pandemic there was a significant wear and tear on human resources, regardless of whether they were voluntary or paid. For our case clubs, it seemed that clear club visions with associated planning and follow-up were more important in times of crisis than whether the people involved were based on volunteers or employees.

A further preparedness for later crises can be achieved by developing contingency plans based on experiences from the pandemic. This can be especially important in organizations that are characterized by high turnover of human resources, which can be the case in sports. At the time of data collection, it was too early to say whether clubs that apparently performed well financially in 2020 would also perform well through 2021.

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THE IMPACT OF LEADERSHIP DEVELOPMENT ON DI WOMEN'S COACHES AND ATHLETES: A PRELIMINARY INVESTIGATION

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Aim and Research Questions

Literature dedicated to understanding leadership development amongst coaches to impact positive influence on their players is scant (Hopkins, et al., 2008). The purpose of this study is to understand the importance of leadership development amongst women coaches. This research examines coaches' identity and leadership development. It investigates the leadership style among women coaches and the impact that leadership development has from a sport, personal, and professional standpoint.

Research Questions

RQ1. Is leadership style for women significant for performance outcomes?
RQ2. How does leadership development affect female women coaches personally and professionally?

Theoretical Background and Literature Review

Studies confirm sport participation and in student organizations has a positive impact on leadership development (Mak & Chong, 2017). William, Roberts, and Bosselman (2011) stated interpersonal leadership skills in young people can be developed through sport participation (Mak & Chong, 2017). All individuals are capable of being effective leaders. To maximize the talent pool and diversify athletic administration, a more equalized representation of women in leadership is needed (Klenke, 1996; Kalaitzi, et al., 2017).

Research Design, Methodology and Data Analysis

This developing grounded theory qualitative study relied upon interviews with five Division I Head Coaches of Women's teams in the United States. Interviews were coded and analyzed for themes. All coaches included won conference championships and three of were named Coach of the Year by the ASUN Conference during the academic year in which they were interviewed. While small, we felt the preliminary results were promising given leadership themes in the data and the elite nature of the interviewees. Two of the five coaches tended to be more authoritarian and transactional in their leadership styles while two others were more transformational. Tuckman's (1965) Team-Development Model was applied to understand the leadership development process for coaches. Preliminary findings indicate that women coaches who engage in leadership development benefit personally and professionally. Coaches' processes can be defined through the four stages of forming, norming, storming, and performing (Tuckman, 1965; Creswell & Creswell, 2017).

Forming - At this stage the coaches are unsure of the leadership development process and need a mentor or resources to get established. Coaches accept leadership development and mentors as a tool for their own and their team's journey (Tuckman, 1965). Coaches realized that leading by example is necessary and they must start the journey themselves. Coach Ali

said "I challenge myself to be what I expect of them" which indicates her understanding of modeling the type of leadership she expects from her student-athletes (Tuckman, 1965).

Storming – Coaches expressed the unfairness regarding different standards among men and women as well as the need of earning respect from the sports world, which is typically of storming (Tuckman, 1965). Coach Ali stated: "We have to prove ourselves a little more or do a little more in order to show their strength and their competence because it is not naturally seen as something that like they are expected to lead." Each statement exemplifies the need for leadership development amongst women coaches.

Norming - Coaches understand that everybody is a leader, the roles are discussed, and relationships are built on trust during the norming phase. Coaches become mentors that their players need to optimize personal and performance excellence (Tuckman, 1965). Coach Ali stated "You cannot change everyone's value system, but you can create a value system within the organization that applies to everybody.

Performing – Coaches defined themselves as leaders, mentors, understand the influence they have on their players, and the importance of keeping on working on their personal growth in this phase (Tuckman, 1965). Coaches claimed that while there is sexism within their department, they believe that men and women as individuals have the same potential to lead effectively. Stephanie said: "I do think that men and women have the same potential to lead and an effective way." Conversely, Katie stated, "as human beings, they can possess the same skills"

Adjourning – Unlike other stages of this model, there is no end. Leadership development is ongoing. Coaches believe that although the goals and objectives may vary, their personal growth and the culture that they are continuously building must evolve continuously. Coaches should constantly evaluate and assess their process to ensure they are open to change.

Conclusion, Contribution, and Implication

Findings reveal coaches understand the importance of being consistent building trust and constructing relationships to be influenceable and effectively lead their players. The culture of a team is created through the process; it is unique to every team as it consists of the coaches' and player's values. Understanding how leadership can be utilized as a tool for not only character development, but also performance capacity, coaches will be better equipped to maximize the potential of their student-athletes. This research has the potential to inform undergraduate leadership curricula and shape coaching behaviors.

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ORCHESTRATING THE DIGITAL TRANSFORMATION OF SPORT ORGANISATIONS - AN ANALYSIS OF DIGITALISATION PROCESSES IN NATIONAL FOOTBALL ASSOCIATIONS

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Aim

New technologies and digital products are influencing day-to-day life in private and business spheres, bringing radical changes to all types of organisations (Gimpel et al., 2018), thus including national football associations (NFA). These change processes are referred to as digital transformation (DT), which Vial (2019, p. 4) defines as "*a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies*". The aim of this study is to identify how NFA orchestrate DT to make it a success.

Literature Review

Sport management literature related to DT is mostly about social media as one of the aspects of digitalisation processes (e.g., Anagnostopoulos et al., 2018). More holistic perspectives on DT and related demands on leadership and organisational structure have scarcely been researched in sport management. DT is diverse, goes beyond communication aspects and the traditional demands on the IT department, as it affects all areas of the organisation as a strategic core topic (Gimpel et al., 2018).

Since DT is essential for the future success of associations, these complex processes of change require leadership support (e.g., Kane et al., 2015) and adaptations within the workforce (Eden et al., 2019). One of the most important adaptations for DT success relates to organisational structure to enable individuals to adapt quickly to technological change (Eden et al., 2019; Tabrizi et al., 2019). Traditional structures complicate DT, while flat structures help to remain flexible and are important for agile and fast decision-making (Tabrizi et al., 2019). Internal DT-Teams, with structures modified for this purpose, can ensure a solution in this regard, as decisions can be better orchestrated, and centralised, while siloed solutions are avoided, thanks to a more holistic perspective on DT.

The research question driving this investigation is:

What types of digitalisation teams support successful DT of NFA?

Research Design and Method

An exploratory qualitative study of 82 semi-structured interviews with executives from 43 different NFA across all six Confederations (AFC, CAF, CONCACAF, CONMEBOL, OFC, & UEFA) was conducted between August 2020 and March 2021. Interviews were digitally recorded and lasted between 40 and 103 minutes, on average 61 minutes. To ensure the credibility and reliability of the results, at least two employees per association from different departments were interviewed, if possible. Each interviewee had a high level of knowledge about DT in their organisation. In 28 associations, at least two people were interviewed and in the remaining 15 associations, one person was interviewed.

Results

Findings revealed that specific and adapted structures are needed to carry out a successful DT. NFA require agile structures to make centralised decisions and respond quickly to the ongoing digital transition. This study identified five different types of internal structures, with different perspectives, for orchestrating DT within the NFA, depending on the digital maturity and size of the organisations. (1) Non-digital; no structures are specifically tailored to DT, (2) Single-theme perspective; Digitalisation measures are initiated and coordinated by the IT department, (3) Product-specialist perspective; staff unit for digitalisation from which product managers are assigned to the individual departments as permanent digitalisation contact, (4) Overarching digital perspective; digitalisation team, consisting of experts from different departments who directly report to the management centralise all digitalisation activities and related decisions, (5) Top-level perspective; Chief Digital Officer at management level leads a DT-Team and is responsible for all digitalisation topics in every area of the association.

Discussion & Implications

Successful DT requires senior management to be open to DT-initiatives and accelerate the necessary structural adjustments. It is important that leadership facilitates the necessary mix of top-down and bottom-up approaches. Top-down to ensure resources and strategies needed for DT, bottom-up to get information on innovations and feedback from the operational level. NFA are increasingly confronted with technological change and need to use their resources strategically and wisely, given their very diverse tasks in the administration and technical departments. Both areas are confronted with fast-moving technological developments and are collecting ever-increasing amounts of data, e.g., in administration via digital communication and sales channels, and in the technical area in training and match operations. Special internal DT-Teams can offer solutions in this regard as they are useful for orchestrating these complex processes, as decisions can be bundled and combined with knowledge from the individual specialist departments, enabling more effective and faster approaches to keep up with current developments.

Depending on the orientation, composition and level of these DT-Teams, their perspective on DT changes. For example, DT-Teams consisting of experts from the operational area of the individual departments are usually more focused on the user experience and the everyday application areas of technologies compared to a more one-sided and technology-dominated perspective on digitalisation driven by IT departments.

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INNOVATION PRACTICES IN SPORT ORGANIZATIONS: EXAMINING INSTITUTIONAL PRESSURES AND AGENCY

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Aim and Research Questions

The aim of this study is to explore sport employees' experiences of how institutions influence job designs, innovation opportunities, and overall organizational performance. This study implements the institutional work framework to analyze how innovations related to job designs may both enable and prevent sport employees from changing or maintaining institutional norms. Such knowledge is important for understanding how sport organizations can install innovative job designs that amplify performance outcomes. Enhancements to sport organizational performance are believed to be a consequence of improved sport employee task completion strategies that result from innovative job designs based on sport employee embedded agency. Put another way, we seek to understand how innovations to job designs are influenced by institutional pressures. Moreover, the study is crafted to further explore the relationship between innovation and sport institutions (Nite & Washington, 2017) as well as the utility of employee-led innovations in the sport workplace (Delshab et al., 2022). This study was guided by the overarching research question of "How do sport employees experience institutional pressures when attempting to innovate job tasks?".

Theoretical background and Literature Review

The study utilizes three concepts: institutional work, job design, and innovation. Institutional work is known as "the broad category of purposive action aimed at creating, maintaining, and disrupting institutions" (Lawrence & Suddaby, 2006, p. 216). This concept is grounded in institutional theory and details the notion of 'embedded agency' wherein institutional actors are both subjected to institutional pressures while also creating and reproducing institutions. Job design describes how leaders formulate the tasks assigned to a specific job (Oldham & Fried, 2016). The job design perspective is top-down in that leaders organize the structure of jobs and assign tasks to employees. Innovations are broadly viewed as tangible organizational improvements and have been found to enhance sport organizations' performance when generated by sport employees (Delshab et al., 2022).

Research Design, Methodology and Data Analysis

This study will utilize qualitative methods to construct the experiences of sport employees. Specifically, a hermeneutic phenomenological methodology will guide the study's methods. This form of phenomenology assumes that past experiences are unavoidable and are a strength when co-constructing the meaning of participants' experiences. The authors will conduct semi-structured interviews with full-time sport employees until data saturation is achieved. Participants will be asked questions such as: "What does 'productivity' mean to you in the sport workplace? What does productivity mean to your boss/subordinate?", "How is productivity enhanced and hindered in the sport workplace?", and "Is innovation/flexibility valued in the sport workplace? How so/why not? By whom?". Data will be analyzed with

Braun and Clarke's (2006) thematic analysis procedure. This process includes: multiple readings of interview transcripts, generating initial codes, searching for themes, reviewing the themes, defining/naming themes, and producing a final report. The authors will adhere to trustworthiness standards.

Results/Findings and Discussion

Data for this study have not been collected at the time of abstract submission, but the researchers guarantee that the findings will be analyzed by the time of presentation. We expect to cultivate a deep understanding of how embedded actors navigate institutional pressures as they seek to innovate work designs within sport organizations. The findings will detail the current institutional setting and the mechanisms that constrain sport employees from enacting changes to the design of their jobs, as well as the opportunities actors have to modify institutional norms to improve their performance. The findings of this study are expected to contribute to the knowledge of institutionalism within sport organizations and their capacity for innovation to their job designs. In turn, the knowledge gained from this study could positively influence the organizational performance of sport organizations through improved sport employee functionality.

Conclusion, Contribution and Implications

This study answers the call of Nite and Edwards (2021) to advance the understanding of institutional work within sport institutions by using institutional work as a lens to generate a deep understanding of the intersection of institutional pressures, sport employee innovative work designs, and organizational performance. The findings of this study are expected to enhance the knowledge of various elements of the landscape of the contemporary sport workplace. For one, this study has the potential to combine the insights of institutional work and organizational behavior to improve sport organizational performance via sport employees' job designs and task completion strategies. This will be accomplished by exploring how institutional pressures surrounding sport employees impacts their ability to enact innovations to their job tasks and consequently propel organizational performance. Another potential contribution of this study is enhanced workplace designs within sport organizations. As sport organizations learn to navigate through the challenges of a post-pandemic world, developing employee job designs to meet the demands of sport participants and consumers will be paramount for sport organizational solvency. This study will offer valuable information pertaining to how sport organizations may evolve with innovative work designs.

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DATA-DRIVEN BUSINESS MANAGEMENT MATURITY OF FINNISH ELITE ICE-HOCKEY CLUBS

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AIM AND RESEARCH QUESTIONS

Data and data-driven management has become important components for the strategic sport club business management due to the societal advancements enabled by growing rate of digitalization and technological solutions used for interaction and exchange of value between people and organizations. Furthermore, technology together with Covid-19 pandemic has profoundly changed the logic of how sports is consumed and how key stakeholders, such as fans, engage with sports activities. Data in general has become increasingly reachable and available for organizations in sports industry and the new challenge for organizations is how to acquire, store, process and use valid business data for company management and in creating new business opportunities. In recent years clubs, events and leagues at the highest levels of sport industry have been pursuing towards data-based understanding of the market environment, better identification of fans and key stakeholders as well as developing organizational capabilities towards data-oriented working cultures. With this growing demand for using data in complex sport business management field new questions are originating if sport clubs possess sufficient capabilities and maturity to utilize data for business development, and to gain pursued business benefits from the use of data?

This research studies the organizational maturity and capabilities of the selected elite ice-hockey clubs in relation to strategic data-driven business management in the context of Finnish elite ice-hockey league Liiga. Purpose of the study is to explore what factors influence in Finnish ice-hockey enterprises as prohibitive or motivating components to learn and apply data-driven management in business development. Furthermore, the research is looking to clarify the organizational capabilities and identify potential competence pitfalls that must be educated and trained to successfully execute future data-driven management strategies. Main research question is *How Finnish ice-hockey clubs identify and utilize business related data to improve and develop business management and performance*? Additional research question is *Which features of data-driven management competences clubs should furthermore develop to improve organizational capabilities for better business management with relevant data?*

THEORETICAL BACKGROUND AND LITERATURE REVIEW

Bourdon and Caya (2016) present a framework for business intelligence and analytics (BI&A) for competitive sports. Authors divide the framework of value creation from BI&A to 3 levels and one additional category called external actors. These levels are firstly institutional level referring to leagues and federations, secondly organizational level formulating from clubs and teams participating in the same formal entity, and thirdly individual level addressing athletes and people operating within the industry. External actors refer to people not directly integrated to sports entities but impacting on the value creation in the industry. (p. 1065) Troilo et al. (2016) are discussing about business analytics and identify dynamic pricing, CRM, sponsorships measurement and database marketing as main forms of revenue generation in professional sports (p. 73). Furthermore, essential theoretical setting for the

research is business analytics capability maturity model addressing higher maturity in governance, culture, technology and people leading to business value and sustainable competitive advantage (Cosic et al., 2012, p. 8).

RESEARCH DESIGN, METHODOLOGY AND DATA ANALYSIS

Due to lack of proper scientific literature from the field the research was decided to be done with a qualitative method and approach. Also, the small sample size of the target group supports the idea of theme interviews instead of quantitative survey. Research target group has been carefully selected from the clubs playing at the highest level of ice-hockey in Finland. In total 15 clubs participate in the Liiga competition of which 6 clubs were selected for the interview. Selection was made based on the club's current volume of business being among the highest, and according to the recommendation of the Liiga employee that the chosen clubs are known to possess the highest potential for developing data-driven management practices in their organizations. Interviews are conducted as theme interviews to concentrate discussion on specific direction according to purpose. Interviews are conducted during May-June 2022. Analysis follows qualitative content analysis, and the recorded interviews are transcribed with fully edited transcript method emphasizing the main findings in the qualitative data and sentiments of each interview.

RESULTS AND DISCUSSION

At the time of writing this abstract for submission the interviews with professionals of 6 ice-hockey clubs are to be made. Results will cover 4 main themes of the interviews being data as a component for strategic business management in the club, organizational data management capabilities and competences, new prospects for gaining commercial and business value from data, and lastly ideas to develop data-driven business practices on a league level.

CONCLUSION, CONTRIBUTION AND IMPLICATION

Should this research and contribution be approved for presentation in the 30th European Sport Management Conference the research results, conclusions and implications to practice will be presented in the conference oral presentation.

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MANAGING TEMPORARY SPORT EVENTS: THE DYNAMICS BETWEEN COMMERCIAL INTERESTS AND LOCAL ORGANIZERS

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Aim and Research Questions

This paper draws on an in-depth study of the 2020 European Men's Handball Championship (EURO 2020). EURO 2020 was the 14th edition of the tournament and the first tournament to feature as many as 24 national teams. In addition, it was the first tournament that was co-hosted in three different countries (Austria, Sweden and Norway), and on six different venues (Stockholm, Malmö, Gothenburg, Vienna, Graz and Trondheim), which also created new hosting structures within each country. While new ways of organizing offer possibilities, they also present challenges.

In this paper, we aim to identify the hosting-challenges in such 'new' geographically dispersed events. We focus on how the national organizers integrate efforts across multiple levels (e.g., local organizers, the European Handball Federation (EHF) and their commercial partner Infront), and how the national organizers cope with upcoming tensions, problems, and potential conflicting interests during the lifecycle of an event. The paper focuses especially on the temporary-permanent connection in these events, and how such events are temporary one-off arrangements for local organizers, and partly also for national organizers, while simultaneously being embedded in EHF's and Infront's more permanent structures. In doing so, we ask the following questions: (1) What are the major challenges for national and local host-organizers in such events, and (2) how are they solved?

Theoretical Background and Literature Review

Theoretically, the paper extends from research on temporary organizing, especially pertaining to challenges in interorganizational collaboration (e.g. Bakker et al., 2016; Sydow & Braun, 2018). Past research has emphasized how these arrangements are characterized by disordering hierarchies and blurring organizational boundaries (Sydow & Braun, 2018), as well as challenges resulting from conflicting temporal orientations among participating organizations (Dille et al., 2018). Still, as pointed out by van Marrewijk et al. (2016), few works have investigated ongoing relations among participating actors from a 'conflict lens', and how 'order' and 'conflict' may exist in tandem in temporary arrangements. Following van Marrewijk et al. (2016), we examine how 'conflict' and 'order' are potentially complementary in major sport events. Combining these lenses seems particularly relevant for studying the relational dynamics in events where there is a considerable pressure on organizers at different levels, to collaborate across national boundaries and under strict deadlines (Dille et al., 2018).

Research Design, Methodology and Data Analysis

In this case study, we followed the EURO 2020 in real-time from autumn 2019 to spring 2020. We interviewed stakeholders from the different levels of the organizing committees in Norway and Austria (N=9), and with media accreditation, we had access to one of the venues, press conferences, media center and VIP-areas. Interviews and observations have been supplemented with media coverage, internal documents and other data sources, in order to

gain a more comprehensive understanding of the studied phenomenon. Data were compared through content analysis manually, a process for systematically analyzing all types of messages, and specifically pattern matching was used.

Results, Discussion and Implications

Preliminary results of our study indicate that collaboration in the planning and organizing of the EURO 2020 involved organizers with diverging expectations in relation to local autonomy, role of volunteers, standardization and time horizons. On the one hand, Infront and EHF triggered a future focus, central decision making and standardization. On the other hand, the local organizers triggered a focus on past sport events and practices from previous championships, which also implied strong involvement of volunteers. The national organizers struggled to balance these diverging expectations and found themselves in a position where they had to adjust to Infront's requests, resulting in an emerging distrust between local organizers and national organizers.

Conclusion, Contribution and Implication

Our study points to the dilemmas national organizers face when they are required to balance the expectations from local organizers that are oriented towards past events and strong local autonomy, while at the same time adjusting to future oriented commercial stakeholders that are expecting centralized decision-making and standardization across the participating nations. With these findings, we address the changing dynamics in the organizing and management of major sport events, and particularly how commercial interests change the power structures in major sport events.

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DEVELOPING LEADER CHARACTER FOR SPORT PERFORMANCE

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Aim

To examine how leader character development influences sport performance.

Research Questions

Will adherence to a character development program strengthen character to enhance sport performance? Will variation between character behaviours impact performance?

Theoretical Background and Literature Review

While character has been established to be critical for individual and group performance in the management field (Seijts et al., 2015), the character in sport literature reveals a significant gap in applying the development of character to enhance performance. The character in sport literature has largely focused on character development as an outcome of sport and the literature that has examined it as an antecedent to sport performance has done so by isolating behaviours that are valued in sport. The literature reveals an over- and under-weighting of character in sport, which can lead to the "too-much-of-a-good-thing" effect causing good behaviours at their inflection points to become harmful (Pierce & Aguinis, 2013). For example, a focus on developing self-confidence can lead to it manifesting as arrogant behaviour at its inflection point, without the support of humility and humanity. The under- and over-weighting of behaviours leads to chronic situational unfavourableness, which warrants an athlete's disposition to lead with strong character to support optimal performance. The leader character framework, which consists of 11 interrelated virtuous behaviours (i.e., accountability, courage, collaboration, drive, humanity, humility, integrity, judgment, justice, temperance, and transcendence), was used in a 20-week character development program to examine how character development and variation between character behaviours influence performance.

Research Design, Methodology, Data Analysis

Intercollegiate athletes at a large North American university were invited to participate in a character development program using a software application. All participants (N = 66) began the character development program at the same time. Performance and character were measured based on the average evaluation between the participant and program partner. Character was measured at baseline and five time points, every four weeks, using the validated Leader Character Insight Assessment that employs a 0-10 likelihood scale of exhibiting each character behaviour (Crossan et al., 2014). Perceived performance was measured on a weekly basis using a -5 to +5 Likert scale and aggregated at the five time points. Engagement was measured tracking the items completed within the program design, hypothesized to develop character, including choosing a character behaviour to focus on each week, weekly lessons, exercises, daily assessments, and weekly self- and partner-assessments. The first part of the analysis examined character development based on the participant's engagement in the program using a Latent Growth Model, which aggregated the participant

engagement at each of the five character-assessment time points. The second part of the analysis examined the relationships between character development and perceived performance, and between character behaviour variation and perceived performance using Pearson correlations.

Results/Findings and Discussion

The findings are preliminary and the fifth time point and a Latent Growth Model will be included in the final analysis and findings. Preliminary findings for part one reveal program engagement (M = 53%, SD = 29.51) and character change between each time point (M = 0.14, SD = 0.14) have a strong positive correlation, $r(262) = .745$, $p < .001$, and the results from the pre-program character score (M = 6.62, SD = 0.21) and fourth time point character score (M = 7.18, SD = 0.29) indicate a significant increase in character score and medium effect, $t(65) = 9.39$, $p < .001$, d = 0.46. These findings indicate positive change in character is strongly related to program engagement. Preliminary findings for part two reveals character development (M = 0.56, SD = 0.46) and performance (M = 1.69, SD = 1.68) have a weak positive correlation, $r(262) = .386$, $p < .001$, and character variance and performance have a very weak negative correlation, $r(262) = -.172$, $p = .005$. And the results from the first performance assessment compared to the fourth assessment indicate a significant increase in performance and large effect, $t(65) = 8.23$, $p < .001$, d = 1.65. These findings reveal stronger character plays an important role in enhancing performance compared to variance in character. Furthermore, participants did not choose to focus on their weakest behaviours for development.

Conclusion, Contribution, and Implication

This study extends the character in sport literature by examining character development as an antecedent to enhance sport performance. These preliminary findings inform practical implications to embed character development into sport organizations to enhance performance. Future research may consider which program features contribute most to character development and to examine a character development program that prioritizes the development of weaker character behaviours and its influence on performance. Strengthening individual character can provide greater agency to athletes when situational favourableness is not present (Crossan et al., 2013), which is prevalent in elite sport (Kavanagh, 2014; Lopez, 2020).

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THE DISAPPEARANCE OF LEADERSHIP? ASPIRING LEADERS' AGENCY AND CONFORMITY IN VARIOUS SPORT EVENT CONTEXTS

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Aim and Research questions

Leadership is the clue behind successful sport events (e.g., Parent, Beaupre, et al., 2009), but mainstream management studies indicate that leadership is sporadic in everyday practices (e.g., Alvesson & Sveningsson, 2003). We explain this paradox by questioning: How is leadership often replaced by conformity in the context of sport events? and: Why does leadership fade?

Theoretical background and Literature review

Researchers (e.g. Welty Peachey et al., 2015) have pinpointed that leadership research—in sport management and elsewhere—is dominated by approaches that used quantitative measures; were functionalistic, single levelled, and gendered; and often naively interpreted leadership as good. We challenge the traditional approaches and studied youthful contexts with aspiring leaders of both genders, applied several qualitative methods, and investigated the aspiring leaders from various levels. Scrutinizing how leadership "faded", we applied the theoretical approaches of modes of organizing (Alvesson & Blom, 2019) and functional stupidity (Alvesson & Spicer, 2012) to study agency and conformity, where conformity is a variant of agency. Modes of organizing provided us with alternatives to a leadership-centric view both in practice and in research; and functional stupidity works because it involves paying attention to reflexivity irrespective of the objective behaviour. This idea contributes to a more nuanced understanding of the institutional context as well as the consequences of controlling regimes in event management. Furthermore, it gives us a notion of power structures.

Research design, Methodology and Data anlysis

This is a qualitative study of two cases: the 2012 Innsbruck Youth Olympic Games (YOG) and the 2012 World Snowboarding Championships (WSC). The sampling criteria included a combination of age (24–34 years old) and experience (4–10 years), at events expressing a youth focus. We chose events with presumed differences regarding institutional context. We conducted 49 interviews (27 women and 22 men) with staff from different managerial levels in the organizing committees; and supplemented with observations before, during, and after the events; and document analyses. Triangulation of data collection methods (Eisenhardt, 1989) facilitated multiple perspectives and to cross-check statements on different hierarchical levels. The data analyses followed a two-step process; first, the interview transcripts were openly coded, and second, they were theoretically coded.

Findings and Discussion

The empirical material showed how leadership "faded" and was replaced by conformity. In our cases, different perceptions at different organizational levels make leadership diminish as

modes of organizing. Rather, we observed management towards volunteers, horizontal processes between the aspiring leaders at the same level, and power between the CEO/event owners and the aspiring leaders. The interviews with the aspiring leaders led us to the identification of conformity modes and later to the understanding of functional stupidity. In sum, our study showed that the aspiring leaders' perceptions of following rules, regulations, and orders were stronger than their perceptions of being leaders who could directly impact the event were. Hence, in our cases, the perception of agency (and the power to take action) was more related to pressure for conformity, where leadership as an organizational practice is more limited. While the agency of aspiring leaders' was diminished at both events, the processes leading to conformity differed between the highly institutionalized YOG and the more loosely structured institutional context of the WSC. Nevertheless, in both contexts, the aspiring leaders conformed to the pressures they perceived in functional and thus apparently "stupid" ways.

Conclusion, Contribution and Implications

An event has many goals to fulfil, and developing young people through leader positions is relatively low on the list. Thus, an empirical answer to why leadership fades is simply that fulfilling an event's schedule *and* nurturing aspiring leaders becomes an impossible equation from the very outset. A practical implication is that capturing young people's reflections is important because sport organizations will benefit from reflexive leaders and managers who can solve current and future challenges. Therefore, we do believe that this paper provides several contributions to the sport management research. First, we consider the focus on conformity and "stupidity" as frameworks that can challenge the positivistic and conventional approaches to leadership theories and perhaps combine existing theories. Second, we encourage a critical approach to leadership that focuses on organizational processes and outcomes. Third, the applied framework has the potential to encourage multiple-hierarchical-level research, for example, as we did with data from not only the aspiring leaders put under scrutiny but also their volunteers (subordinates) and CEOs. Finally, in organizations, people must have a shared understanding of various organizational aspects as well and recognize them all as important.

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SUPPLEMENTARY IMPLICIT LEADERSHIP THEORY FIT AND SOCIAL COHESION IN PROFESSIONAL SPORT

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Aim

The aim of this study is to enhance our understanding of the effects of congruence in Implicit Leadership Theories (ILTs) on small group variables in a professional sport context. This study 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 social cohesion (SC) will increase.

Literature Review

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 (Seong et al., 2015). In this study, SF is assessed as the similarity between the individual (IILTs) and the group (GILTs) regarding their leadership ideals. For the development of the hypothesis, this research draws on the rationale provided by Seong et al. (2015) as they theorise a positive relationship between SF and SC. First, individuals tend to display more affection toward similar others. Second, similarities between individuals have been linked to increased levels of SC within sport teams. The effect of SF on SC should be especially strong in a professional team sport context where there is a high interdependence between the individual and the group (i.e., shared fate). As argued by Harrison et al. (2002), team members are more likely to pay attention to other's deep-level psychological characteristics (e.g., ILTs) in the presence of shared fate. SC depicts the most suitable instrument to capture feelings of interpersonal attraction to the group. Consequently, it is hypothesised that when team members share ILTs, they perceive higher levels of interpersonal attraction, leading to increased SC levels.

Methodology

Data was collected over a period of nine month via a larger quantitative mixed-mode survey part of a doctoral dissertation comprising a total of 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 (i.e., Football, Handball, Volleyball). Within section one of the survey, in line 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) of this study. In section two, the dependent variable (DV; i.e., SC) was captured via the three-item interpersonal-oriented cohesion instrument proposed by Mathieu et al. (2015) with a satisfactory Cronbach Alpha level of . 753. Participants indicated on a 7-point Likert scale ranging from (1 strongly disagree) to 7 (strongly agree) their level of

agreement with the three statements. Polynomial regression (PR) with response surface analysis (RSA) was used to examine congruence effects of two predictor variables (i.e., IILTs and GILTs) on a single outcome variable (i.e., SC). The overall type of sampling adopted in this research was non-probability purposive sampling (Skinner et al., 2015). The screening and elimination process lead to a cleaned sample of N = 232 from 14 professional sport teams.

Results and Discussion

Supplementary ILT congruence as an IV was separated into six dimensions according to the ILT factors of Epitropaki and Martin (2004) creating six separate IV (i.e., IILTS and GILTs) to DV (i.e., SC) hypotheses. Four of these (i.e., intelligence, dedication, tyranny, and masculinity) were significant but with variation in the ways the relationship between IVs and DV is shaped. For two of the six ILT dimensions (i.e., sensitivity and dynamism) no significant relationship between the predictor and outcome variables could be established. As such, the results from this research differ from that of Seong et al. (2015), who established that SF was positively related to SC. More specifically, whereas Seong et al. (2015) observed that higher levels of congruence between the individual and the group lead to increased liking, manifested in an elevated SC score, this was not the case for ILT congruence in the present study. This finding is important as it is generally assumed that similarity on psychological characteristics such as leadership ideals or values would result in higher levels of attraction between group members. Yet, this study's findings, contradict this assumption and indicate that levels of SC are not highest when leadership ideals of an individual match those of the group they belong to.

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 SC, utilising PR and RSA

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SPORT MANAGER'S FUNDAMENTAL SKILLS: A SYSTEMATIC REVIEW

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Aim

The aim of this study is to identify the fundamental skills of a sport manager through a systematic review, taking into consideration the required expertise in specific areas of professional practice.

Theoretical background

The growing relevance of sport, and the diversification of sports practices, have increased interest in the key skills and knowledge required by sport managers (Fahrner & Schüttoff, 2020). These professionals must be competent, using knowledge, skills, personal qualities, experiences, and motivations, to effectively perform their role (Retar et al., 2013) and, consequently, help their organization succeed. Even though a sport manager's skills are related to the characteristics and abilities required to perform a certain function (Fahrner & Schüttoff, 2020), there are inconsistencies in the literature regarding necessary skills, due to different organizational environments. This lack of definition leads to terminology differences, depending on the author. They may be referred to as competencies, abilities, skills, characteristics, or qualifications. Therefore, considering that the skills required of sports managers are not consensual and are in constant evolution, this study can help to fill the knowledge gap about the fundamental skills of the sports manager, as well as it can collaborate with the standardization of the terminology used in this context.

Research design, methodology and data analysis

A systematic review of articles published in peer-reviewed journals and doctoral theses was carried out according to the framework outlined by Higgins and Green (2011). The review was conducted in the EBSCO, SPORTDiscus, B-on Library, RCAAP and ProQuest Thesis databases, using the following search terms: Sports Manager OR Sports Director OR Sports Management OR Football Management AND competencies OR skills OR abilities OR qualifications OR profile. Studies published between 2000-2021, in English, Portuguese, or Spanish, and in the area of management, sports management, and human resources management were considered. From a total of 1356 documents, considering the inclusion criteria, 37 scientific articles and two doctoral theses were examined. The evaluation of the studies was performed based on the quality criteria for quantitative and qualitative studies by Kmet et al. (2004). A frequency analysis was also conducted, which provided a numerical and descriptive summary of the nature and distributions of the studies (methodological approach, authors, year, country of publication, aims, research instrument, sample, competencies of the Sports Manager's skills, and area of intervention). In the cataloging and analysis, all those called skills, abilities, knowledge, qualifications, competencies, personal characteristics, attitudes, values, and motivations of an individual were determined to be the required skills of a comptent sport manager, according to Spencer and Spencer (1993).

Results and discussion

The fundamental skill most identified for sports managers were, communication, which was a different result from other systematic reviews (e.g., Miranda et al., 2017), in addition to human resources management, financial management, information technology (IT) skills, marketing, planning, and business management techniques. Interestingly, interpersonal skills are not considered among the most important competencies. Data classification and analysis from the 39 studies allowed us to identify specific skills for six different areas of professional practice. Specifically, we identified that for managers of sport clubs and National governing bodies, event management and facility management skills are the most highlighted. For university sport managers, educational and academic skills, as well as leadership experience were key. For the local administration managers, marketing and other management skills, such as planning, organization, coordination, and evaluation were highlighted. For the managers of gyms or health and fitness clubs, relevant theoretical knowledge of sport and physical activity, as well as business administration, financial management, human resources, leadership, communication, and marketing skills were important. Sports facility managers must have skills related to risk management, decision making, problem solving, and time management. Finally, sport event managers must have the ability to manage events, businesses, operations, sports facilities, as well as marketing, and human resources.

Conclusion, contribution and implications

The systematic review found that the main necessary skills for sports managers, regardless of their area, are communication, human resources management, planning, business management techniques, IT skills, financial management, and marketing skills. Additionally, the context in which the sports managers work is important for understanding the specific skills needed for the role. In these cases, it was possible to determine six different contexts and, for each of them, specific skills to perform the role effectively. These conclusions contribute a greater understanding of the key skills required by sport managers and can act as guide in the processes of recruitment, selection, training, and career management. Moreover, there was a greater presence of soft skills in relation to hard skills, which reveals the growing concern of the labor market in hiring individuals with certain soft skills that are considered a preponderant for success. This is particularly the case in the sports sector, and suggests employers are searching for sport managers who have more than just the technical skills required for the role.

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EXPECTATION-BASED TYPES OF VOLUNTARY SPORTS CLUBS IN REGIONAL SPORTS FEDERATIONS

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Aim and Research Questions:

Sports federations play a crucial role in the provision of organised sports in Germany. Part of their key responsibilities is the needs-based support of voluntary sports clubs (VSC) with appropriate services. Therefore, the design of service offerings from sports federations as interest organisations should correspond their member organisations` expectations (Nagel et al., 2015). However, limited resources and simultaneously rising heterogeneous expectations from member clubs are increasingly challenging the design of appropriate service offerings by sports federations (Lang et al., 2020). This study addresses these challenges by analysing VSCs' expectations and identify distinct expectation types to enable more individualised designs of service offerings. The empirical study was carried out in a regional sports federation in tennis, the Bavarian Tennis Federation (BTV). This leads to the research questions: *What expectations do VSCs as members generally address to the BTV? To what extent can VSCs be classified in terms of their expectations regarding BTV services?*

Theoretical Background and Literature Review:

The federal structure of organised sports in Germany means that services provided by sports federations should be based on the expectations and needs of its member clubs. Due to differences in structural characteristics and challenges of VSCs, it can be assumed that VSCs develop different expectations regarding their sports federations' services. To address these services, the performance measurement literature provides a fruitful theoretical frame. In the literature it is consensus that measuring the performance of sports federations requires a multidimensional approach. The majority of publications assume a five-dimensional model (e.g., Winand et al., 2010) with the following dimensions: (1) Sport, (2) Customers, (3) Communication, (4) Finance and (5) Organisation. Daumann et al., (2018) expand the approach to include further dimensions (6) Leadership, (7) Governance, (8) Flexibility and (9) Strategy and Planning.

Research Design, Methodology and Data Analysis:

To analyse expectations of member clubs an online survey was conducted. Access to the survey was given to BTV member club representatives in a leadership position. A sample of n=354 responses was generated. In order to operationalise the expectations of VSCs, the developed pool of items based on performance measurement concepts (e.g., Daumann et al., 2018; Winand et al., 2010). Moreover, specific regional and sport-related circumstances were considered. A set of 43 items with n=241 responses was retained for the main study. A significant Bartlett sphericity Test and the Kaiser-Meyer-Olkin criteria (KMO=.84) indicates the sample adequacy for an exploratory factor analysis, which shows the best solution with six reliable factors ($\alpha > .70$) explaining 56% of the variance. The six determined factors were labeled: (1) Governance, (2) Reachability and Communication, (3) Youth talent development, (4) Support and consulting services, (5) Staff development and education and (6) Competition

organisation. Based on the single linkage cluster analysis method three outliers were identified and eliminated. For the main cluster analysis Ward's hierarchy method with squared Euclidean distances was used. In order to determine the optimal number of clusters, content considerations were made in addition to the dendrogram and screeplot analysis (Backhaus et al., 2021).

Results/Findings and Discussion:

The analysis showed that an optimal cluster solution can be determined with four clusters. Based on the z-standardised factor values the determined clusters were labeled as follows:

(1) "*People developer*" (n=57, 32%): VSCs in this cluster had above average expectations regarding the factors 'youth talent development' and 'staff development'.

(2) "*Autonomous competition avoiders*" (n=39, 22%): VSCs in this cluster had below average expectations over all factors, particularly regarding the factor 'competition organisation'.

(3) "*Self-governmenters*" (n=40, 23%): VSCs in this cluster had quiet low expectations, particularly regarding the factors 'governance' and 'staff development'. In contrast, the expectations regarding the factor 'competition organisation' were high.

(4) "*High expecting communicators*" (n=41, 23%): VSCs in this cluster had high above average expectations over all six factors, especially in the factor 'communication and reachability'.

In total, it is noticeable that clubs in cluster (2) and (3) are more satisfied with the services than clubs in cluster (1) and (4), which is due to the level of expectations. For validation, the extracted clusters are also reflected by other characteristics of the organisations. Clubs in cluster (4) are using more social media communication themselves and in cluster (3) there are a comparatively large number of multi-sector clubs, which presumably have better developed own administrative service structures.

Conclusion, Contribution and Implication:

The findings reveal that there are heterogeneous expectations of VSCs as member organisations that need to be addressed more individually by sports federations. The extracted types provide a first empirical step to make different expectation schemes visible. These schemes enable managers of sports federations to specify their service offer portfolio and to respond to the divergent expectations in the corresponding four clusters in a more efficient manner. Furthermore, this study contributes to the research of performance measurement of sports federations at the regional level.

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CHARACTERISTICS OF COMMUNITY SPORT ORGANIZATIONS EXPERIENCING FRAUD

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Aim and Research Questions

The purpose of this study is to examine the occurrence of occupational fraud in community sport organizations (CSOs). There are two research questions guiding the study: How prevalent is fraud in CSOs? What are the organizational characteristics that distinguish CSOs experiencing fraud from CSOs where fraud has not occurred?

Theoretical Background and Literature Review

Existing research on fraud in both the corporate and nonprofit sector takes either an individual perspective (focusing on the features of individuals who commit fraud) or an organizational perspective (focusing on organizational risk factors of fraud occurrence; Holtfreter, 2008). The fraud triangle theory (Cressey, 1953) includes both perspectives and has been used in sport management to understand vulnerability to fraud in sport organizations (Kihl et al., 2021). We draw on this theory, and particularly the organizational perspective to better understand what and how organizational characteristics play a critical role in determining the occurrence of fraud. For example, operational characteristics (e.g., organizational age, size in terms of employees and total revenues), fraud risk factors (e.g., many business relationships, government grants, large financial transactions), and different types of control mechanisms were found to be correlated with the occurrence or extent of fraud in the nonprofit sector (Eining et al., 2020; Greenlee et al., 2007; Holtfreter, 2008). In community sport, Kihl et al. (2021) is the only study examining media reports of fraud in CSOs and providing evidence of fraud cases. However, the non-profit sport sector lacks systematic knowledge about the organizational characteristics of CSOs experiencing fraud.

Research Design, Methodology and Data Analysis

Survey data were collected from CSOs in Australia, Germany, Canada, and the United States (n=1,256). The online surveys included a question asking respondents whether any kind of fraud has occurred in their CSO in the last ten years. A number of CSO characteristics related to organizational mission, operational characteristics, fraud risk factors, and different types of control were assessed as well. The empirical analysis compares CSOs experiencing fraud with those not experiencing it both within the full sample and three subsamples (Australia, Germany, North America) using independent samples t-tests (continuous variables) and Chi^2-tests (dummy variables).

Results/Findings and Discussion

In the full sample, 12.2% of CSOs have reported that some kind of fraud has occurred in the last ten years. This share is 8.9% in Germany, 13.1% in North America, and 16.7% in Australia. The comparative results for the full sample show that among CSOs experiencing fraud, the share of CSOs whose mission emphasized supporting the local community and

trying to be financially viable in the long term is significantly higher than in CSOs not experiencing fraud. Concerning operational characteristics, among CSOs experiencing fraud the share of CSOs with small annual budgets of less than US$ 22,500 is significantly smaller, while the share of CSOs with an annual budget of more than US$ 450,000 is significantly higher. CSOs experiencing fraud were less likely to have a plan for the education and professional development of their board members. Regarding fraud risk factors, the share of CSOs receiving grants and having large and complex financial transactions is significantly higher in CSOs experiencing fraud. The results for control mechanisms show that among CSOs experiencing fraud, the share of organizations frequently handling cash and assets without policies and procedures was significantly higher, while the share of CSOs where cash or checks are handled by at least two individuals is significantly smaller.

Notably, there were no consistent patterns in terms of significant differences in organizational characteristics when comparing the three subsamples. For example, in Australia, CSOs experiencing fraud relied more on paid staff and less on members engaging in voluntary work than CSOs not experiencing fraud. In North American CSOs, fraud was more likely to occur in older and larger organizations in terms of members and annual budget. In Germany, CSOs experiencing fraud were significantly older, less likely to have an educational plan, and entertained more relationships with other institutions than their non-fraud counterparts.

Conclusion, Contribution and Implications

The research offers new insight into the understudied areas of community sport management and fraud. In particular, the data offers evidence that clubs with high annual budgets are at greater risk of fraud occurrence. Larger budgets represent an opportunity for fraud (Cressey, 1953) and financial controls must be monitored closely. In addition, the protective role of an educational plan echoes existing research indicating that strategic planning can protect the CSO from various organizational problems (Wicker & Breuer, 2013), including fraud. The findings for the subsamples indicate that different organizational characteristics are at work and that there is no pattern in results across regional contexts, suggesting that no global formula can be provided for fraud prevention.

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DETERMINANTS OF THE PERFORMANCE OF NOT-FOR-PROFIT SPORT CLUBS: A MACHINE LEARNING APPROACH

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Aim and Research Questions

The goal of the study is to identify the best-performing model (considering various determinants) to explain the performance of not-for-profit sport clubs in four domains: member relationship, service quality, sporting success, and financial stability. Different machine learning models are used that allow the consideration of non-linear or non-monotonous relationships between determinants and performance indicators.

Theoretical Background and Literature Review

The performance of not-for-profit clubs is often multidimensional, including areas such as finance (e.g., financial stability) and products and services (e.g., sporting success; (Nowy et al., 2015; Winand et al., 2014). While previous studies have looked at factors associated with the performance of not-for-profit sport clubs, they are often limited in the sense that they assume linearity and monotony between variables (Ivašković, 2021). This perspective has been challenged by Koenigstorfer and Wemmer (2019), who revealed non-linear relationships for seven out of the ten most important predictors of the performance in the area of member relationship management. They used a random-forest analysis to relate determinants with performance and considered sport clubs from the Southwest of Germany. However, their research does not provide any insights about whether random forest is the best-performing model to predict performance, and they only studied one area of performance (i.e., member relationship). The present research aims to partly fill this void in research and aims to assess how well different machine learning-based approaches perform in explaining the four key areas of performance of not-for-profit sport clubs: member relationship, service quality, sporting success, and financial stability.

Research Design, Methodology and Data Analysis

We employ a cross-sectional online survey study design. We recruited representatives of not-for-profit sport clubs throughout Canada. After a quality check, data from 127 Canadian sport club representatives are included in the final analysis.

Performance was measured in four areas, with satisfying reliability and validity of the scales: member relationship (three items, $\alpha = 0.85$, AVE = 0.67), service quality (three items, $\alpha = 0.87$, AVE = 0.68), sporting success (three items, $\alpha = 0.82$, AVE = 0.65), and financial stability (three items, $\alpha = 0.92$, AVE = 0.80). We adapted established scales (e.g, Homburg & Pflesser, 2000) to the context of the study.

The following determinants of performance were assessed based on a literature review: visionary and bureaucratic leadership of the club representative; trust in the relationship with members; competition with not-for-profit providers in sport; competition with for-profit-providers in sport; competition with providers outside the sports domain; coopetition;

implementations of innovations; use of outside knowledge; and state-of-the-art of human resource practices.

All variables except for competition, implementation of innovations, and human resource practices were anchored at 1 = I strongly disagree and 7 = I strongly agree, with higher ratings indicating higher levels of the variables. Competition was assessed for 10 different stakeholders and anchored at 1 = No competition at all and 7 = Very high competition. Implementation of innovations was assessed by having participants list the innovations implemented in the club within the past three years. Human resource practices were assessed by having participants list the top-three management practices as part of (i) training volunteers, (ii) retaining volunteers, (iii) increasing participation, and (iv) maintaining participation. A composite score was formed (0 = No practices, 4 = Full range of practices). We further collected information that serve the purpose to describe the sample.

We will deploy a supervised machine learning approach to assess how well the determinants explain the four domains of performance. The analysis has not been done at this stage, because we just finished with the quality control of the data and only did some descriptive analyses so far. This is the planned procedure: First, we will use the Lasso regularization to select the optimal set of variables. Second, we will fit four regression-based models, that is, random forest, bagging, boosting (i.e., XGBoost), and support vector machine, and compare the results with the results obtained from linear regression. The data analyses will be performed with R packages (RStudio, Boston, MA).

Results and Discussion

On average, the surveyed club representatives are 47 years old (SD = 11) and 60% were male. The average tenure is 10 years (SD = 10). The average number of club members is 1,941 (range: 5 to 80,000).

The findings are expected to offer insights into the relevance of determinants that are associated with not-for-profit sport clubs' performance. In particular, we will identify whether advanced machine learning approaches help improve the explanatory power compared to linear models, and whether there are any non-linear or non-monotonous relationships. The analyses will be completed by the end of May 2022 and presented at the conference (if accepted).

Conclusion, Contribution and Implications

The study will make both a substantive and a methodological contribution. Also, it will offer sport club managers insights into how they might increase performance in different domains.

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COMMUNITY-ORIENTED PRACTICES IN SPANISH PROFESSIONAL FOOTBALL CLUBS: A STRATEGIC APPROACH

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Aim / Research questions

Football's social impact places clubs in a better position than other organisations to carry out corporate social responsibility (CSR) initiatives due to media exposure of teams and athletes (Hamil and Morrow, 2011). Professional sports organisations, and football clubs, are increasingly adopting a socially responsible approach, and CSR is becoming more relevant to their operations (François et al., 2019). In this process, clubs focus their efforts on community-oriented practices. We must not forget that football has strong roots in the community. Historically football clubs have played a significant role in developing local identity and cultivating a sense of belonging (Hamil & Morrow, 2011).
Rowe et al. (2019, p. 377) suggest that "a deeper exploration of rationales for community practices appears necessary. In particular, understanding strategic rationales, objectives and outcomes of community-oriented practices". Responding to this call, the research aims to understand the clubs' motivations for undertaking these community-oriented practices and analyse the links between the type of motivations, the initiative orientation and the choice of action deployed. In this process, adopting a strategic orientation is key to provide shared value to the community and the entity. Thus, our focus is on strategic initiatives. First, our research analyses the motivations for adopting strategic-oriented initiatives. Second, we focus on how these strategic adoptions explain the type of community-oriented actions they implement.

Theoretical background and Literature review

Understanding the reasons that lead sports organisations to carry out CSR initiatives is a concern for academics. The challenge is to explain its wide variety of initiatives. Our research focuses on CSR initiatives oriented towards clubs' external stakeholders, precisely those that Rowe et al. (2019) call community-oriented practices. We present a theoretical framework for adopting these practices that connects the type of motivation, strategic orientation, and choice of initiative.
Clubs have different reasons for engaging in community-oriented practices. To analyse them, we take the classification of Garriga and Melé (2004) on CSR research as a point of departure. These motivations lead to different CSR adoptions. In sports organisations, any CSR adoption is typically motivated externally or internally, depending on its focus on stakeholder needs or club resources (Babiak and Wolfe, 2009). The strategic approach is optimal because it combines both high internal and external orientations. Different adoptions can result in different community-oriented practices. Rowe et al. (2019) have categorised them into three broad types based on their nature and the club's involvement in its implementation. Among them, capacity-building initiatives imply the highest internal commitment because they consist of long-term programs that help develop individuals' capabilities in the community.

Research design, methodology and data analysis

The subject of this study, community-oriented practices, is core for Spanish clubs; they concentrate their CSR efforts on this type of initiative. We interviewed the heads of nine Spanish La Liga first-division football club foundations because most Spanish clubs articulate their social action through foundations. These clubs are part of the 20 participating in the first division and have different sizes and revenue figures. Interviewees' narratives are relevant because of Spanish football's social impact. We cannot forget that Spanish clubs, such as Real Madrid and FC Barcelona, reach citizens worldwide. We analysed the interviews using a categorisation strategy based on the abovementioned theoretical framework.

Results

The narratives reveal that clubs have multiple motivations to adopt strategic community-oriented practices. These motivations are instrumental, integrative, political, and ethical. They respond to different societal expectations regarding clubs' social commitments, and the National Professional Football League boosts them. This strategic-centric orientation leads clubs to progress from giving and activating community practices to capacity-building projects with a long-term impact on stakeholders, leveraging their capacities. Thus, a link between strategic orientation and capacity-building initiatives deployed can be established.

Conclusion, contribution and implication

The study develops some open lines of research in the literature on CSR in sports organisations, responding to an explicit call for exploratory studies based on qualitative approaches (Fifka & Jaeger, 2020; Rowe et al., 2019). This article provides a theoretical explanation for the motivations to carry out community-oriented practices and highlights that the determinants and the choice of community-oriented practices developed are linked. To the best of our knowledge, this is the first study that links the motivations for carrying out community-oriented practices, their orientation and the type of community oriented-initiative deployed. Additionally, it highlights an evolution in the type of initiative deployed as clubs professionalise their management.

From a practical viewpoint, we explore the circumstances in which these capacity-building projects are developed, helping practitioners define actions to promote their adoption within their club's CSR strategy. Finally, the Spanish league's CSR remains relatively unexplored despite its sportive and economic relevance. This is the first time the heads of club foundations in the Spanish league have been interviewed regarding their underlying motivations for implementing community-oriented initiatives.

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MUCH ADO ABOUT NOTHING? REFEREE BIAS AND MATCH RESULTS IN THE UNITED RUGBY CHAMPIONSHIP

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Aim and Research Questions

Fairness is central to sport and '… refers to practising a sport while faithfully respecting the rules of competition….' (Council of Europe, 2010, para #10). Match officials play an important role in facilitating fairness in competition having the authority to rule on disputed actions (Collins, 2010). However, home advantage – that is teams systematically winning more matches at home – and official bias in the discretionary decisions made by officials - such as sanction decisions tending to favour the home team - are observed (Nevill & Holder, 1999). What is less well researched is the direct link between official bias and match results. This paper thus addresses this issue by answering the following research questions in the context of United Rugby Championship matches.

To what extent is there evidence of official bias in United Rugby Championship matches?
Is there evidence that official bias influences match results?

Theoretical Background and Literature Review

Theoretically match officials can be understood to act as an Agent of sports organisations who act as as Principal, with the aim of ensuring that competition takes place according to the rules and laws of the game and that fair arbitration takes place. Authority is granted to officials becasue of the proximity that they have to the contest (Collins, 2010). This raises the potential for a 'psuedo' moral hazard problem as an official has both an information advantage on why decisions are made and could take decisions that are not in the best interest of the game by exhibiting bias. The pseudo nature of the problem arises because the bias might not be becasue of deliberate malfeasance (Dawson et al., 2019), but due to factors such as the crowd who give cues as to what has happened (Garicano et al., 2005) or unconscious preferences might also influence decisions through sporting or national allegience (Dawson & Dobson, 2010). Further monitoring of decisions has thus arisen as the potential soution to the moral-hazard problem through, for example the use of more officials or technology. (Dawson et al., 2019). This research seeks to explore the incidence of official bias and explore its direct and indirect potential association with match outcomes.

Research Design, Methodology and Data Analysis

The analysis draws on 2,128 matches of the United Rugby Championship between 2003/4 and 2020/21. Generalised structural equation modelling (with a binary outcome) is employed to explore if match official nationality is directly associated with match outcomes, as well as being mediated by their sanction decisions. Confounding influences such as the scheduling of the match, the relative quality of each team the attendance at the match and matchday etc. are accounted for, as well as the zero attendances due to Covid-19 in the 2020-21 season.

Results/Findings and Discussion

The main results indicate that an away team nationality referee is associated with a reduction in the liklihood of a home team win, but that both home and away team referee sanction is not. However, home team sanction is shown to be negatively associated with having a home team nationality referee and positively associated with having an away team referee. A home team nationality TMO is also associated with increased away team sanction.

Conclusion, Contribution and Implication

The results suggest that bias is present in matches and in sanction, but the latter is not associated with match outcomes. The impication is that whilst referee sanction might be a discrete indication of bias, it is likely that the momentum of decisions that might be driving results. This raises important issues for the nature of the training, support and monitoring of offciials in rugby in particular but perhaps other sports.

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APPLYING DOUBLE MATERIALITY IN COLLEGIATE SPORTS: COMBINING STAKEHOLDER VIEWS AND IMPACT ASSESSMENT FOR ENVIRONMENTAL SUSTAINABILITY

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Research Aim

Sustainability is an important topic among sport organisations, yet few organisations formalise strategic plans to advance social, environmental, and economic sustainability topics. Materiality assessments are a strong solution to aid the creation of sustainability strategies based on stakeholder prioritisation and impact analysis. This concept of 'double materiality' was introduced to allow for more indicative prioritisation of a company's sustainability activities. However, to date, academia has not tested or validated applications of double-materiality. Likewise, there is no formalised method (Beske et al., 2020), resulting in a wide variety of uses and interpretations (Taubken & Feld, 2018). Lastly, materiality is rarely used as a tool among sport organisations, in part due to its complexity (Taubken & Feld, 2018). This is despairing given the potential benefits a sustainability strategy based on materiality can provide to sport organisations. To this end, this study tests the double-materiality principle as part of a materiality assessment to analyse and assess a sport organisation's environmental sustainability (ES) strategy. The goals of this work in progress case study are to a) test and evaluate impact measurement tools regarding reliability and usability, b) compare the relevance of ES actions across different stakeholder groups, c) contrast stakeholder views and impacts, and d) identify the most important ES initiatives.

Theoretical Background & Literature Review

Researchers approach materiality predominantly from a stakeholder theory perspective (e.g., Torelli et al., 2020). However, Taubken and Feld (2018) assert that a common misconception regarding the relevance of sustainability topics among stakeholders exists. Instead of measuring general relevance to stakeholders, frameworks such as the Global Reporting Initiative (GRI) or the European Commission's non-financial reporting (NFR) directive prescribe a measurement of the ascription of responsibility towards the organisation for each sustainability topic. Thus, in addition to deepening our understanding of stakeholder theory, this study also uses the value-belief-norm (VBN) theory to measure stakeholder relevance to weigh stakeholder responses to sustainability initiatives. Furthermore, this work-in-progress case study builds on the basic information processing model and decision theory as antecedents for environmental impact assessment. While the transformative potential of impact assessments is mentioned in the literature (Cashmore et al., 2008), the study's design and context make a transformative approach unfeasible. Instead, this study uses VBN theory and the linear rational decision-making model to combine stakeholder views and impact assessment for double-materiality assessment, constituting a novelty in the sustainable materiality literature, and introduces this to the sport management literature. Lastly, this case study is the first known study to conduct an environmental materiality assessment for a sport

organisation following the defined meaning of materiality described by the GRI and European Commission.

Research Design

To achieve this, stakeholders of a Division I athletic department were questioned about the changes they believe the athletic department should make to improve environmental sustainability. Likewise, environmental performance data of operations and travel data among fans were collected. The environmental impact of each surveyed topic is analysed by mapping the value chain and using different tools for analysis (i.e., life cycle assessment, environmentally extended input/output) as suggested by the UN SDG Compass. The usability of the impact measurements will be determined using the system usability scale (SUS) through self-assessment, while differences in results will be compared using t-tests. By the end of June, the results of the impact analysis and stakeholder responses will be assessed and plotted through materiality analysis to achieve a prioritisation of environmental sustainability (ES) topics. Differences among stakeholder responses and impact will be tested through ANOVA.

Results and Discussion

Data collection is already completed. Thus, we guarantee that results will be obtained before the conference. Preliminary findings suggest that stakeholders consider the same topics highly relevant (food recovery and donations, water efficiency, and waste management). Yet, these may not be the topics with the highest environmental impact, suggesting a gap between impact and stakeholder relevance.

Conclusion & Implications

This study is a first of its kind to assess stakeholders' perceptions and the impact of ES topics for a sport organisation. For practitioners, assessing impact and stakeholder relevance in an easy-to-use and reliable way is crucial for deriving a meaningful sustainability strategy. Moreover, discrepancies between impact and stakeholder's views can point toward educational or partnership opportunities for the sport organisation. Thus, this study demonstrates the value of double-materiality assessment as the foundation of sustainability strategy development. It extends the work by Calabrese et al. (2017) and Rodríguez-Gutiérrez (2021) on the methodology of materiality assessment. Likewise, this case study is the first empirical test of ES topics for a sport organisation. It advances the indicator selection and usability of the tool for sport practitioners, a necessary step to advance strategic sustainability decision-making in sport.

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MEASURING CSR IN PROFESSIONAL SPORT: A DELPHI STUDY

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Aim

An important gap in corporate social responsibility (CSR) research and practice in sport and beyond stems from a lack of measurement and evaluation (Hills et al., 2019; Walker et al., 2013). Consequently, CSR often remains ad-hoc, disconnected from the core business, and contested both within and outside the organization. This jeopardizes the legitimacy and potential of the CSR concept (Walker et al., 2013). Measuring and reporting impact may help to overcome these difficulties and support the change towards more strategic and sustainable approaches to CSR in sport management. A need exists to build models and tools to articulate the extent to which, and the ways in which current CSR activities of professional sport teams (PSTs) are impactful and sustainable. It remains unclear to what extent existing corporate standards (e.g., ISO 26000) accurately guide and measure PSTs' CSR. The purpose of this research is to develop an industry-wide tool for effective CSR evaluation.

Literature Review

In the area of evaluating CSR, going beyond descriptive reporting of outputs and developing indicators that reflect impact is challenging (Breitbarth et al., 2011; Montazeri et al., 2017). Wood (2010) defines CSR as "a set of descriptive categorizations of business activity, focusing on the impacts and outcomes for society, stakeholders and the firm". Many PSTs, for example, engage in community programs to increase sport participation, reporting output such as number of participants, hours spent in the local community, etc. However, assessing how this output impacts society (e.g., through improved health), stakeholders (e.g., memberships in sport clubs in the region) and the firm (e.g., revenue through increased fan ship) remains to be explored. Clearly, measuring impact is complex as CSR contains multiple measures (internal and external), variables, operationalizations, and indicators that vary across industries and continents (Montazeri et al., 2017).

To evaluate CSR in professional sport, we need to re-open the discussion of what constitutes CSR in sport. Babiak and Wolfe (2013) suggested that professional sports' CSR standards comprise of "six pillars" (i.e., corporate governance, philanthropy, community relations, diversity and equity, sustainability, and labor relations), yet, there is no empirical research to support the relevance of these dimensions, their urgency, and their importance. Perhaps additional and more recent dimensions such as environmental sustainability, human rights, or integrity should also be considered.

Regarding measurement, there are external and internal methods to measure CSR performance (Montazeri et al., 2017). External measures include reputation indices (e.g., the Fortune Index) and content analysis of corporate publications. Internal measures include self-assessments of single-(e.g., pollution control) and multiple-indicators (e.g., diversity, labor relations) and scales that measure individuals' perceptions of CSR performance (Turker, 2009). To attain strategic CSR and impact, it is important to balance external and internal

performance and measures. For example, teams can score high on community activities (i.e., external measure) but at the same time discriminate based on race or sex (i.e., internal measure). Developing an encompassing measuring tool will provide the necessary guidance for PSTs to navigate toward more strategic CSR.

Research Design

To construct the tool, we started with a thorough review of the literature on CSR (in sport) management and evaluation. This provided a preliminary list of CSR pillars and indicators. The research team reflected on this list by exploring CSR reports of PSTs and leagues, as well as through a three-hour working session with an exemplary European PST regarding CSR management.

Developing a valid and reliable measurement tool, requires additional disciplinary expert opinions on the CSR pillars and indicators. Therefore, we conducted a Delphi study. Over a series of four rounds, an online survey is currently distributed to a global panel of CSR academic (15) and professional (15) experts from around the globe who are asked questions about what pillars and indicators constitute and measure CSR of PSTs. Data collection and analysis are ongoing. The data will be analyzed using both descriptive and parametric statistics as well as qualitative content analysis and the findings will be presented in aggregate form.

Results and Discussion

Preliminary findings showed that the following pillars were considered CSR dimensions: community relations, diversity and equity, governance, labor relations, philanthropy, stakeholder management, environmental sustainability, financial responsibility, human rights, and integrity. The last three pillars were added by the panel as additional CSR pillars to what was suggested based on the literature. Insights on pillar importance, as well as on external and internal CSR measures and indicators will be presented at the conference.

Conclusion

This study can be considered a first step in building an evidence-based measuring tool that can be used in professional sport throughout the world, and which could assist more strategic and sustainable approaches to CSR. The research sheds light on the conceptual framework for evaluating CSR in professional sport and the related challenges; what pillars constitute CSR, how to measure them (internal and external measures), and via which indicators.

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FACTORS TO INCREASE ORGANIZATIONAL PRIDE AND SUSTAINABILITY BEHAVIORS IN SPORT EMPLOYEES

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Aim and Research Questions

The United Nations (2015) created sustainable development goals (SDGs) in response to the status of the planet and called upon stakeholders (e.g., organizations) to fulfill these goals. To achieve each SDG, organizations need support from their employees (Rezapouraghdam et al., 2019). As sport organizations have implemented sustainability initiatives, employees' attitudes and behaviors toward the sustainability initiatives are key to their success. This study proposes three research questions: (1) How do sport employees' attitudes toward sustainability (i.e., social, environmental) influence the perceptions of their organization's environmental and social sustainability actions? (2) Are there generational differences in the aforementioned relationships? (3) Do these environmental and social sustainability perceptions impact their organizational pride and sustainability behaviors at work? To answer these questions, this study aims to empirically test the relationships among sport employees' attitudes and perceptions toward environmental and social sustainability, generations, organizational pride, and sustainability behaviors at work.

Theoretical Background and Literature Review

According to a theory of reasoned action, a person's actions are guided by their belief in the behavior (Ajzen & Fishbein, 1977). In organizational settings, employees' perceptions of their organization's support of environmental sustainability positively influenced the employees' job attitudes and behaviors (Lamm et al., 2015). This study will examine attitudes toward environmental and social sustainability of employees' perceptions of their organization's actions. As there are factors that can influence this relationship, researchers are considering the impact of generations. Research has shown that Millennials and Generation Z employees are passionate about social and environmental topics. We will examine if generational classification influences the relationship between attitudes and evaluations. For sport employees, their positive attitudes toward sustainability can result in positive evaluations of performing sustainability behaviors. It is imperative to explore the mechanisms that lead to sport employees' sustainable behaviors at work. Sport organizations have attempted to experiment with various types of sustainability initiatives, including designing their sport facilities and engaging their stakeholders, specifically fans. Thus far, scholars within sport management have focused on the environmental sustainability behaviors on gamedays (e.g., Trail & McCullough, 2021). Even though these actions are not formally required, it is recommended for organizations to encourage their employees to take part in these extra behaviors to maximize their sustainability efforts. Therefore, we examine organizational pride, which can be enhanced by the perceptions of their organization's environmental and social sustainability actions, as it has been found to influence employee's behaviors at work (Gouthier & Rhein, 2011)

Research Design, Methodology and Data Analysis

A cross-sectional survey has been developed to test the hypothesized model. The target population for this study is sport employees from athletic departments in Division I schools in the United States. The Qualtrics web-based survey link will be distributed to athletic departments employees across four athletic conferences through email in June 2022, when all athletic seasons are completed, to increase the survey response rate. This study is currently in progress, and the data is guaranteed to be collected and analyzed before the presentation. The data analysis process will evaluate the full measurement model, including all latent variables, by conducting a confirmatory factor analysis. After obtaining an acceptable model fit, a structural equation modeling will be tested to determine the relationships between variables. Lastly, the moderating effects of generation in the relationship between attitude toward sustainability and perception will be examined by utilizing the PROCESS model.

Results/Findings and Discussion

We anticipate the findings will support the following hypotheses: sport employees' attitudes towards environmental and social sustainability will influence their environmental and social perception of their sport organization efforts (H1& H2). These relationships will be moderated by the sport employees' generations (H3 & H4). Sport employees who possess positive environmental and social perceptions will have higher organizational pride (H5 & H6), resulting in sustainable behaviors at work (H7). This study provides insight into additional relationships that explain the mechanisms that led to sport employees' sustainability behaviors.

Conclusion, Contribution and Implications

We expect that the findings of this study will contribute to the sport organizational behavior literature by understanding the factors that lead to sustainable behaviors at work for sport employees. Their actions will contribute to their sport organization's sustainability goals and positively impact how they perceive their employer. This study has been developed to examine which factors increase sport employees' perceptions of their sport organization efforts, influencing their organizational pride and sustainability behaviors at work. This study will fill a gap in research as literature regarding sport employees' sustainability attitudes and behaviors are limited. The practical implications can assist sport organizations in enhancing their sustainability practices and encouraging their employees' sustainability behaviors. In addition, this study provides insight to sport managers on how their employee's perception impacts engagement in the workplace.

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MEASURING SOCIAL IMPACT CAPACITY IN NONPROFIT COMMUNITY SPORT ORGANIZATIONS

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Aim and Research Questions

The purpose of this study is to develop a scale to measure social impact capacity in nonprofit community sport. This is a critical step in developing a framework of social impact capacity that enables community sport organizations (CSOs) to maximize the potential of their social change efforts. The presentation will outline the scale development process (DeVellis & Thorpe, 2021) used to measure six dimensions of social impact identified through prior qualitative research (human resources capacity, financial capacity, adaptive capacity, infrastructure capacity, external relationship capacity, and internal collaborative capacity) with unique sub-elements within each dimension. The presentation will also examine the relationship between these dimensions and the types of social impact initiatives that CSOs undertake. Accordingly, the study seeks to answer two research questions: (1) How are CSOs engaging in social impact within their communities? and (2) What capacities are required for CSOs to achieve their social impact goals?

Theoretical Background and Literature Review

Nonprofit community sport organizations (CSOs) are expanding the scope of their activities and taking on broader roles within their local communities (Misener et al., 2020). While sport itself may be good for a community, we are interested in understanding the other community-minded and charitable actions that sport clubs take on *in addition to* offering sport programming. These discretionary efforts are viewed as an additional dimension of service quality in the nonprofit context and may enhance perceptions of the organization and contribute to building trust among stakeholders (Lin-Hi, Horisch, & Blumberg, 2015). In order to understand the ability of CSOs to affect society through these discretionary efforts, we argue that they require additional, complementary, and often new organizational capacities to do so. These capacities have not been explored or identified in the literature to date. This study draws together the theoretical areas of nonprofit organizational capacity (human resources, finance, infrastructure, planning and development, and external relationships) (e.g., Hall et al., 2003; Misener, Doherty, & Cuskelly, 2014), and discretionary social responsibility in sport (e.g., Babiak & Wolfe, 2013), to position our research to develop a framework of social impact capacity.

Research Design, Methodology and Data Analysis

Survey data are currently being collected from board members of ~500 CSOs in three Canadian provinces to assess the relationship between key social impact capacities and the extent to which they engage in different types of social impact initiatives. The online survey instrument includes sixty-three scale items measuring six dimensions of social impact capacity that were generated from previous qualitative research and four variables representing the various types of social impact efforts that sports organizations undertake.

Organizational variables such as membership size, age of club, and number of volunteers are also included as control variables. Data will be analyzed using principal axis factoring to determine construct validity of each of the scales developed in this study. Data will then be analyzed using structural equation modelling (SEM) with full information maximum likelihood estimation techniques.

Results/Findings and Discussion

Survey data is currently being collected and will be completed in May 2022. Analyses will be conducted and prepared in June 2022. The presentation will outline the psychometric properties of the scale administered to CSOs across a variety of sports, club sizes, and type of community (i.e. urban vs. rural) and SEM analyses will outline the relative importance of each capacity dimension for different types of social impact.

Conclusion, Contribution and Implications

Understanding social impact capacity, or the ability to draw on critical assets and resources to achieve social impact objectives, provides a unique contribution to the research and provides knowledge that may assist CSOs in maximizing the positive outcomes of these practices. The proposed research study will provide greater understanding of the ability of CSOs to affect society through discretionary efforts by establishing additional, complementary, and new organizational capacities which have not been identified in the literature to date. Recognizing that discretionary efforts may require structural adaptations or innovative collaborations to execute and deliver, operationalizing and measuring the various aspects of social impact capacity enables us to understand where capacity building efforts should be directed. This information will enable grassroots organizations to intentionally develop specific capacities while not stretching their resources too thin when engaging in social impact efforts in addition to their core mandate.

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SPORT, MEDIA AND COMMUNICATION

Chair: Argyro Elisavet Manoli

EFFECTS OF THE BRAND IMAGE OF LIVE STREAMING SOCIAL MEDIA SPORTS BROADCASTING JOCKEYS ON VIEWER SATISFACTION: THE MEDIATING EFFECT OF FLOW

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Research Aim

The primary purpose of this study was to determine how live streaming social media sports "broadcasting jockeys" (BJs) build their brand image, and how that image influences viewer satisfaction. The secondary aim was to analyze the mediating effect of flow.

Research Questions

How does the BJ brand image affect viewer satisfaction? Does the sports BJ brand image encourage viewers to experience a deeper sense flow and satisfaction? Which attributes of the brand image have the strongest effect?

Theoretical Background and Literature Review

Live streaming social media sports BJs such as YouTubers encourage people to watch and enjoy sports through live streaming broadcasts, rather than traditional media (Bloom, 2006). These BJs are often referred to as "microcelebrities," and are perceived as brands in their own right. The name, face, voice, associated symbols, and other characteristics of BJs underlie their brand image, through which they can attract more viewers (Hall et al., 2017). The immersive viewing experiences engendered by BJs can be explained by flow theory (Kim & Ko, 2019). O'Cass and Carlson (2010) asserted that flow increases viewer satisfaction in the online environment. Yang et al. (2021) developed a sports BJ brand image scale comprised of 10 factors that quantifies the three dimensions of BJ brand (performance, attractiveness, and marketability). However, the scale cannot determine which attributes are most important for the experience of deep flow and viewer satisfaction. To address this knowledge gap, the current study attempts to determine the relative importance of sports BJ attributes for social media user experiences.

Methodology

Data were collected in the period 23–26 November 2020 by a South Korean online survey company. In total, 413 data points were obtained via the convenience sampling method. The survey included 37 items assessing BJ brand image, 4 pertaining to users' flow experiences during viewing, and 7 measuring viewer satisfaction. The respondents were asked to answer the questions in the context of their favorite sports BJ. The data were subjected to frequency analysis, reliability analysis, and confirmatory factor analysis (CFA) using SPSS 25.0 (IBM Corp., Armonk, NY, USA) and AMOS (IBM Corp.). A structural equation model (SEM) was also generated.

Results and Discussion

The survey was shown to be reliable by the Cronbach's alpha value (> 0.7). CFA results showed that the first- (/df = 2.17, CFI = 0.94, RMSEA = 0.05), second- (/df= 2.29 at

p<0.001, CFI=0.93, RMSEA=0.06) and third- (2 /df =2.29 at p<0.001, CFI=0.93, RMSEA=0.06) order models fit the data reasonably well. In addition, the second- and third-order models showed a significantly improved model fit compared to the first-order model. Moreover, convergent (C.R > 0.7; AVE > 0.5) and discriminant validity (γ < 0 .85) were both high.

The SEM also showed an acceptable fit (/df = 2.13 at p<0.001, CFI=0.926, RMSEA=0.052) to the data. Regarding the three dimensions of BJ brand image described above, performance (β = .92) has four sub-dimensions (communication skills, β = .93; verbal skills, β = .87; nonverbal skills, β = .90), and sports knowledge, β = .87), while attractiveness (β = .98) has three sub-dimensions (humor, β = .89; voice, β = .96, and appearance, β = .77), as does marketability (β = .98; relationship effort, β = .88; self-concept consistency, β = .84, and economic achievement, β = .85). Brand image had a direct effect on viewer satisfaction (β=.78) and the experience of flow (β=.66), while flow (β=.19) had a direct effect on viewer satisfaction.

Bootstrapping was conducted 5,000 times to verify the indirect effect of flow, and the results showed that the significant positive relationship between brand image and viewer satisfaction was mediated by flow (β = .12, CI [0.07 ~ 0.19]).

Conclusion

The findings of this study improve our understanding of the effect of sports BJ brand image on viewer satisfaction, and the mediating effect of flow. The results indicate that, in combination, certain attributes of sports BJs, such as performance, attractiveness, and marketability, constitute a brand image that influences the viewing experience. Therefore, sports event organizers, teams, managers, and sponsors aiming to expand into the live streaming social media market could achieve good commercial outcomes by managing the brand image of sports BJs. This study also shows the possibility of revitalizing national and international sports "ecosystems" by exploiting live streaming social media platforms.

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IDENTIFYING THE SOCIAL MEDIA CONTENT THAT BEST ENGAGES SUPPORTER GROUPS: A COMPARATIVE STUDY OF PORTUGUESE FOOTBALL CLUBS

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Aim

To understand if social media content during competition periods influences engagement among football clubs of different sizes. Our hypothesis is that larger Portuguese football clubs will experience greater social media engagement both in-season and off-season, regardless of content categorization.

Theoretical background and literature review

To develop and maintain of a group of passionate supporters, sport organizations use social media as a key communication tool to engage with supporters, even outside competition periods (Biscaia et al., 2018). In this context, Uses and Gratification theory is useful for understanding the motivations of social media consumption by sport fans (Filo et al., 2015). These motivations include information, entertainment, personal identity, and integration and social interaction (Annamalai et al., 2021). However, there is relatively little empirical evidence about social media content produced by sport teams outside competition periods, and if smaller clubs are at a disadvantage in social media engagement. Therefore, study seeks to understand if social media content engagement levels changes outside competition periods, and if bigger clubs generate greater engagement than smaller clubs.

Research design, methodology and data analysis

The Instagram content of 18 Portuguese football clubs was analyzed during two periods: 5-14, February 2021 (in-season) and 1-10, June 2021 (off-season). The clubs were divided into two homogeneous groups (larger and smaller) according to two criteria: annual budget and number of fans (Gouveia et al., 2020). The research design reflects other successful and leading research into the area, (e.g. Vale & Fernandez 2018) which utilized Uses and Gratifications to understand relationships between sporting clubs and their fans online. This research builds upon these studies by analyzing the Instagram content, including the content and reaction to posts to determine if there is a significant difference in the rates of engagement (likes, views, and comments). The posts' text content, images, and videos were also analyzed to understand if there was a noticeable change in engagement based on content type rather than the dates of posting. The analysis calculated the number and frequency of posts, in addition to the engagement rate through a multidimensional approach according to Doyle et al. (2020). The categorization of the posts was based on priori categories from the literature, to ensure consistency and accuracy across the two periods. The data were analyzed using ANOVA one-way ($p < 0.05$), and comparing the two periods, as well as the posts of larger and smaller clubs.

Results and discussion

The analysis of 1040 posts (in-season and off-season) demonstrated that information content (upcoming football matches) received the highest level of engagement (likes, views, and comments). In these cases, upcoming game posts (information) reached the highest engagement rate, 17.69% (x = 1.63% ± 1.59) for small clubs during the competition period, and 10.59% (x =1.74% ± 0.93) for larger clubs in the out of competition period. When we compare the average engagement rate of the larger clubs with the smaller ones, both in the period with competition and in the out of competition period, no significant differences were detected (P-value = 0.073; P-value = 0.562). On the other hand, we highlight that for all clubs there was a higher average engagement in the period without competition than in the period with competition (P-value = 0.0109). Complemetary, we identified that the information content that received most engagement included club players in their posts. In the period without competition, larger clubs used players in almost 75% of posts, while smaller clubs used players in 50% of posts (P-value = 0.022). Considering the average values of the engagement rate of the post categories, it was found that the engagement rate is significantly higher when posting information about the players' routine (P-value = 0.0086).

Conclusion, contribution and implications

The results indicate that engagement levels in times of live competition were similar to out of competition period, and therefore, confirmed part of the hypothesis. However, the results also demonstrate no significant difference between the engagement rates based on the size of the club, and thus disconfirm the other part of the hypothesis. This is significant, as it suggests that larger clubs may not expect a greater engagement rate due to their popularity, as previously found (Maderer et al., 2018). Another interesting point is that while information led to greater engagement, as previously found (Annamalai et al., 2021), it was information that included players in the content that had more engagement. This was the same for in-competition and outside competition periods. These results suggest that teams, regardless of size or time of year, should concentrate on producing information content involving players to create greater engagement. The research advances the understanding of the behavior of fans in their gratification processes and suggests that gratification comes from team/club connection, independent of the size of the team or time of year of posting.

Keywords: Sport; Digital marketing; Engagement; Social Networks; Sports organizations; Consumers.

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FAN MOTIVATION AND PLATFORM ENGAGEMENT EFFECTS: NEW PERSPECTIVES FROM THE GERMAN LEAGUE.

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Aim and research questions

Within Germany's highest football leagues, only limited research focused on fan engagement and fans' motives to engage with the sport (Kolo et al., 2021). With the emergence of the coronavirus pandemic, an ongoing disconnection of football fans surfaced. Given the severe economic impact of fans on the professional football platform in Germany, it is vital to shedding light on why and how fans engage with this platform.

Therefore, this study aims to identify the driving motives for fan platform engagement. To do so, this study proposes a holistic multi-dimensional measurement inventory of fan platform engagement and evaluates the motives of German football fans driving them to engage in the most varied dimensions of engagement.

Theoretical Background and Literature Review

This study draws on the theory of the sport value framework, which perceives sports events as engagement platforms (Woratschek et al., 2014). Engagement platforms (e.g., the Bundesliga) enable involved actors to reciprocally integrate their resources to co-create value. To further understand the matter of fan engagement, our literature research revealed that a widely accepted definition for fan engagement is missing. However, the most common definition of fan engagement by Yoshida et al. (2014) has been criticized as too narrow. Though the research on fan engagement is relatively scarce, the study reviewed eight fan engagement definitions from sports management literature. Based on the review, the study proposes a new definition of fan platform engagement that spans four dimensions: fan engagement behavior (Yoshida, 2014), sports consumption behavior (Kim et al., 2011), social media engagement behavior (Vale & Fernandes, 2018), and digital sports behavior.

Sports Fan Motivation has been widely and interchangeably investigated in different sports contexts worldwide. However, in the German football environment, the research is very limited. This study seeks to verify the Sports Fan Motivation ascertained by Kolo et al. (2021) at the start of the coronavirus pandemic in Germany. This study further enriches the previously examined set of motives through the additional motive of knowledge (Trail & James, 2001).

Research Design, Methodology and Data Analysis

To answer the research questions of this project, we conducted an online experiment. We specifically aimed to activate football fans' driving motives to trigger fan platform engagement. In the experiment, we initially filtered for football fans of Bundesliga and Bundesliga 2 only. Afterward, participants rated the motives of why they engaged with football. Out of the respondents' high-rated motives, respondents were assigned to a treatment designed inspired by a recent Bundesliga campaign. As a central element of the experiment,

this treatment aimed to specifically activate the corresponding motive. In the final step, respondents rated 32 items categorized to the four dimensions of fan platform engagement. These items were operationalized from previous research or crafted for this study. As we surveyed in German, a back-translation of relevant items was performed. Additionally, we pre-tested the design with 10 participants.

Data was collected in February 2022 in social media fan groups of the German licensed football clubs. The link for the survey was redistributed in social network groups focused on Bundesliga and Bundesliga 2. After carefully removing invalid (i.e., incomplete, dubious, and filtered) responses, 749 valid responses remained. The mean age was 40,87 (SD = 13,55), ranging from 18 to 81 years. 74,8% of the respondents were male, and 25,2% were female.

Results, Findings and Discussion

First results show that sports fan motivation predicts fan platform engagement (($F_{(1,748)}$ = 191,43, $p < 0,001$), R^2 of 0,204). Moreover, Cronbach's α suggests the measures of the dimensions and overall fan platform engagement were reliable (Fan Engagement Behavior = 0,82; Social media engagement behavior = 0,91; Sports consumption behavior = 0,70; Digital sports behavior = 0,73, Overall fan platform engagement = 0,89).

We are currently conducting a structural equation model to outline which motives specifically drive which fan platform engagement behavior dimensions.

Conclusion, Contribution and Implication

The study's initial results clearly indicate that the motivation of sports fans drives engagement on the fan platform. Furthermore, the valence of German soccer fans' motives to engage on the platform decreased overall compared to a study at the beginning of the coronavirus pandemic (Kolo et al., 2021). With the operationalized fan platform engagement construct, we proposed a holistic fan engagement concept that also incorporates current trends such as fantasy sports and eSports. The results propose sports managers a new route into which motive clusters possibly activate different engagement dimensions. In addition, the study drafts an instrument to be validated, for instance, in fan activation and possibly tracked through mobile devices.

Further research is now available on a new fan platform engagement inventory to be validated with further research in the field and other countries and sports.

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SOCIAL MEDIA COMMUNICATION - HOW ABOUT A STRATEGY FOR INDIVIDUAL ATHLETES?

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Aim and Research Questions

Social media communication plays an increasingly growing role in sports marketing. Social media may become a platform for personal marketing and communication for both athletes and sport organizations. Haupt & Schöttl (2016) labeled top-class sport as one of the most important future markets in the field of social media marketing (SMM). Even though the enormous potential of this marketing field is obvious for both individual athletes and professional sports organizations, this area is not yet used everywhere.

The purpose of this study is to explore insights in high-performance individual sports about the actual, real-world SMM strategies of these athletes. The main research questions address social media engagement from the perspective of individual athletes and how actual strategy compares to communicated success factors.

Theoretical Background and Literature Review

In the context of sports marketing tendencies of professionalization and globalization, sustainability, individualization and digitalization have emerged in recent years (Ratten & Thompson, 2021; Manoli, 2018; Nufer & Engels, 2016; Mittelstädt, 2014). However, SMM is still a young, dynamic, but at the same time a growing field of research.

Werner et al. (2014) researched key success factors of SMM in the field of top-class team sport. The focus lied on social media posts from Bundesliga clubs. They answered the questionof the economic sense of the strategic use of social media in sport. Haupt & Schöttl (2014) then dealt with individual aspects of social media and cumulate essential findings of various research projects. Both authors groups came to the conclusion that both individual athletes and professional sports organizations should accept the new SMM components and professionalize their implementation.

Ultimately, almost all authors point out the need for scientific research in the topic of social media marketing in sports (Werner et al., 2014; Haupt & Schöttl, 2014; Bertling et al., 2018) and point out that the enormous potential of social media is only used sporadically due to the lack of well-founded scientific research. Especially the perspective of strategy should be part of our contribution and here the view of individual athletes in less professionalized sports.

Research Design, Methodology and Data Analysis

The "SCHIEMA model" according to Haupt & Schöttl (2016) should help to find the key elements successfully employ SMM as an individual athlete. In this context, it should be explicitly pointed out that this model only claims for the area of sport teams and not for individual athletes. Quantitative data are the normal basis of the model. Due to the strong parallelism in terms of content and structure of the marketing strategies of clubs and individual athletes, however, it can be assumed that success variables can be transferred. The model only provides a basis for orientation and will be supplemented for further investigation of the status quo in SMM of top individual sports.

The „SCHIEMA-model" consists of seven success factors for SMM in sports clubs: Goal orientation, Crossmedia / Channels, Separation of private and business accounts, Frequency, Interaction/Activation, Sporting success and Sponsoring.

Our sample comprised five highly qualified elite- & toplevel athletes of different individual sports such as triathlon, biathlon, swimming, climbing and track bike. We balanced gender, age and sporting success. The selection was initially limited to individual Olympic sports and intended to investigate sports with a relatively low media presence and thus limited capitalization through this communication. In addition, aspects such as age, gender, career time and level were considered for the interview partners. All interviews were conducted individually, digitally recorded and transcribed verbatim. The outcomes were analysed using directed content analysis based on the „SCHIEMA-model" from Haupt & Schöttl (2016) in those seven main categories mentioned above using the software MAXQDA for qualitative analysis.

Results/Findings and Discussion

Initial results show that individual athletes see enormous potential in the area of marketing through social media, but at the same time do not deal with it strategically or systematically. They tend to perceive it as a burden. In part, the athletes also see themselves overburdened with this and would like support in perspective, which also represents a financial issue, especially in less well-financed sports. Objectives in the area of social media marketing are formulated rather vaguely, and situation analyses rarely if ever take place.

Conclusion, Contribution and Implication

Our research is intended to contribute to the exploration of more systematic knowledge in the field of social media activities. For practical action, the research results could result in action guides for individual athletes especially in less professionalised sports or young athletes at the beginning of their career. With a communication strategy in the social media area, athletes could benefit from the fact that interest in the sport, their person and thus sponsors increases, but at the same time also find a better demarcation of the roles as private person and public figure.

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THE MEDIA STRATEGIES OF SPORT COMPETITIONS: HOW CONTINENTAL EUROPEAN FOOTBALL LEAGUES ARE DEALING WITH A CHANGING MEDIA MARKETPLACE

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Aim and Research Questions

The global sport media rights marketplace is experiencing a historical rupture, threatening the commercial future of middle tier and minor sports competitions. Our research aims to map the responses of medium and lower tier European football leagues (according to UEFA coefficients) in a dynamic media system and accompanying shifts in consumer behaviour. Accordingly, our research questions are:
- What are the most important strategic challenges for medium and lower tier leagues in the new media environment?
- Which approaches have medium and lower tier leagues adopted to sustain their media income?
- What are facilitators and barriers for implementing new approaches for media exploitation?
Answering these questions will allow us to create a clearer picture on how these leagues perceive the future media landscape and their distribution solutions.

Theoretical Background and Literature Review

Sport and media have a symbiotic relationship that was formed throughout the neo-liberalisation of the television market. Within the 'media sport triangle', two viable sport media business models emerged via linear television - a free-to-air advertisement driven model, and a lucrative pay-tv model driven by subscriptions and advertising (see Rowe 2003). However, shifts in technology and consumer demand disrupted the traditional business models. The environment, best coined by the phrase 'digital plenitude' (Hutchins & Rowe, 2009; 2012), has forced sports to reconsider their media delivery models and media driven financialisation.

It is a perfect storm for some sports. As broadcasters are facing pressure to maintain audiences, they are increasingly turning their attention to the major sports like the English Premier League (EPL). Viewers have more choice in media than ever before and younger audiences watch less live sport than generations in the past. As a result, the most lucrative football competitions garner greater international media rights revenue, which in some case is more than the local domestic leagues media rights revenue (e.g. Norway). European football leagues face an uncertain future and must navigate this significant change. Many niche sports are already experimenting with new sports media business models (e.g. handball, WRC) (Meier et al., 2019; Tickell & Evans, 2021), but medium and lower tier football leagues have, so far, received little attention in academic literature.

Our research utilises Hutchins et al. (2019) approach for understanding sports media portals, whereby we investigate how medium and lower tier football leagues are coping with 'digital plenitude', and how this is affecting their rights marketplace and content delivery models.

Research Design, Methodology

The research questions are addressed with a comparative case study of medium and lower tier European football leagues. The leagues were sampled to reflect a variety in population size, GDP per capita, and sporting quality. To address our research questions, expert interviews and document analysis techniques were utilised. Expert interviews offer an effective means of exploring new areas of research that may not have been previously defined. A semi-structured interview technique was used, where pre-planned questions guided the interview, but allowed opportunities for exploring other interesting and relevant areas. The baseline issues included: media rights ownership, the (current) marketing of media rights, the relevance of distribution channels in terms of coverage and revenues, perceptions of the competitive environment, and future broadcasting marketing strategies. It allowed for a contextualised understanding of how key decision makers are perceiving, and reacting to, real world and ongoing threats to the financialisation of their sport. The interviews were coded via pattern coding and inductive coding to create a narrative report, before a more deductive analysis that was guided by our theoretical framework.

Findings and Discussion

The research found that the football leagues investigated all noted significant threats to their media rights models with the current round of contracts possibly being the last under previously understood models. The strategic challenges faced were not exclusively technologically driven, rather included external influences from competitors (i.e. the EPL) and audience behavioural changes that all served to reduce attention, coverage, and media revenues for domestic leagues. The sports managers interviewed stated that there was a clear business relationship between sport and linear television broadcasters, but this path to media driven financialisation would change in the short-to-medium term. Therefore, the shift in media driven financialisation will result in a fragmentation of business models as sports find solutions.

Conclusion, contribution and implications

Our research advances the understanding of media sport theories, like the media-sport triangle, in this crucial period of change. Moreover, it shows how these football leagues are creating the business models of the future and guiding media sport financialisation for the next generation of content delivery. The implications for sport management are two fold. Firstly, managers must find a way to secure media-based revenue as the linear television market changes. Secondly, managers must find ways to increase local interest to combat interest from globally dominant leagues.

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A FAILING BUSINESS MODEL IN SPORTS MEDIA? THE CASE OF MEDIAPRO IN THE FRENCH FOOTBALL BROADCASTING RIGHTS MARKET

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Aim and Research Questions

This research aims to understand the challenges faced by media that rely on premium sports content, in particular from economic and strategic perspectives. This work consists of a case study about Mediapro's arrival in the French football broadcasting rights market and its downfall after less than one year. Thus, we ask whether the difficulty to build profitable businesses when investing in sports media rights are exogenous from an economic perspective with the auction system or endogenous due to strategic mismanagement when building a business model and deploying dynamic capabilities.

Theoretical Background and Literature Review

European sports leagues use auction mechanisms to allocate media rights. Therefore, the winner's curse theory is relevant to analyse this market, where prices have risen sharply since the privatisation of television channels. Eight indices of the winner's curse are identified in the sports broadcasting market (Andreff, 2014; Feuillet et al., 2019): a very swift increase in rights fees; financial loss; post-bid bankruptcy; too many unknown and uncertain details about the date, the place, and the participants; outbidding newcomers; increasing aggressive competition on the demand side; television rights re-packaging; disappointment. Since the rise of the digital platforms in the 2000s (Maes, 2019; Scelles et al., 2020), owning a valuable, rare, inimitable, and non-substitutable resource like premium media rights does not create automatically a competitive advantage for the broadcasting company. In this regard, we rely on business model dynamic consistency (Demil & Lecocq, 2010) and dynamic capabilities (Teece, 2007) approaches to bring a complementary framework.

Research Design, Methodology and Data Analysis

We proceed with a three-step analysis, starting with (1) the presentation of the context, (2) an economic, and then (3) a strategic diagnosis. The first objective is to show how Mediapro suffered from the winner's curse, propagating a significant financial crisis for the French Ligue 1's clubs. To inform the economic diagnosis of Mediapro, we verify each of the eight indices of the winner's curse applied to the case of Mediapro. The second objective of this research lies in exploring why Mediapro failed so dramatically in the French media market. A strategic analysis of the business model proposed by Mediapro is detailed, following the Resources & Competences-Organisation-Value (RCOV) model (Demil & Lecocq, 2010). The business model approach is centered on the study of the dynamic capabilities of Mediapro. We intend to describe why Mediapro suffered from the winner's curse and how its business model and dynamic capabilities failed to gain sufficient competitive advantage leading to their premature departure from France. Consequently, we look at various secondary data to

triangulate available information. Thus, we use official reports, credit rating agencies, national/economic press, media and sports press.

Results/Findings and Discussion

Our results demonstrate that Mediapro's failure case is not only the result of a financial miscalculation leading to the winner's curse but also a strategic failure based on an unrealistic business model coupled with weaknesses in dynamic capabilities. On the economic side, if the winner's curse is difficult to verify, our article contributes to an in-depth illustration with all the details of the auction presented. The access to rare public data about the auction process and every bidder's offers confirm empirically that the winner's curse is more likely to happen for the second mover. On the strategic side, this single case study contributes to the literature on strategic management by applying a combined framework of dynamic capabilities and business model.

Contribution and Implication

By showing some weak sensing, seizing, and transforming capabilities, Mediapro illustrates how dynamic capabilities are fundamental when a firm aims to reconfigure its business model in a high-velocity market. A lack of sufficient investments in exploratory research on the French media market can explain the sensing weaknesses of Mediapro. This exploratory research is low cost but determinant when significant investments are projected. Teece (2007) underlined how strategic are the manner and the timing in coordinating R&D and alliances. Mediapro was deficient in its relation to competitors and potential partners, which certainly impacted negatively its seizing capabilities. In terms of managerial recommendation, risk management protocols such as economic threshold might be helpful for rights owners, especially before organising a call for tender. The call for tender system is one of the leading causes of the winner's curse. Thus, direct negotiation with media partners and the extension of the contract period are simple alternatives to mitigate it.

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PUBLIC RELATIONS OUTSOURCING IN SPORT: THE AGENCY-CLIENT RELATIONSHIP

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Aim and Research Questions

Despite the wide attention the topic of marketing, communications and PR in sport has received, the study of outsourcing these functions remains widely understudied. In fact, to this day, there exists only one study looking into the agency client relationship in sport.

In the present study we focus on the relationship between agencies and clients in order to answer the following research question: How can PR agencies develop and maintain healthy relationships with their sport clients?

In order to answer this question, we centre on the often-unsung heroes of this relationship, PR agencies, who to this day remain a rather unchartered territory in academic literature.

Theoretical Background and Literature Review

The agency-client relationship (ACR) should be considered highly important to marketing communications (markcomms) agencies and their clients. Good ACRs lead to more successful creative outcomes and profitable long term client relationships (Davies and Palihawadana, 2006). Issues within ACRs, however, can create friction between the two parties. If unresolved, this friction can lead to relationship termination (Michell and Sanders, 1995).

The rapidly changing marketing landscape, market demassification and media fragmentation have made ACR even more important, since the agency and the client must collaborate to ensure that all marketing messages are consistent and coordinated. Unfortunately, factors such as role ambiguity and poor communication can lead to a breakdown of the ACR (Keegan, Rowley and Tonge, 2017), ultimately leading into a decrease in the efficiency of clients' marcom messages.

Research on the ACR has focussed heavily on advertising agencies with only a few studies concerning public relations agencies, despite their popularity in todays' business world (Keegan, Rowley and Tonge, 2017). In the context of sport, only one study on ACR exists to this day (Manoli and Hodgkinson, 2017), with PR agencies remaining an unchartered territory, in spite of their prevalence in professional sport worldwide.

Research Design, Methodology and Data Analysis

Data collected through 15 semi structured interviews with senior PR executives with substantial (more than seven years) experience of working with sport clients were used for this study. The data were analysed manually using thematic analysis, while both intra and inter-coding reliability were calculated to increase the reliability of the analysis.

Results/Findings and Discussion

The themes that emerged from the data showed that communication, trust and positive results do not suffice in order for to achieve the client's satisfaction. Instead, understanding the particular needs of the client and having a good grasp of the sport sector also play a big part in

a good ACR. At the same time, dissatisfaction can be caused by either inactivity on behalf of the agency or achieving undesirable results due to unrealistic expectations or weak ideas. These in turn can lead to conflict between the agency and the client, which if unresolved, can result in the termination of the ACR. Additional reasons for termination can be the cost, the potential stagnation cause by repetition, and the wide competition available in terms of PR agencies.

As the data suggest, an ACR can be vulnerable not only by the agency's underperformance, but also due to unusual client behaviour, such as a disengagement with the agency or a non-disclosure of relevant information, or a wider change of management within the client and establishment of dysfunctional internal politics.

As a result, it is argued that expectations within the ACR are to be clarified from the beginning of the relationship, detailing both what is expected and how it will be achieved, as well as establishing the rules of how PR agencies and sport clients can (and should) work together.

Conclusion, Contribution and Implication

Through this study, insights are offered on how ACR can be maintained and strengthened between PR agencies and sport clients. Previously undocumented pulling and pushing factors in this relationship are detailed, further adding to the existing scarce literature on the topic. The findings that emerge through this study can then also prove useful in better appreciating ACR in practice and thus offering insights to PR agencies and sport clients on how they can better manage their relationship.

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GLOBALIZATION STRATEGIES: HOW NATIVE VS NON-NATIVE COMMUNICATION EFFECTS SPORT BRAND IDENTIFICATION

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Aim and research questions

Once a company decides to expand its domestic market and target an international audience, it faces the challenges of the globalized world. One of these challenges is communicating with multilingual consumers. International brands need to communicate directly to end consumers via social media, as these brands serve important pre-economic constructs (e.g. brand or customer equity) of end consumers (Grönroos, 1994). However, the cost and effort of multilingual communication is enormous. In addition, companies are usually not aware of the effectiveness and efficiency of translation, or the loss of non-translation.

A key construct of sports brand strength is brand identification (BI) (Becerra & Badrinarayanan, 2013). So the purpose and aim of this study is to examine the impact of native versus non-native communication on identification with sports brands in Europe and America, and thus provide decision support to international sports brands and closing an existing research gap.

Theoretical Background and Literature Review

As the predominant language on the Internet, English constitutes an estimated 63.7% of the global communication in the Web. Nevertheless, currently only about 25.9% of Internet users are English speakers (Richter, 2022). This leads to the assumption that there is a demand for more content in the respective native languages. The use of a native or foreign language can have a huge effect on the human psyche. For example, it can influence how strongly we are exposed to certain biases and control whether we are taking high or low risks (Avramova et al., 2018). Broad research has been conducted in this field however this variable has never been linked to Brand Identification and put into a sports context.

While fan identification is widely researched, identification with a brand in the sports industry has not been looked at particularly. Using the social identification theory (SIT), we can explain that individuals compare their self-concept with the perceived personality of organizations (Mael & Ashforth, 1992). Our systematic literature analysis has revealed that a psychological bond formed by identification with an entity can result in several positive effects such as greater cooperation, loyalty, negative out-group and positive in-group evaluations, and greater word of mouth reports (Becerra & Badrinarayanan, 2013). As far as we know, research has not yet addressed brand identification in relation to native language in the context of sport however this might be of huge interest for the perception of a brands strength in the sports industry. For the application to sports brands, the three dimensions of Brand Identification (BI): Attractiveness, Distinctiveness and Self-expressive value of a brand were used (Tajfel & Turner, 2004).

Research Design, Methodology and Data Analysis

We conducted an international online experiment in which we presented international recipients, a target audience of an international US sports brand in the bicycle industry, with a

treatment containing two social media posts. The posts serve the two basic communication reasons of the sports brand, firstly competition/athlete and secondly product/community. Participants from Spain, France, Germany, Italy, and the Americas (Hispanics) were randomly acquired through the research partner's communication channels. Subjects were assigned to either a treatment with native language content or a treatment with non-native language content (English). Subsequently, identification with the brand was assessed in the dimensions of attractiveness, distinctiveness and self-presentation value of a brand by means of a questionnaire. Since the treatments are to be filled with larger groups, this offers the chance to control multiple influencing factors from the literature and thus to determine further moderators and mediators. Posts were created as a control group, which received cross-linguistically understandable symbols and signs in their treatment. Visual mean comparisons with confidence intervals and significance tests using ANOVA are planned for data analysis to answer the research questions.

Results, Implications

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 experiment has already started and will finish at the end of May. The collected results will provide a better understanding of the moderators and mediators of the analyzed effect of language on identification and support future research. Furthermore, the results can be used to derive clear decision-making tools, for practice, on the effectiveness and efficiency of global communicating companies in the sports industry. The completed project with all the results can be presented at the EASM conference in September 2022.

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THE INFLUENCE OF GEOGRAPHIC DISTANCE ON MOTIVATIONS FOR SOCIAL MEDIA ENGAGEMENT AND ITS IMPACT ON FAN LOYALTY: A COMPARISON OF SATELLITE AND LOCAL SPORTS FANS

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Aim and Research Questions

Through social media, not only local fans but also geographically distant fans, referred to in the literature as satellite fans (Kerr & Gladden, 2008), can engage with their favorite sports team. To address sports fans more effectively via social media, it is important to understand whether and to what extent the digital behavior of these distinct fan groups differs from one another. Therefore, two research questions arise. The first question examines whether satellite fans have different motivations for their social media engagement with their favorite sports team than local fans. The second question investigates whether there are differences in the impact of these social media activities on fan loyalty between satellite and local fans. Consequently, the aim of this research is identify differences and similarities in the motivations for social media engagement and its impact on fan loyalty of satellite and local fans.

Theoretical Background and Literature Review

To investigate why and how consumers use a certain type of media, the uses and gratifications (U&G) theory can be applied. In this theory the main emphasis lies on media consumers. The most widely recognized classification of U&G differentiates the motivations for media use in entertainment, integration and social interaction, personal identity, and information. However, researchers revised the original U&G motivations for social media use and added remuneration and empowerment as additional motivations due to the interactive nature of social media (Buzeta, De Pelsmacker, & Dens, 2020; Muntinga, Moorman, & Smit, 2011). Muntinga et al. (2011) divided consumers' online brand-related activities (COBRA) into the hierarchical levels of consuming, contributing, and creating. Since sports organizations are brands, the COBRA framework types can be applied to social media research in sports (Vale & Fernandes, 2018).

According to several studies, social media engagement is driving loyalty (e.g., Fernandes & Castro, 2020). Thus, sports teams can increase the loyalty of their fans by interacting with them on social media. Fan loyalty consists of both behavioral (e.g., purchasing merchandise) and attitudinal (e.g., degree of commitment) loyalty (Bauer, Stokburger-Sauer, & Exler, 2008).

Research Design, Methodology and Data Analysis

From April to June 2021, NHL fans residing in Germany and local NHL fans living within a maximum radius of 160 km / 100 miles of their favorite team's stadium were surveyed. All survey participants had to use the social media platform Instagram to stay connected with their favorite team. The sampling method used was snowball sampling via social media.

The survey began with 5 filter questions focusing on Instagram usage and location of residence. This was followed by 24 items to explore the motivations entertainment, integration and social interaction, personal identity, information, remuneration and empowerment (4 items per construct). After that, social media engagement levels consumption (5 items), contribution (6 items) and creation (5 items) were queried. The next section focused on fan loyalty: attitudinal (4 items) and behavioral loyalty (6 items). The item batteries were all adopted from literature and are already validated. Every item battery provided 7-point Likert scales to answer every single item. The survey was concluded by 4 demographic questions.

The collected data was cleaned by using various criterions (e.g., short response time) and Mahalanobis distance test for multivariate outliers ($p = 0.001$). The final sample consists of 916 participants (473 local fans; 443 satellite fans). The combined data were first tested for construct validity and model fit. Then, the separate samples of local and satellite fans were tested, analyzed, and compared.

Results/Findings and Discussion

The Cronbach's alpha of the individual constructs were acceptable in the samples. Furthermore, construct validity of the constructs were confirmed by face validity, content validity, convergent validity (AVE > 0,5; CR > 0,7) and discriminant validity. This evaluation already revealed the first differences between the two groups of local and satellite fans, as they fit the individual constructs differently. In addition, confirmatory factor analysis (CFA) confirmed model fit for the combined (CMIN/DF: 4,597; CFI: 0,925; RMSEA: 0,063), local fan (CMIN/DF: 2,519; CFI: 0,926; RMSEA: 0,057) and satellite fan (CMIN/DF: 2,492; CFI: 0,932; RMSEA: 0,058) sample.

In a next step, the samples will be analysed using SEM. However, this research project is still in the phase of analysing the data with SEM. The evaluated and interpreted results would be available in September 2022 and could therefore be presented at the conference.

Conclusion, Contribution, and Implication

In the literature, limited attention has been paid to the influence of geographic distance between sports teams and their fans. This study extends the U&G theory by incorporating geographic distance as a moderator for motivations of social media engagement and its influence on fan loyalty. Consequently, this research expands previous research by combining drivers and behaviour on social media, fan loyalty and geographic distance in a single framework.

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FANS, FELLOWS, OR FOLLOWERS? A STUDY ON SPORT FEDERATIONS' AUDIENCE ENGAGEMENTS THROUGH SOCIAL MEDIA

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Theoretical Background and Literature Review

Social media has certainly made an impact on the society of sports. Ever since the introduction of social media, researchers have studied the cultural, social, commercial, economic, and technological impact on sports through the lenses of social media (cf. Billings et al., 2019; Filo et al., 2015; Geurin, 2017). Yet, the latest report published on the Swedish sports confederations' website, focusing on social media in relation to the development of the sport movement, dates to 2012. The report emphasizes the possibilities and challenges of using social network sites and concludes that the use of social media can support the sports movement, to build networks and relations with audiences and through this enhance its position in society (cf. Westelius et al., 2012). To create this understanding, mediatization theory and audience research theory will be used. On the one hand we have mediatization, a term "that have been coined to capture the broad consequences for everyday life and practical organization (social, political, cultural, economic) of media, and more particularly of the pervasive spread of media contents and platforms through all types of contexts and practice" (Couldry and Hepp, 2013: 191). On the other hand, we have got audience research, focusing on what is watched, read, and listened to; how often and for how long; over what outlets and platforms; and people's valuation of these experiences (Peters and Schøder, 2018).

Aim and Research Questions

The aim of this study is to investigate in what way sports federations operate social media accounts and analyze how they interact with their audiences on social media. The main research question is, how do sport federations shape and perceive their media environments and what does this mean for the relationship with their audiences?

Methodology

A qualitative method has been used and three sport federations are investigated: equestrian sports, basketball, and skateboard. Interviews with six representatives from the federations together with digital ethnography of the organizations' social media accounts have been conducted. These three sports have been selected as they will give the study a nuanced picture of the Swedish sports movement.

Results/Findings and Discussion

Preliminary results show that all three federations use several platforms to communicate. Facebook is seen as a base whereas Instagram and Snapchat are used to reach out to a younger audience. The respondents see a big potential in creating more video material and to increase the federations' presence on YouTube. They also mention TikTok as a future potential platform. The federations' see a potential in using new platforms to reach the younger audience, but they struggle to find time and recourses to keep multiple accounts and different platforms active. The equestrian and basketball federations attest to use social media to reach

a wide target group whereas the skateboard federation are more focused on its practitioners and member associations. Further, the skateboard federation states that they use social media to create a sense of community and intimacy. Instead of setting up an official Facebook page they have chosen to create a group as the official channel on Facebook. This, because they believe that a group, allowing the followers to communicate more freely, creates a better feeling of togetherness and it allows everyone to have a voice and creates space to express their opinions. The basketball federation expresses a clear focus on commercialization. With role models such as the NBA and FIBA, they want to reach out to the public with basketball by showing that basketball is a commercially viable and modern sport. Expressions as 'highlights', 'story lines', 'coolness factor' and fans are often mentioned by the representatives from the basketball federation. Finally, the equestrian federation is the only organization expressing that they have a strict policy stating that they solely communicate from the official channels of the federation, the staff members never sign a social media post with their own name. This to protect the staff members from being criticized or assaulted.

Conclusion, Contribution, and Implication

The aim of the federations' communication on social media is to reach out to and build relationships with their members and practitioners. However, the three federations seem to have different approaches to do so. For the skateboard federation it is vital to, through their social media platforms, build a sense community and intimacy where everyone who are interested in skateboard can express themselves freely. For the equestrian federation one of the aims of using social media is to communicate knowledge about horses and riding and the basketball federation has a more commercialized approach. The complexity and in some cases the contradicting role of social media as a rather new trend in a traditional environment, such as the organized sport setting, needs to be understood to further investigate what role social media will have for the sports movement in the future.

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NATIONALISTIC SELF-PRESENTATION OF OLYMPIC ATHLETES ON INSTAGRAM

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Aim and Research Questions

Social media provides communication methods for athletes to interact with fans and portray a more authentic self (Geurin-Eagleman & Burch, 2016; Li et al, 2019). These platforms were vital during the Tokyo 2020 Olympic Games, as the COVID-19 Pandemic resulted in a ban on fan attendance, with TikTok, Instagram, Facebook, Twitter and Weibo generating 3.7 billion engagements and Olympic accounts acquiring 75 million followers (Freyer, 2021). Previous research on Instagram has examined differences in self-portrayals from a gendered perspective (Geurin-Eagleman & Burch, 2016) with research from an international perspective limited, but an area of importance (Li et al., 2019). Thus, this study will examine how athletes from eight nations participating in the Tokyo 2020 Olympics utilised Instagram for self-presentation and if differences exist across nationalities through the following research questions:

RQ1: What content do athletes from various nations post on Instagram?
RQ2: Is there a statistically significant difference in post type and fan engagement?
RQ3: What self-presentation strategies were employed by athletes from various nations?
RQ4: Is there a statistically significant difference in self-presentation sub-strategies and fan engagement?

Theoretical Background and Literature Review

The ability to create an idealised self on social media relates to the theory of self-presentation. Goffman (1959) stated people employ tactics in interactions to present a preferred self through front-stage and back-stage performances, with front-stage self-presentation constructed, and back-stage self-presentation candid. Historically, athletes were portrayed in front-stage performances in traditional media (Lebel & Danylchuk, 2014).
Studies on athlete self-presentation found increased emphasis on back-stage performances through personal photos (Geurin-Eagleman & Burch, 2016; Lebel & Danylchuk, 2014); however, recent research has identified more balanced utilisation (Li et al., 2019). Studies from an international perspective are sparse, but cultural factors (e.g., religious conservatism) influencing self-presentation have been identified (Basabain et al., 2021).

Research Design, Methodology, and Data Analysis

A content analysis with a purposive sample of athletes on Instagram from eight countries (Australia, Brazil, Germany, Iran, Japan, South Africa, United Kingdom, United States) was employed. Athletes from each nation were identified and a 20% sub sample randomly selected for analysis. Content posted during the event was collected and coded, preliminary resulting in a data set of N = 3,142. Variables from previous research (Geurin-Eagleman &

Burch, 2016; Lebel & Danylchuk, 2014) were examined including photo type, likes, self-presentation strategy, and self-presentation sub-strategy (e.g., behind-the-scenes reporter, conversationalist). Seven coders examined a 10% sub-sample of data from a specific country to determine intracoder reliability, then coded the remainder of the dataset. Descriptive statistics, chi-squares and one-way ANOVAs were performed in SPSS.

Results and Discussion

Preliminary analysis indicated all athletes utilised business life photos ($n = 2,716$, 86.7%) and back-stage performances ($n = 2,036$, 65.2%,). Chi-squares indicated differences ($\chi^2 = 3,224.85$, $df = 7$, $p < 0.01$) with athletes from Japan and Germany utilising back-stage performances more than expected.

Regarding back-stage performances, athletes utilised the sub-strategy of sports insider (e.g., behind scenes info) most frequently ($n = 1,276$, 62.6%) with German athletes utilising this more than expected ($\chi^2 = 2,458$, $df = 35$, $p < 0.01$). Regarding front-stage performances fan aficionado (e.g., fan interactions) was most widely utilised ($n = 448$, 40.4%) with Japanese athletes employing this sub-strategy more than expected ($\chi^2 = 1,811$, $df = 21$, $p < 0.01$).

One-way ANOVAs revealed differences in back-stage self-presentation sub-strategies and likes. For German athletes, the sub-strategy of the conversationalist (e.g., family and friends) received a higher number of mean likes [$F_{(6, 1,033)} = 2.56$, $p = 0.01$], while athletes from Iran [$F_{(6, 46)} = 22.04$, $p = 0.01$] and Japan [$F_{(6, 798)} = 4.08$, $p = 0.01$] received a higher number of mean likes for the sub-strategy of sport insider.

The findings indicate a shift from more personal content (Geurin-Eagleman & Burch, 2016; Lebel & Danylchuk, 2014) to more formal, business-oriented content. This shift in utilisation supports Lebel & Danylchuk's (2014) assessment that fans may not be as interested in an athlete's personal life, instead desiring business life content, with athletes adopting this approach.

Conclusion, Contribution, and Implications

Implications from these findings relate to athletes' utilization of Instagram for self-branding (Basabain et al., 2021; Li et al, 2019). The employment of self-presentation strategies allows flexibility to post desired content for fans (i.e., business-life photos), and connect on a personal level (Geurin & Burch, 2016) through back-stage self-presentation and various sub-strategies (i.e., sport insider), perhaps at their over-utilisation (i.e., Japan, Germany). Additionally, this highlights the importance of examining social media from a global perspective (Li et al., 2019). Content and sub-strategies eliciting engagement from fans in one country may not in others, as demonstrated by differences in likes for the conversationalist (Germany) and sport insider (Japan). Alternatively, cultural factors that impact self-presentation can be inferred, Iranian athletes utilised front-stage performances more frequently (Basabain et al., 2021).

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SPORT EVENTS

Chair: Rui Biscaia

UNDERSTANDING THE PUBLIC/GOVERNMENT RELATIONSHIP: POLITICAL IMPACTS OF PUBLICLY FUNDED SPORT EVENTS

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Aim and Research Questions

Using public funds for sport events is often justified by supposed positive outcomes for the host community (Taks et al., 2020). The extent to which these positive outcomes come to fruition may impact how residents feel about and evaluate their local government. The purpose of this presentation is to understand how individuals' experiences with a sport event may influence their relationship with their local government. The following research question is addressed: What is the relationship between host city residents' event experiences, trust in their local government, knowledge and power in the event hosting process, and future event support?

Theoretical Background and Literature Review

As taxpayers, host city residents are a main financial contributor of publicly funded events, and scholars have suggested that resident support is necessary for hosting a successful event. Meanwhile, research investigating event impacts points to a lack of long-term positive outcomes for host residents, at least in the case of mega sport events such as the Olympics or FIFA World Cup. Conversely, research on non-mega sport events suggests that such events may have more potential to positively impact the host community (Chen et al., 2018; Taks et al., 2015). Given host residents' role as taxpayer, this group deserves positive outcomes from their investment in publicly funded sport events. The extent to which promised positive event outcomes (e.g., economic, social impacts, etc.) occur may impact residents' relationship with their local government beyond the event itself.

Some previous sport event research has investigated how individuals' trust in their local government influences their event impact perceptions and future event support (Gursoy et al., 2017). Further, sport-related decisions by elected officials concerning stadium subsidies and referenda have been found to have political impacts (e.g., influence future voting intentions) outside of sport contexts. Despite these findings, there has yet to be an investigation into how individuals' event experiences may influence their trust in the local government.

This study uses agency theory to situate the local government as responsible for acting in the best interest of their constituents: host residents. This is referred to as a principal-agent relationship, where the principal (host residents) delegates, or entrusts, the agent (local government) with certain tasks that they are not able to complete themselves (Shapiro, 2005). From this perspective, we measured residents' trust in their local government, knowledge of event decision-making and the government's role, residents' perceived power in event-related decisions related to their event experiences and future event support.

Research Approach

This study employed an exploratory mixed methods approach, using a multiple case study methodology, including two past Canada Winter Games events as cases (i.e., 2011 in Halifax, Nova Scotia; 2019 in Red Deer, Alberta). Earlier phases of the project involved document

analyses (e.g., bid documents, city council meeting minutes), 22 interviews with event providers (e.g., host committee staff, government officials), and seven focus groups with host city residents (27 total participants). Following qualitative data analyses, context-appropriate questionnaires were created to determine residents' event experiences (7 items from Taks et al., 2020; 4 items from Chen et al., 2018), trust, knowledge, and power (8 items from Nunkoo, 2015; 6 items from Gursoy et al., 2017), and event support (3 items from Gursoy et al., 2017). Trust items were measured on a 5-point Likert scale (1 = Do not trust at all to 5 = Trust completely). All other items were measured on either a 7-point Likert scale (1 = Strongly disagree to 7 = Strongly agree) or a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree).

Questionnaires were hosted online via SurveyMonkey. Participants were recruited via social media, emails through the researcher's networks, and panel data. The sample included 284 residents from both cities. Participants were at least 18 years of age and were aware that the city had hosted its respective event.

Confirmatory factor analysis will be used to test the consistency of the factors in the scales. The relationship between event experiences, trust, knowledge, power, and event support will then be determined using multiple regression analyses. Results will be available in time for the conference.

Findings and Discussion

Based on previous literature, we expect residents' trust, knowledge, and power to predict their event support, and resident positive event experiences to predict event support. However, past research has not investigated the relationship between event experiences and trust, knowledge, and power. Therefore, our findings will contribute to our understanding of how event experiences may influence individuals' feelings towards their local government.

Conclusion and Implications

This study explores the political implications of sport events in host communities. We apply agency theory empirically, advancing its use in sport (event) management. Practically, findings from this study may contribute to how elected officials, policymakers, and event managers engage with residents and work towards meeting their needs in event planning and implementation.

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LONG-TERM SPORT PARTICIPATION IMPACT OF MEGA SPORTING EVENTS: EVIDENCE FROM THE BEIJING 2008 GAMES AND THE LONDON 2012 GAMES

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Aim and Research Questions

The study aims to examine the perceived inspirational effects on changing sport participation behaviour years after the hosting of mega sporting events, focusing on the Beijing 2008 and the London 2012 Olympics Games.

Theoretical Background and Literature Review

In the context of sporting events, the legacy and impacts of sport and physical activity participation has attracted substantial research attention (c.f.; Potwarka & Wicker, 2021; Teare & Taks, 2021). Such an attention seems to gear towards examining the notion of 'inspirational effects' that is the assumption of hosting major events for the purpose of building sport participation.

Veal, Toohey and Frawley (2012) summarised that inspirational participation happens either directly or indirectly. The direct effects are generated as a result of the exposure of a sport or athlete during the event period that potentially influence individuals' attitudes towards sport and so to take part in sport, that is the so-called role model effect of elite athletes (Wicker & Frick, 2016), as well as the exposure of the event, as a whole, such as the atmosphere ('festival effects'), Olympic values and sportsmanship promotion, etc. Moreover, sport participation can be influenced indirectly through mechanisms such as the build of event venues, improvement of sport infrastructure and facilities (Veal, et al., 2012) and other leveraging efforts such as Games sport participation initiatives and programmes (Chen & Henry, 2015). In summary, there seem to be three principal inspirational routes: [1] elite-athlete-role-model effects, [2] the Games as a whole, and [3] the Games' legacies. However, empirical evidence to confirm the inspiration impact logic is inclusive (Weed et al, 2015). Very little research has been conducted to examine the long-term impacts of hosting events on sport participation (Aizawa et al., 2018). This study addresses these research gaps.

Research Design, Methodology and Data Analysis

Informed by the theory-based evaluation principles, the routes of the inspirational effects were identified through open interviews in both case cities. Data from the open interviews informed the design of the survey which was later disseminated in Beijing (399 returns with n=331 being usable) and online in London (162 returned, with n = 113 being usable). Due to the COVID impact, only London survey respondents were followed up with another round of structured interviews. London survey respondents who consented to take part in the follow-up interviews were emailed three times, with a final of 25 participants responding. Thematic analysis (manually) was used for the qualitative data and statistical tests (including Chi-square, ANOVA, Spearman correlation) were performed on the quantitative data using SPSS.

Results/Findings and Discussion

Both London and Beijing survey respondents still positively viewed the Games inspirational effects eight/twelve years after the Olympics. When the routes of inspiration were unpacked, Beijing residents perceived the 'elite-athlete-role model' inspiration (Routes [1]) (78% either strongly agreed or agreed) to be the most effective pathway, followed by the 'Games as a whole' (Route [2]) (75%), and the 'Games legacies' (Route [3]) (60%), whilst the London residents valued the Route [2] (60%) more than the Route [1] (57%) and the Route [3] (38%). 38% of Beijing residents recalled that they '*thought about becoming more physically active immediately after the* Games', and 40% '*had either participated more in sport and PA'* or '*had tried new sports*' after the Olympics (56% and 45% respectively for London). However, of those Beijing respondents who had taken positive action on changing participation behaviours, only 25 % (31% for London) maintained a higher level of participation than before the Games. Despite the drops, this group of respondents (both Beijing and London) was more likely to agree with the Games' inspirational effects (Routes [1] and [2]) than those whose participation behaviour remained unchanged.

When other more intrinsic and extrinsic factors (e.g., time, money, and sport confidence) were considered to exert the reasons behind any participation behaviour change, the 'Olympic impact' was perceived to be one of the least important factors (bottom of the list for Beijing residents and second lowest for Londoners). Nevertheless, statistically, a small and positive correlation between the 'Olympic impact' and behaviour change was reported amongst the Beijing residents; correlations were also observed in another five factors: 'health awareness', 'sport attitude', 'other sporting events', 'sport confidence' and 'physical condition'. Whereas, for London, only 'health awareness' and 'sport competence' have had small, positive correlations with the behaviour change level.

Conclusion, Contribution and Implication

This empirical cross-cultural research reveals that although the inspirational effects were rated positively in general, such effects were weaken during the behavioural change process (starting from '*thinking about becoming more physically active immediately'*, '*acting on it'*, to '*maintaining'*). Other internal and external factors have also influenced behaviour changes. This serves as a warning to future events hosts to recognise the difficulty in maintaining a sustainable participation behaviour change, which requires a long-term strategic leverage planning.

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ASSESSING THE CARBON FOOTPRINT OF MASS PARTICIPATION SPORT EVENTS – A FOCUS ON RUNNING EVENTS IN NORTH AMERICA

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Aim and Research Questions

Demands for facilities and energy use are much smaller than spectator sports that use the same venue(s) multiple times throughout a season. Running events are typically annual with limited resource consumption and a small number of full-time staff (Jones, 2017). In the US, these events attracted nearly 50 million people in 2019 (Sports & Fitness Industry Association, 2020). As a result, we would expect the environmental impact of these events to differ from previous studies (Collins et al., 2012; Dolf & Teehan, 2015). Considering the different resource demands resulting in environmental impacts from spectator to participant events, it is important to ensure there are consistent categories or standards to evaluate and compare the impact of participant-based events. Thus, this study aims to answer the following questions:

RQ1: How much GHG emissions are generated in staging mass participation events, and what activities generate the largest impact?
RQ2: Do differences exist between events (small- and large-scale, and on a per capita basis) in terms of GHG emissions?
RQ3: What key factors drive the scale of event-related GHG emissions?

Literature Review

Researchers have focused on the environmental impacts of sport participants (Wicker, 2019) and sport events (Collins et al., 2012 & 2019). However, Mallen et al. (2010) found that comprehensive environmental sustainability assessments of sporting events are rare because these events generally focus on ad hoc assessments rather than assessing from a standard. This approach often restricts practitioners based on readily available data rather than developing a plan to gather data from universal metrics to evaluate the event's carbon footprint. The data are categorized into three scopes. Scope 1 consists of CO2e emissions generated directly by event organisers; Scope 2 consists of emissions generated indirectly and Scope 3 consists of emissions event organisers are indirectly responsible. The Council for Responsible Sport (CRS) has established itself as an authority by developing Responsible Sport Standards to assess the sustainable performance of sport events, specializing in running events.

Research Design, Methodology and Data Analysis

The Council provided data from 28 mass participation running events. Twenty-two events were small-scale (i.e., < 20,000 participants), and six were large-scale (i.e., > 20,000 participants). Small events averaged 8,994 participants, and large events averaged 31,745 participants.

Results and Discussion

Overall, the 28 events included in our analysis generated 94,152 MTCO2e emissions or 3,363 MTCO2e per average event (RQ1). The average emissions per capita was 0.23 MTCO2e (or 230 kg; RQ2), equivalent to almost 50% of CO2e emissions produced by an average US citizen per day in 2018 (The World Bank, 2020). The total emissions generated by events ranged from 1 to 15,109 MTCO2e. Specific to RQ3, activities included within Scope 3 (i.e., energy used for event operations, waste disposal, and participant travel to/from the event) accounted for the largest event emissions (99.9%). Scope 2 activities (i.e., energy purchased to stage an event) accounted for the second-largest percentage of emissions (0.1%). Long-distance travel accounted for 83.7% of total CO2e emissions across all events, focusing specifically on travel.

Conclusion

This study is among the first to examine and compare the carbon footprint of multiple sport events using a predetermined standard. The results from this study highlight the limited contribution of Scope 1 and 2 activities to these mass participation sport events, with the average CO2e emissions contributing 0.01% to total event emissions (RQ1). Scopes 1 and 2 impacts are activities that an organization or event have the most direct control over. Based on race events included in this study, it is encouraging that they have limited carbon emissions within their direct control. However, the small contribution made by Scope 1 and 2 activities highlights the difference between mass participation running events and spectator sporting events (RQ2). Our findings highlight the importance of examining spectator and participant-based sport tourism events differently, specific to Scopes 1 and 2. Event organizers have less direct control over Scope 3 activities, making it more difficult to intervene and reduce impacts; they are indirectly responsible for them (RQ3).

Events more easily avoid some emission sources, and others are not. Therefore, event organizers should take an "emit less, offset the rest" approach to lowering the carbon footprint of road races and mass participation events. To eliminate their contribution to climate change, event organizers should strive to achieve carbon neutrality, ideally within the next decade, per the urgency communicated in the most recent assessment by the International Panel on Climate Change. To help them achieve this, organizers could use CRS's freely available GHG tracking and estimation tool or a similar alternative to simplify estimating CO2e emissions for Scopes 1, 2, and 3. In the short term, event organizers can promote their events as carbon neutral if they include offsets in the race entry fee. In the long term, event organizers can create campaigns designed to encourage more sustainable consumption behaviours among participants (e.g., transportation, accommodation).

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INTEGRATING AND REVALIDATING RESIDENTS' MEGA-EVENT PERCEPTIONS AND SUPPORT MODELS VIA THE BEIJING WINTER OLYMPICS

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Aim and Research Questions

Mega sport events have immediate and long-term positive effects on the destination, its local communities by increasing residents' social capital, improving well-being, bringing in economic, social, cultural, and environmental impacts (Jiang & Chen, 2019). Potential negative impacts exist e.g. biosecurity risks from pandemic and over-consumption on local resources. This study aims at integrating previous research models on residents' attitude and behaviors in regard to mega-events, and shedding light on managerial practice in event management. The 2022 Beijing Winter Olympic Games provides an opportunity for such integration and revalidation study, and to study influences of COVID pandemic, which has brought various challenges, such as difficulties in operations and biosecurity concerns by local community (Hall et al. 2020). A number of research questions are raised via this study:

1. Does trust in government and organizing committee affect residents' perceived impacts of mega-events, and how?
2. Do residents' perceived impacts of mega-events influence their support to hosting this mega-event and subjective well-being, and how?
3. Does perceived biosecurity risk influence the relationships between these constructs above, and how?

Theoretical Background and Literature Review

Residents' perceived impacts of mega-events studied include positive impacts of economic benefits e.g. boosting local economy and growth of tourism, cultural benefits e.g. increased international recognition, community pride, and community cohesion. Negative impacts incorporate physical and environmental impacts such as destruction of natural resources, pollution and deterioration of historical resources, and social and congestion problems. It is undoubtedly important to understand local residents' understanding on these impacts. According to Social Exchange Theory, institutional trust is a psychological state of confidence that institutional exchange partners will perform, a core component of social capital closely connected to well-being (Jovanović 2016). Trusts in government and organizing committee of mega-events are justified as the two key institutional trusts influencing residents' perceived impacts in Gursoy et al.'s (2017) research model. Furthermore, residents' support for hosting a mega sport event depends on how they perceive the event, stimulating positive psychological outcomes such as sense of belonging and contributing to their well-being (Yolal et al. 2016).

In addition, residents' perceived impacts and support for hosting mega-events, as well as their well-being are conditioned by the effect of COVID-19 pandemic in the form of perceived biosecurity risk (Rahman et al. 2021). Therefore, perceived biosecurity risk may act as a moderator in regulating these relationships between constructs above.

Research Design, Methodology and Data Analysis

This research drew a sample from the host regions of 2022 Beijing Winter Olympics, including Beijing and Zhangjiakou in Hebei Province, via a paper-based survey from December 2021 to February 2022. A sample of 473 residents was obtained and retained. Measures of the survey were from previous studies statistically validated, such as trust and support items from Gursoy et al. (2017), residents' perceived impacts of mega-events from Gursoy et al. (2011), well-being from Yolal et al. (2016), perceived biosecurity risk due to COVID from Rahman et al. (2021). A confirmatory factor analysis was conducted to verify the criteria of reliability, convergent validity, and discriminant validity. The structural model is tested using a PLS-SEM approach, in understanding the statistical significances between residents' trust, perceived impacts, support, and well-being. The impact of COVID pandemic is examined via a multi-group analysis approach by dividing the sample to high-perceived-risk and low-perceived-risk groups.

Results/Findings and Discussion

Results indicate that residents' perceived positive (cultural) impacts and negative (environmental) impacts affect residents' support for mega-events, while residents' perceived positive (economic and cultural) impacts and negative (social) impacts can affect their well-being. Residents' trust on government is found to positively affect their perceived economic and cultural benefits, and further their support both directly and indirectly. Residents' trust on organizing committee, on the other hand, is found to positively affect their perceived economic benefits, but negatively affect their perceived social costs. Results support six out of eight proposed relationships from Gursoy et al. (2017), including two significant relationships that were not supported in Gursoy et al.'s (2017). The findings on the relationships between trust, perceived impacts, and subjective well-being are in principle consistent with previous studies (Gursory et al. 2017; Jovanović 2016; Yolal et al. 2016), providing revalidation evidence for the models proposed in previous research. The multi-group analysis finds a between-group variation in the relationship from trust on the organizing committee to perceived impacts (no relationship in high-percevied-risk group but significant relationships in low-perceived-risk group), implying a different psychology and behavior mechanism in pandemic.

Conclusion, Contribution and Implication

Findings from this empirical study of the 2022 Beijing Winter Olympic Games are current and relevant, and reemphasize the driving effects of residents' perceived impacts of mega-events on their behaviors and well-beings. Results on testing pandemic influence offers some unique insights onto hosting a mega-event during a public health crisis, and suggests the potential contribution of hosting mega-events in terms of resident well-being.

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"FASTER, HIGHER, STRONGER – TOGETHER": CRISIS COMMUNICATION ANALYSIS OF THE 2020 TOKYO OLYMPIC GAMES DURING THE COVID-19 PANDEMIC

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Aims and Research Questions

Referred to as "the recovery games" to rebuild the earthquake-affected region, the Tokyo 2020 Olympic Games (TOG) were set to take place from 24 July to 9 August 2020. Affected by the pandemic, TOG were postponed for a year, where the narrative turned into one of demonstrating how mankind overcame the coronavirus. The initial ambitions and aspirations have devolved to the resignation that the Games have to be organised regardless of the reputation, public health and economic costs, amid widespread public opposition.

This study aims to assess the organisers' crisis response strategies through the following questions:

RQ 1: How did the crises unfold?

RQ 2: What crisis response strategies were used by the organisers in response to the crises encountered during the organising of TOG in a global pandemic?

RQ 3: What were the public perceptions to these strategies?

Theoretical Background and Literature Review

The public health emergency of the COVID-19 requires not only healthcare and medical response, but also the participation of all citizens and directed actions from all levels of government (Bernard, et al., 2021). From a theoretical perspective within the sports research, there is a lack of understanding on how to establish an effective crisis communication mechanism that is more conducive to crisis repair and image building for sport mega event's organisers.

The purpose of this study is thus to assess the crisis communication strategies implemented by the Tokyo Olympic Games Organising Committee (TOGOC) as it navigates the capricious condition of trudging on with a pandemic-era sport spectacle. We examine the challenges that emerged, through the organiser's communication and public reactions to the strategies, to assess the actual effect of the strategies on the organisational image and reflect on their management of the Games and the COVID-19 pandemic. In this regard, the situational crisis communication theory (SCCT) (Coombs, 2007) offers a useful framework that can provide theoretical connections between crisis management in a sports mega event and organisational response strategies.

Research Design, Methodology and Data Analysis

We examined public discourse on the organisation of TOG as the crisis developed. Communications, starting from the first identification of COVID case in Japan in 2020 till the conclusion of TOG in 2021, was analysed through content analysis. Information was collected from major news websites and search engines, which evidenced public reception on the organising of a sports mega event in the midst of a pandemic. Data sources include

mainstream Japanese newspapers (e.g., Yomiuri Shimbun, Asahi Shimbun, and Mainichi Shimbun), major English Japanese online news (e.g., Japan Today, and Japan Times), international news agencies (e.g., Associated Press and Reuters). Texts in various policies, documents, reports and publications from the organisers, the host government, and official sources on TOG and TOGOC were collected. Our final sample consists of 142 articles (423 pages/109,034 words) based on our selection criteria. Data were then analysed through segmenting the collected information to categories and themes in the light of SCCT framework. Crisis stage, crisis type, crisis-response strategies, and actual actions were identified.

Results/Findings and Discussion

The research questions were answered through analysing and describing the information collected from various media as described in the previous section. Pushing on with the Games after the initial postponement, at the height of the pandemic during the host nation's State of Emergency, has resulted in strong criticisms and caused political, economic, and social damages to both the host and the IOC. Analysis of the results revealed that the crisis response strategies of the organisers were mismatched with the perceived level of crisis responsibility according to SCCT.

Conclusion, Contribution and Implication

While scholarly research on crisis communication is prevalent in sports, few studies have evaluated communication tactics by organisers of sports mega events. This study contributes to the expansion of the body of knowledge to improve the selection of crisis communication strategies for sports event. Secondly, organising a sports mega event during a once-in-a-lifetime pandemic, in uncharted territory with no blueprint, presents a learning opportunity for crisis managers, regardless of the outcome. Helping people make sense of a crisis in the absence of research on these strategies is another important gap in the literature. Our findings informed crisis communicators on and add to lessons to learn from and strategies to draw upon in managing their crisis communication. Thirdly, studies on the application of SCCT are predominantly Eurocentric or Western focussed. There remains an urgent need to identify how the publics in Asian countries such as Japan participate in crisis communication. It also answers scholarly calls (Barkley 2020; Jackson & Thacker, 2021) to provide cross-cultural verification of crisis communication strategies for especially sports events.

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THE REBRANDING OF RALLY FINLAND

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Aim

The World Rally Championship (WRC) Secto Rally Finland is a world-renowned sporting event taking place every year in the heart of the city of Jyväskylä, Finland. Following the change of sponsorship away from Neste after twenty-six years to Secto Automotive, there would be an obvious change in the brand image of the rally. Within the field of sports business and economics, there are several studies on sports events, however, sports event rebranding has very little research.

The research aim of this study is to observe the rebranding of Jyväskylä Rally following its change of sponsorship. Do fans recognise the new logo and image for the Jyväskylä Rally? Do participants have a loyalty to the rally sponsors and partners?

Theoretical Background and Literature Review

Sports events are widely accepted to build a destination brand, however in the aspect of rebranding a sports event many aspects remain to be investigated. There are many elements to a sports event. In 2020, Ströbel & Germelmann investigated some of the new routes within brand research like integrative branding, cultural brand meaning and digital transformation. These aspects are important to note when rebranding an event and to note that sports event managers cannot control the brand and its image exclusively and that many stakeholders and actors create the brand. The digital era and the use of social media have a hugely critical role in branding. Parent & Séguin (2008) emphasized the importance of branding and the value of a strong leadership group when creating an event brand. However, branding in sports while changing constantly is not a new phenomenon. In 2005, Couvelaere & Richelieu examined how four French football teams not only had a marketing strategy but also a brand strategy, with the strategies being in effect from the beginning of 2000.

Sports sponsorship is one of the most important marketing tools attributing to the brand value of a sports event. Chanavat et al. (2010) mentioned the importance of how sports managers should gauge their target consumers' perceptions about the sponsor's brand image in order to realise their applicability to the event/team/sport they are sponsoring. Grohs (2016) looked at the drivers of brand image improvement in sport-event sponsorship, one of which is sponsor familiarity. Previous sponsor Neste had developed this sponsor familiarity through twenty-six years of partnership with the rally. Secto Automotive is the main sponsor of the WRC Rally Finland and like any other sponsor of an international sporting event expects to raise its brand image and awareness through the sponsorship.

Research Design, Methodology and Data Analysis

This was a quantitative research design with 171 respondents at the Harju special stage of the Jyväskylä Rally on Friday, October 1st and Saturday, October 2nd 2021. A systematic random sampling strategy was used to pick respondents. To understand the viewpoint of participants towards the rally, its brand image and logo, we asked the respondents to answer questions on different elements of the rally. The elements focused on brand image and logo

but alongside their previous experience as a spectator, their attitude towards the event, and characteristics related to Rally Finland. The data was collected via an online questionnaire before, during and after the event on iPad devices. The questionnaire contained Likert scale questions and open-end questions on themes of sponsor recognition and sponsor loyalty. Data was collected and preliminarily analysed with the Webropol online survey and analysis software.

Results/Findings and Discussion

The preliminary findings suggest that the majority of spectators recognise the new and current logo for the rally and the new sponsor in comparison to its previous logos. Secto Automotive featured heavily when participants were asked to recall rally sponsors or partners. Safe, traditional, professional and reliable were some of the characteristics used to describe the rally. When participants were asked if they prefer the products of the Jyväskylä Rally sponsors and partners over a competitor over 2/3 stated yes. Furthermore, it can be seen that the rebranded rally attracted 26% of respondents who were first-time spectators of the event.

Conclusion, Contribution and Implication

In conclusion, these preliminary findings are particularly important for sports event organisers who are seeking to rebrand. It is proof that sponsoring a sports event is associated with positive customer behaviour benefits, which is a strong argument when sponsoring sports events. This study contributes to the sports event sponsorship literature by presenting empirical evidence of the benefits of sponsorship and how sports events can rebrand themselves after a change in their main sponsor. This research is beneficial to the rally organiser AKK Sports, their managerial staff and to the practical sponsoring issues related to the event. The final results and implications for research and practice will be ready for presentation at EASM 2022.

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DEVELOPING AN INTERNATIONAL COLLABORATIVE ON TRICKLE-DOWN EFFECT RESEARCH: IMPROVING EVIDENCE, THEORY AND PRACTICE

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Aim

Trickle-down effects (TDE) refer to an international sport event's capacity to inspire increased sport and/or physical activity (PA) participation in host and non-host communities (Weed et al., 2015). To date, evidence of this phenomenon has been mixed, with some studies reporting little to no effect. Data used in extant research often relies on relatively low quality, cross sectional population-level secondary data (Annear et al., 2021). In response, researchers are beginning to call for more robust, consistent, nuanced, empirically validated, and theoretically grounded data on which to draw conclusions about the reach and scope of participation impacts and legacies tied to sport events (Annear et al., 2021).

Studies of TDE have almost exclusively relied on evidence collected within host populations. Recently however, researchers have suggested that evidence of TDE might extend far beyond that of a host nation (Potwarka et al., 2021). Inspirational effects from elite sporting success and/or role models, for instance, may transcend host populations as global audiences consume event-related coverage (Potwarka et al., 2021). Moreover, internationally coordinated evidence of TDE may become increasingly salient as now more than one country can pursue joint bids to the Olympic and Paralympic Games. As well, there is no consensus in the scholarly literature regarding what constitutes as "evidence" of TDE.

To address these knowledge gaps, a 14-country international collaborative consisting of 16 sport management researchers across five continents was established in January of 2022. The mission of the collaborative is to *enhance evidence, theory, and share knowledge related to the sport and physical activity participation impacts of international sport events*.

Theoretical Background and Literature Review

Research into TDE is not commonly underpinned by any explanatory theory or model of behavior change; and mechanisms by which these effects are produced are not well understood (Ramchandani et al., 2019). Moreover, strategies that amplify TDE would benefit from managerial, organizational, and policy-driven theory. Improved evidence and theory related to TDE are essential for informing practice in ways that more effectively stimulate and maintain sport participation in communities (Chalip et al., 2017). Evidence and theory must inform event leveraging initiatives that make participating in sports more accessible, diverse, inclusive, and attempt to remove everyday barriers to participation.

Evidence suggests that participation impacts related to either hosting a sport event or elite sporting success (e.g., winning medals or championships) may only occur for certain sports or activities; and when certain socio-environmental (e.g., youth populations, close proximity to sport venues, targeted sport/PA promotional efforts) and psychological (e.g., feeling inspired; vicarious and immersive engagement with competitions/athletes) conditions are met (Potwarka & Wicker, 2021). In particular, researchers have suggested that trickle-down effects might be observed in the hometowns of athletes that win medals or championships (Potwarka et al., 2021). For instance, millions of people from outside of a host nation and around the world tune in via television, or online formats to watch athletes from their communities compete for Olympic and Paralympic medals. These performances might serve to inspire people around the world, and particularly, those who share a hometown connection (Potwarka et al., 2021). Understood this way, trickle-down effects have the potential to be a global phenomenon. Nevertheless, TDE research has almost exclusively remained siloed, whereby data is only collected and interpreted within the confines of a host nation. Coordinated (and theoretically grounded) participation surveillance data across multiple countries and jurisdictions in relation to a single international sport event has yet to be collected, interpreted, and shared with academic communities or sport organizations.

Research Design

To achieve its mission, the international collaborative on TDE research is committed to advancing the following on-going activities:
1) Developing and implementing a consistent and empirically validated international surveillance tool, with which to gather primary data to assess population-level changes in participation associated with international sport events.
2) Collecting, analyzing, and building a multinational repository of best available secondary data associated with sport and physical activity-related impacts of international sport events (i.e., data that is collected routinely by national surveys, but not for the specific purpose of capturing such impacts).
3) Facilitating knowledge sharing and dissemination of TDE research with a view to informing global policy and practice.
4) Synthesizing, updating, and developing theories that explain the mechanisms of successful trickle-down effect initiatives.

Findings/Discussion and Contribution

The purpose of our session at EASM 2022 will be to: (i) introduce the work of the collaborative to sport management researchers and elicit feedback and critiques; (ii) share initial insights and discussions generated by the collaborative as it relates to each of its proposed research activities outlined above; and (iii) share challenges and opportunities facing the collaborative as it attempts to achieve its mission moving forward. The work of the collaborative is particularly timely in the lead up to the Paris 2024 and LA 2028 Olympic and Paralympic Games.

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FORECASTING MARCH MADNESS TOURNAMENT: MACHINE LEARNING APPROACHES

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Aim and Research Questions

The use of machine learning has become popular in predicting sport event outcomes such as March Madness (Wilkens, 2021). While existing machine learning analysis of basketball typically adopts box score data (e.g., field goal percentage, free-throw percentage, and rebound), the influence of non-game statistics (e.g., fan attendance, game location, and team history) on game outcomes has become an area of great interest to sports analytic scholars. Therefore, the purpose of this study is to examine the use of different machine learning algorithms, including artificial neural network (ANN), k-nearest neighbors (kNN), support vector machine (SVM), logistic regression, and random forest (RF), to forecast winning in a matchup between any two teams during the March Madness basketball tournament after adopting non-box score statistics.

Theoretical Background and Literature Review

Machine learning is a method analyzing datasets based on the idea that systems can learn from data and make decisions with minimal human intervention (Jordan & Mitchell, 2015). Of different machine learning tasks, a classification model with supervised learning has been widely used in sports. Shen et al. (2016), for example, adopted SVM, RF, and Bayesian logistic regression to predict the March Madness Tournament with accuracy nearing 70%. They found that both SVM and RF models outperformed the Bayesian method. The SVM and RF had accuracy levels of 66% and 68% whereas the Bayesian method stayed around the low 50% mark. When it comes to predicting game outcomes, in-game statistics are significant contributors, but they are not the only contributors. Non-box score statistics also play an important role in determining game outcomes (Alonso et al., 2022). Previous research has sought to forecast the outcome of the March Madness using different combinations of input features and modeling techniques, but no consensus among scholars has been found on whether a certain model along with in-game statistics offers the highest predictive accuracy. Thus, non-game related statistics should be included in empirical models designed to predict game outcomes to improve the forecasting ability.

Research Design, Methodology and Data Analysis

Data were culled from publicly available information provided by ESPN.com, NCAA.org, and sports-reference.com. The dataset was comprised of game outcome, region, the distance between a prospective school and venue where a match took place, gameday attendance, average home game attendance, winning percentage, history of the basketball program, all-time winning percentage, and conference affiliation. It totaled 1370 observations with 685 tournament games from the 2006-07 to 2016-17 seasons. The target variable is a binary value indicating the winning team. Each match represents a single instance in the machine learning analyses along with 17 features per instance. To maximize the level of prediction accuracy we

also used feature scoring methods to reduce the dimensionality of the data. We adopted different evaluation methods of reduction, including information gain, gain ratio, gini index, chi-square, and ReliefF. All learning algorithms were implemented using Orange, an open-source machine learning software that uses common Python open-source libraries.

Results/Findings and Discussion

The dataset for 11 seasons of the NCAA March Madness tournament was randomly split into two subsets, 80% for training and 20% for testing. ANN had the highest prediction accuracy of 65%, followed by kNN (64%), logistic regression (63%), SVM (63%), and RF (57%). The confusion matrix showed that ANN correctly predicted 451 wins out of 694 total wins and 454 losses out of 676 total losses. A stratified 10-fold validation method, which splits the dataset into 10 parts and repeats for all combinations of train-test splits, was used for cross-validation. ANN outperformed all other classifiers (66% of accuracy), followed by SVM (64%), kNN (63%), logistic regression (63%), and RF (59%). The precision ranged from 58% to 67%. This suggests the neural network correctly predicted match wins for 67% of all predicted wins. The five highest scores obtained by feature scoring methods were home game average attendance, regular season winning percentage, non-major conference affiliation, all-time winning percentage, and distance.

Conclusion, Contribution and Implication

This study highlights that machine learning algorithms trained with multi-year non-box-score data could achieve an accuracy of up to 67%. It is important to note that top seeded teams are given a geographic advantage early in the tournament that enables them to attract more home fans. We also found that differences in prediction performance among five different machine learning techniques are varied. For example, the ANN, SVM, and kNN were found to be the most accurate algorithms in which their prediction accuracy reaches at least 63%. Random forest, however, has the lowest prediction accuracy which ranges from 57% to 59%. As a final comment, we note that the inclusion of the point spread data could improve the accuracy of predicting the game outcomes because they reflect the game and time-specific information such as player injuries. Training sports betting market data within the machine learning algorithms is highly desired.

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HOW INTERNATIONALISM FAILS LOCALLY: INSIGHTS FROM MEDIA COVERAGE OF THE FAILED OLYMPIC REFERENDA IN MUNICH, HAMBURG AND INNSBRUCK/TYROL

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Aim and Research Questions

Staging the International Olympic Committee's (IOC) flagship event, the Olympic Games, has undergone a drastic demise in popularity. This became very apparent during the bidding process for the Games in 2022, when referenda became a popular tool to examine the public's support for Olympic bids. In this regard, a special situation exists in German-speaking countries in central Europe, because Munich (Germany) held a referendum during the bidding process for 2022, Hamburg (Germany) for 2024/28 and Innsbruck/Tyrol (Austria) for 2026 and all of these turned out dismissive.

Against this backdrop, this study sets out to analyse the question how relevant regional media commented on the bids prior to and after the referenda with a special focus on the negative aspects of bidding for and staging Olympic Games. The specific research question is: Which unfavourable aspects of bidding for and staging Olympic Games can be found in leading regional newspapers regarding the referenda in Munich, Hamburg and Tyrol?

Theoretical background and Literature Review

To date, one media analysis has been published that analysed the national press coverage of the aftermath of the Munich-referendum in order to identify which topics are discussed in this regard on a national level (Könecke, Schubert & Preuss, 2016). Apart from this, no further analyses of this kind exist. Like it has been the case in the mentioned study, the theoretical background of the research presented here is the "Arenatheoretical Model" (Imhof, 1996; Könecke et al., 2016). It depicts modern Western societies as communication communities that are profoundly influenced and shaped by certain influential actors. Each "communication arena" – in our case the regions where the referenda were held – has a limited set of leading media actors that shape and reflect its communication processes and contents. This is why the leading newspapers of the three regions are used as data source to assess which (negative) aspects of bidding for and staging Olympic Games were dominant in public discourse.

Research Design, Methodology and Data Analysis

For each of the regions under scrutiny, the leading newspaper was analysed. These were Münchner Merkur (Munich), Hamburger Abendblatt (Hamburg) and Tiroler Tageszeitung (Innsbruck/Tyrol). In line with Könecke et al. (2016), all relevant articles published in these newspapers between four weeks prior to and two weeks following the referendum are included in the analysis. So a full sample is taken for each the relevant newspaper for the period under scrutiny because articles from all sections of the newspapers (e.g., sport, politics,

general interest) are considered to prevent a bias that could result from limitations in this regard.

The analysis is conducted based on the content analytical framework proposed by Mayring (2000). According to his suggestions, all articles are divided into analytical units that are eventually summarized by a limited set of meaningful categories, a categorial system. Opposed to Könecke et al. (2016) who conducted a strictly inductive analysis for the time after the referendum, this research uses their work as a guide (deductive approach) but also includes inductive elements as it also tries to identify additional categories in the material.

Results/Findings and Discussion

Most of the categories that are identified are in line with the findings of Könecke et al. (2016). The three meta-categories they established also are upheld: a general category regarding the IOC and Olympic Games, negative consequences particularly of hosting Olympic Games and other, more general reasons for rejecting the bid (the 24 categories cannot be listed in detail due to the word limit). But apart from a number of additional categories that resulted from the inductive analyses of the articles of the regional newspapers, it has to be mentioned that two categorial systems are developed for each newspaper/region, one for the time before and one for the time after the referenda to contrast differences in the coverage. Könecke et al. (2016) only looked at the media coverage following the referendum.

Conclusion, Contribution and Implications

The analysis conducted in this research project gives a very comprehensive overview of the negative aspects that central media outlets in three German-speaking regions identified regarding Olympic Bids and bidding for or staging them. The results also outline differences in the media coverage before and after the referenda. As could already be seen in the results presented by Könecke et al. (2016), one interesting and very relevant finding is the blurred perception of international sport federations (e.g., IOC and FIFA) and the events to which they own the rights. This and many other insights from this research are the backdrop for a set of specific academic and practical conclusions that will be outlined in the presentation at the conference. Moreover, avenues for future research as well as implications for the management and the governance of large sport events and the related bidding processes will be presented.

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HOST RESIDENTS' PERCEPTIONS OF SOCIAL IMPACT OF A MAJOR CYCLING EVENT: A COMPARISON OF EVENT INVOLVEMENT

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Aim and Research Questions

Investments in major sport events are often legitimised alongside the ambitious presumption that events will create social impact. Empirical evidence suggests that merely hosting an event does not automatically result in changed behaviours (Bursa & Mailer, 2021). Consequently, event leveraging is proposed in which event stakeholders strategically plan for the creation of social outcomes (Taks et al., 2014). This study examines hosts residents' event engagement through their participation in event leveraging initiatives to investigate whether greater event involvement is associated with greater experienced social impacts. It seeks to answer the question: How does participation in event leveraging initiatives change the perception of experienced social impact among host residents?

Theoretical Background and Literature Review

The framework on social event leveraging asserts that strategies can be designed to leverage resources in the host community to achieve particular social objectives (Chalip, 2006). The process involves strategies and tactics (e.g., implementation of policies, provision of facilities, organisation of programs and activities) before, during and after the event to generate desired outcomes. Participation in event leveraging initiatives (i.e., supplementary events organised alongside a major sport event) has generated short-term social impacts such as shared sense of community among visitors and host residents (Lockstone-Binney et al., 2020). Residents' level of involvement with the event has shown to be a significant determinant of both positive and negative impact perceptions. Those who took part in a participatory event reported significantly higher positive impact perceptions and lower negative impact perceptions compared to spectators and other residents (Chen et al., 2018).

Research Design, Methodology and Data Analysis

Using a case-study design, online survey data were collected from residents (minimum 18 years of age) in the four host cities of the 2021 UCI Cycling World Championships in Flanders. A total of 2076 residents' responses were collected. Event involvement was operationalised in three categories: (1) *non-spectators* (i.e., who were unaware that the event took place or residents who were aware but did not interact with the event); (2) *spectators* (i.e., who watched the event live at the start or finish location or somewhere along the route); and (3) *involved spectators* (i.e., who not only watched the event live but also showed greater involvement by participating in supplementary activities or volunteering at the event). The survey used social impact constructs (12 items on a 5-point Likert scale from 1 = strongly disagree to 5 = strongly agree) to measure experiences in terms of increased social cohesion (3 items); sport participation (3 items); community spirit and pride (3 items); and daily life disruption because of the event (3 items) (Van Bottenburg et al., 2015). A CFA confirmed the factor structure of the social impact items ($\chi 2 / df = 14.34$, TLI = 0.934, CFI = 0.959, RMSEA

= 0.08), with α coefficients above the threshold of .70 and AVE exceeding the .50 cut-off. To examine differences in experiences of social impacts among host residents based on event involvement, a series of ANOVA tests were performed.

Results and Discussion

In general, residents reported relatively low positive impacts of the event on sport participation ($M = 2.22$, $SD = 1.07$) and social cohesion ($M = 2.30$, $SD = 0.93$) with scores below the scale midpoint. The results for community spirit and pride were more positive ($M = 3.27$, $SD = 1.24$). Residents reported relatively low negative impacts of the event on their daily life disruption ($M = 2.33$, $SD = 1.11$). Among different resident groups based on event involvement, involved spectators (i.e., those who watched the event live and participated in supplementary activities or volunteered at the event) reported significantly different social impacts on every construct compared to spectators and non-spectators. Involved spectators had significantly higher means on the positive impacts of community spirit and pride ($M = 4.31$, $SE = 0.05$, $F (2, 1384) = 363.58$, $p < .001$), social cohesion ($M = 3.18$, $SE = 0.06$, $F (2, 1384) = 259.04$, $p < .001$), and sport participation ($M = 3.05$, $SE = 0.07$, $F (2, 1384) = 200.03$, $p < .001$); but significantly lower means on the negative impact of daily life disruption ($M = 1.89$, $SE = 0.06$, $F (2, 1384) = 43.60$, $p < .001$). Spectators (i.e., who watched the event live) reported significantly higher positive and lower negative impacts when compared with non-spectators (i.e., who showed no event involvement).

Conclusion, Contribution and Implication

As the discourse within event management literature progresses from event impact to event leverage (Chalip, 2006), it is essential to investigate whether residents' participation in event leveraging initiatives is associated with greater experienced social impacts. This study confirms that participation in event leveraging initiatives, in combination with event spectating, provides more positive experiences (relative to other host residents). Additional evaluations of event leveraging initiatives are needed to explore (long lasting) impacts and legacy.

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INDIVIDUAL SUPPORT FOR THE POTENTIAL HOSTING OF THE OLYMPIC GAMES 2036 IN THE METROPOLITAN AREA RHINE-RUHR

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Aim and Research Question

In 2016, the privately financed initiative Rhein-Ruhr City 2032 (RRC) was founded. Building on the Olympic Agenda 2020 (OA20), it aimed to bring Olympic Games (OG) to the metropolitan area Rhine-Ruhr. After losing the Olympics 2032 to Brisbane, RRC and the state of North Rhine-Westphalia are discussing whether the 14 hosting cities within the Rhine-Ruhr region should bid for the 2036 OG. In this study, we analyze whether this potential hosting could be economically sustainable and accepted by the population by considering the tangible and intangible impacts.

Theoretical Background and Literature Review

As Wicker et al. (2012) indicate, several factors influence the value of Olympic success, which can also be applied to the individual's utility generated from hosting the Olympics. These factors can be distinguished into consumption capital, socio-economic, tangible and intangible factors.

Economic impact studies of mega-events often do not include intangible effects, which may led to an underestimation of mega-events for the regions and their people (Preuss, 2019). Intangible effects are public goods, which are characterized by non-rivalry and non-excludability. Thus, they are important to local inhabitants. However, they are also difficult to quantify. One theoretical approach is the contingent valuation method (CVM), which is a survey-based method that asks for stated preferences (individual's utility) of each respondent in form of willingness to pay (WTP) for a hypothetical, yet realistic scenario, in which they can pay for an increase or decrease in a specific public good.

Nevertheless, previous research that included intangible effects typically doesn't find a financial equilibrium of costs and benefits. This may be because in previous research WTP was always determined in some form of additional payment.

Following Zellermayer's (1996) "pain of paying", Prelec and Loewenstein (1998) proposed the double-entry mental accounting theory. It describes the reciprocal and contradictory relationship between the pleasure of consumption and the pain of paying. Consumption that has already been paid for is free to enjoy, and therefore, the pain of payment is mitigated by thoughts of benefits. Applied to the case of hosting a mega-event, people are likely to be willing to pay more if the money is distributed from taxes already paid, rather than requiring an additional payment. Regarding the point that no additional payments would have to be made, this method offers a more realistic view.

Research Design, Methodology, and Data Analysis

Primary data ($n = 1.594$) were collected employing an online survey in all 14 potential host cities in the Rhine-Ruhr region. According to the double-entry mental accounting theory, we asked the respondents to state how much money of their already paid taxes the country should provide to finance the OG (WTP1). According to previous research, the maximum payment

was €1,000. Several explanatory variables were included to cover consumption capital, socio-economic, tangible and intangible factors.

First, we estimate a Logit-model with general support as outcome variable for the potential hosting of the 2036 OG. Furthermore, in line with Thormann and Wicker (2021), we first address the issue of a high number of zero responses by estimating a Hurdle-model, which distinguishes between zero and positive WTP first (Logit), then, if a positive WTP is stated, the precise value is determined (OLS). Additionally, we estimated a Tobit-model to address the second issue that WTP is capped at €1,000. To compare our results to previous findings we rerun our estimations with donation (WTP2) as dependent variable, which was conducted by asking the respondents for a donation to generate the lack of funding to host the OG.

Results/Findings and Discussion

Roughly 62% of the respondents are in favor of a potential hosting OG in Rhine-Ruhr (30% against & 8% don't know). The average WTP was €235.2 (WTP1) and €65.42 (WTP2) which shows a significant difference (t-test, $p < 0.001$) between these two measures, indicating that previous research is likely too pessimistic. The aggregated WTP1 for Germany is roughly €19.6 billion (WTP2 ≈ €5.4 billion). Following Atkinson et al. (2008), WTP is roughly 45% lower in the population that is not part of the host region, which would reduce WTP1 in Germany to €12.7 billion (WTP2 ≈ €3.5 billion).

Explanatory variables partly confirm the influence of the repetitive consumption of mega-events (live in the stadium or via digital channels), socio-economic factors, as well as tangible and intangible effects on individuals' support of hosting and their WTP.

Conclusion, Contribution and Implication

The recent history, the OG London 2012 is the most comparable hosting case to the potential hosting of Rhine-Ruhr. It cost the British taxpayer roughly £8.77 billion. Considering inflation, conversion rate and the higher goal of sustainable OG according to the OA20, our findings suggest that the Metropolitan area Rhine-Ruhr could host the OG 2036 by enhancing social and economic consequences rather than draining financial resources. Furthermore, we show that past estimations are likely too pessimistic.

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THE ECONOMIC IMPACT OF MAJOR SPORTING EVENTS: FOREIGN DIRECT INVESTMENT PERSPECTIVE

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Aim and Research Questions

The current research aims to demonstrate whether hosting a major sporting event can create economic benefits. This study first asks whether hosting a major sport event has an influence on attracting foreign direct investment (FDI) to a host nation. The research further questions whether the impact of hosting a major sporting event on FDI influx may differ according to the host nation's economic development.

Theoretical Background and Literature Review

Countries bidding for hosting mega-sporting events tend to exaggerate the expected gains of hosting the events (Barclay, 2009). This is because one of the effective strategies for justifying such bids to their taxpayers is emphasizing the economic impacts brought by the events. However, the economic effects of staging major sporting events are not clear and remain subject to debate (Baade & Matheson, 2004; Porter & Fletcher, 2008; Storm et al., 2020). It is believed that inward FDI may be a good indicator of an economic spillover effect caused by staging those events because it can be a potentially vital driver of economic growth (Jakobsen et al., 2013). Despite this effectiveness of FDI as the indicator, there are limited number of studies that attempted to investigate the economic benefits of hosting such events in terms of FDI. Particularly, a relationship between host nation's ability to attract FDI and the sizes of host nation's economy has not been tested. This distinct gap in literature needs to be filled with empirical research.

Research Design, Methodology and Data Analysis

In order to investigate the link between hosting a major sport event and FDI inflows in a hosting country, we use data that shows the amount of inward foreign direct investment in South Korea from 1980 to 2020. Database of this research includes Investment Notification Statistics Center dataset collected by the Korean government, Export Import Bank of Korea, United Nations Conference on Trade and Development, World Bank, and Organizations for Economic Cooperation and Development statistics relevant to foreign direct investment inflows and macro-economic variables respectively. We gather these archival data from a vast source of information including unpublished reports that represent both inward and outward FDI into Korea embedding country-level data.

During the period, South Korea had hosted numerous international sport events including the Olympics (summer and winter), the FIFA World Cup, the Asian Games (4 events), and the World University Games (3 events). Because South Korea has developed from an emerging country to a developed country since the 1980s, the country could be an ideal sample for examining the current research questions.

We utilize logged FDI divided by gross domestic product (GDP) as the dependent variable. We created a set of dependent variables which show the amount of FDI inflow in the year of hosting. Since it is possible that some of the FDI come prior to the event year, we also created

another set of dependent variables display the mount of FDI influx over the event year and the preceding two years.

To examine our research questions, we employ pooled cross-sectional times series GLS (Generalized Least Squares) regression analysis. With inward FDI as the dependent variable, the data used is unbalanced panel data (cross-sectional and longitudinal) consisting of country level, macro-economic level, micro-economic level, and sport-event level data. GLS procedures will be processed using STATA 16.0 statistical software.

Results/Findings and Discussion

Although our data analysis is still ongoing and the final results are not yet available, we were able to carry out a preliminary testing with the data we had acquired. The preliminary testing examined the FDI-to-GDP ratio at state-level. The preliminary results show that, as the previous studies reported, no events attracted FDI to the host nation in the year of hosting. However, including previous two years as well as the event year, the results are mixed depends on events. The Asian Games 1886 and the Olympics 1988 display a significant increase in inward FDI level, whereas the Asian Games 2014, the World University Games 2015, and the Olympics 2018 show a significant decrease in the amount of inward FDI. These preliminary results suggest that the size of a country's economy matters in attracting FDI through hosting a mega sports event. These results will be discussed thoroughly with further analysis later.

Conclusion, Contribution and Implication

The potential outcome of this research will provide significant empirical evidence to the debate over the sporting events' ability to create a positive economic impact. The research outcome will give potential event bidders useful insights whether they should focus on tangible economic impacts or intangible benefits of hosting such events in the process of rationalizing their bids. In short, the findings of this study will be a valuable resource for countries considering a bid for major sporting events.

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PSYCHIC INCOME PERCEIVED BY HOST RESIDENTS FROM A SPORTING MEGA-EVENT: A TWO WAVE ANALYSIS OF BEIJING 2022 WINTER OLYMPICS

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Aim and Research Questions

With the hosting of the 2022 Beijing Winter Olympics, Beijing became the first "Dual Olympic City." The event was supposed to have the largest event effect since the 2008 Summer Games. However, the economic impact was virtually nonexistent due to the restrictions on spectators and tourists caused by the epidemic. Given the above reason, the measurement of psychic income became even more critical for the 2022 Winter Games. Using a panel study design, this paper aims to observe short-term changes in host residents' psychic income and investigate how these results influence changes in behavioral intentions.

Theoretical Background and Literature Review

Most researchers applied cross-sectional and repeated cross-sectional designs for social impact studies. Compared to these two types, the panel design is a time and money consuming approach, which delivers more robust results (Oshimi et al., 2016). Although the need for validation using panel data has been noted, there is still limited literature on panel studies on social impacts, particularly on psychic income.

Crompton (2004) defined psychic income as the psychological benefit residents perceived, even though they did not involve in events, which could persist after the event, transforming into a long-term asset for the host community. Liu (2017)'s psychic income scale was widely accepted, including pride in improved international image (PID1), community attachment and social bonding (PID2), event excitement (PID3), pride in improved infrastructure (PID4), pride in being Olympics host city (PID5), pride in national team performance (PID6), and enhanced cultural confidence (PID7).

Another study delivered empirical evidence that psychic income was related to behavioral intention (Chen & Lin, 2021). Residents would support the event more if they perceived benefits from the event evaluation. Two behavioral intentions have been widely discussed in sporting events: event support and word-of-mouth attention (Zhang et al., 2020). This event support has two angles: support for the current events and support for bidding in the future (Prayag et al., 2013). Hence, for this research, we divided event support into supportive attitudes toward the 2022 Winter Games and supporting intention for bidding future events in Beijing.

Research Design, Methodology and Data Analysis

The structured-questionnaire adopted scales of psychic income, supportive attitude toward the 2022 Winter Games, supporting intention for bidding future events in Beijing, and word-of-mouth intention from prior studies. The data were collected from registered users of an online platform in China using a convenience sampling method two months before the game ($n = 510$) and within a week after the game ($n = 229$). All respondents were Beijing residents over

20 years old and had lived in Beijing for more than one year. Data from the 229 responses to both pre- and post-event surveys were matched using user IDs and used in the analysis. Confirmatory factor analysis (CFA) was performed in AMOS 28.0. Additionally, hierarchical regression analyses and paired t-tests were conducted in SPSS 28.0.

Results

CFA results showed that the data fit well with the model. The Cronbach's from .82 to .92 proved the reliability of all constructs. All values of Composite Reliability (CR) between .83 and .91 demonstrated acceptable internal consistency. All factor loadings varied from .56 to .92, and the Average Variance Extracted (AVE) ranged from .54 to .83, indicating each factor's good convergent validity. Comparing each construct's AVE and squared correlations, discriminant validity was also tested.

Paired t-tests demonstrated significant increase ($p < .05$) on four dimensions of psychic income (PID3, PID4, PID5, and PID7) and significant decrease on one dimension (PID6). Through hierarchical regression analyses, the increase of PID4 ($\beta = .16$, $p < .05$) and PID5 ($\beta = .29$, $p < .001$) positively influenced the increase of supportive attitude toward the 2022 Winter Games. The increases of PID4 ($\beta = .20$, $p < .05$) and PID5 ($\beta = .31$, $p < .001$) positively predicted the increase of supporting intention for bidding future event in Beijing. The increase of PID3 ($\beta = .24$, $p < .001$), PID4 ($\beta = .14$, $p < .05$), and PID5 ($\beta = .17$, $p < .05$) were positively related to the change of word-of-mouth intention.

Implication

Theoretically, the present study showed that perceptions differed over time, thus proving that psychic income could be regarded as short-term event gains. Moreover, it indicated that some psychic income changes influenced behavioral intention changes.

The study also provided policymakers, organizers, and stakeholders with helpful information for current event assessment and future event planning. Psychic income should be considered as an important part of target legacies and an essential impetus for upcoming events. The specific promotion measures of psychic income for residents should be implemented.

The limitation of collecting the data online resulted in non-ideal sample composition in this research. To get more robust results of social impacts, the researchers need to collect the data using a longer interval and more than two-time waves.

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DOES THE REDUCTION OF SPORTS EVENT CONSUMPTION DURING THE COVID-19 PANDEMIC INFLUENCE SPORT PARTICIPATION OF INTENDED SPORT EVENT CONSUMERS?

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Aim and Research Questions

The COVID-19 pandemic has a significant impact on society and the sports event industry has been anything but spared. Sports event organisers were forced to cancel or postpone their events, or were obliged to apply government restrictions.

The role of sports event consumers is crucial in the production process of the event as they are coproducers (Crawford, 2004). Sports events can be consumed in three ways: by participating (grassroot events), by attending live and by following via media. This study was aimed at gaining more insight in the consequences of having to miss out on (different ways of) consuming sport events (both grassroots and elite level) in relation to sport participation. The adult Dutch population was the target group. What were the implications of not being able to participate and/or follow the sports events on the sport participation of intended consumers?

Theoretical Background and Literature Review

The sports industry in general (Smith & Skinner, 2022) and the sports event industry in particular (Grix et al., 2021) were negatively affected by the pandemic. Hover & Heijnen (2022) showed that the Dutch sports event industry was hit immediately and hard and that numerous sports events in The Netherlands had to be cancelled or postponed.

The effects of the pandemic limits the consumption of sports events and as a consequence the inspirational effect it can have among its intended consumers. The inspirational effect which is central in this study, is the trickledown effect. This is 'a process by which people are inspired by elite sport, sports people or sports events to participate themselves' (Weed, 2009, p.4).

Research Design, Methodology and Data Analysis

The research period concerns March 2020 - June 2020, including the first national lockdown. Data were collected through an online questionnaire among a random sample of the adult Dutch population (16-79 years) in June 2020 (n=1,509). The online panel of market research company Ipsos/GfK was used as a sample frame. Data were weighted by age, gender, educational level, geographical region and sport participation. Bivariate and multivariate analyses were conducted.

Results/Findings and Discussion

Bivariate analyses indicate that 19 per cent of the adult Dutch population planned to participate in sports events, but was unable to participate due to the pandemic. As for live attending and following via media these proportions were 18 per cent and 39 per cent respectively.

As a result of not being able to participate, 31 per cent of the persons who planned to participate in (grassroot) sports events argued that missing out of event participation lead to a

decrease of their sport participation. 12 per cent reported an increase, 52 per cent argued that participation was unchanged and 5 per cent did not know. As for live attending the proportions for decrease, increase, unchanged and do not know were 20 per cent, 8 per cent, 62 per cent and 10 per cent respectively. Furthermore, the percentages for following sports events via the media were 11 per cent, 7 per cent, 68 per cent and 14 per cent correspondingly. With regard to the reduction in sport participation as a result of not participating and/or attending sports events, bivariate analyses show that there were no significant differences for the variables gender, sport participation and age group.

A logistic regression was executed to identify predictors for a decrease in sport participation as a result of missing out on consuming sport events. For the three ways of sport event consumption, no significant predictors were found.

Conclusion, Contribution and Implication

This study aims to contribute to research on the impact of COVID-19 restrictions on sports events and on the possible inspirational effect of sport participation among sports event consumers. The results indicate that millions of potential Dutch sports event consumers were not served. As a result, the sport participation of the intended consumers did not change most of the time. Hence, the missed inspirational effect should not be overestimated. As the degree of sports event involvement of consumers decreases - from participating, attending live and following via the media – the inspirational effect as regards sport participation drops as well.

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UNDERSTANDING THE CUSTOMER EXPERIENCE IN RUNNING EVENTS

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Aim and Research Questions

Running event organizers are facing an intensive competition today, mainly because the number of events has increased. In such an environment, organizers could obtain a competitive advantage by focusing on the creation of memorable customer experiences. Customer experience is a dynamic process that could be approached as the customer's journey across multiple touch points throughout the whole purchase cycle (i.e., before, during, and after the event) (Lemon & Verhoef, 2016). To understand the overall customer experience in the context of running events this study aims a) to analyze the customer journey including all touch points before, during, and after a running event, and b) to understand how each touch point contributes to the overall running event experience.

Theoretical Background and Literature Review

Customer experience is described by De Keyser et al. (2015) as a set of cognitive, emotional, physical, sensorial, spiritual, and social elements that mark a customer's direct or indirect interactions with different market actors. It comprises all individual contacts between the organization and the customer at various points called touch points (Homburg et al., 2015). Both academics and practitioners have highlighted the need of identifying and developing methods for visualizing, analyzing, and improving touch points from the customer's perspective, assessing how specific touch points contribute to the overall experience (Blomkvist & Segelström, 2014).

Lemon and Verhoef (2016) viewed customer experience as a customer journey, which is a dynamic process that builds up across multiple touch points throughout the whole purchase cycle. The customer journey provides a deeper understanding of the customer's options and choices for each touch point from the first to the last purchase phase. As Verhoef et al (2016) put it forward, customer experiences flow in three purchase stages: pre-purchase, purchase and post-purchase. Within the customer journey four different types of touch points were identified brand-owned, partner-owned, customer-owned, and social/external (Lemon & Verhoef, 2016).

Research Design, Methodology and Data Analysis

To examine customer experiences as a customer journey a qualitative method was adopted. Data were produced from 39 semi-structured interviews with running event participants. The semi-structured approach to the interviews was selected so to encourage participants to further discuss their experiences with the event. In the present study, a thematic analysis approach proposed by Braun and Clarke (2006) was adopted for a more effective arrangement and understanding of meaning patterns across the dataset.

Findings and Discussion

Findings of the present study supported the three-stage customer experience model proposed by Lemon & Verhoef (2016) that describes the holistic customer journey. Specifically, in the

prepurchase stage (before the event) six key touch points were identified: information search, registration, preparation for the event, event package, accommodation, and transportation. Regarding the purchase stage (during the event), most of the respondents mentioned touch points related to the entertainment-related services and supplies (e.g. refreshments, energy bars) provided by the organizers. Finally, during the post purchase stage (after the event), two main touch points were reported by participants: event results and photos. Regarding the type of the touch points, it is interesting to note only half of them could be considered as brand-owned (e.g. registration) or in some cases partnered-owned (e.g. entertainment services). These touch points are designed and managed directly by the event organizer and/or its partners. The rest of the touch points could be categorized as customer-owned (training for the event), and social/external (local marathon club's group training). The experiences emerged from these types of touch points are not under the immediate control of the event organizer. Regarding the second objective, runners mentioned preparations for the event to impact their overall event experience more than any other touch point, in the pre purchase phase. Intriguingly, this touchpoint that refers to training, nutrition or purchase of sport apparel and equipment is not managed nor designed by the event organizer. Brand-owned and partner-owned services such as entertainment services (e.g. dj sets) seemed also to play a great role in shaping runners' experiences during the event (purchase stage) regardless of their performance during the race. Finally, regarding the post-event phase, the brand-owned service that releases event's results and photos appeared to be of great importance for the participants.

Conclusion, Contribution and Implication

By analyzing the customer journey in the context of running events, this research revealed different types of touch points that influence runners' experiences during the three purchase stages of an event. Additionally, it provided initial support to Lemon and Verhoef's conceptual framework that integrates customer experience and customer journey. In theoretical level, it is expected to provide a base for deeper understanding of user experience in running events by using service-design tools. Results could assist event organizers to identify key touch points on each purchase stage and to re-design existing services, create new ones, or establish collaborations with external partners in an attempt to enhance runners' overall experience.

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ECONOMIC IMPACTS OF *TRANSQUADRA* SPORT EVENT FOR LOCAL DEVELOPMENT AND TOURISM

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Aim of research

This research aims to analyze the impact of a sport event taking place in Madeira used as a case study – *Transquadra. This* is a sailing boat sport event organized by Club Nautique Hoedicals (Island of Hoëdic, France) in partnership with Clube Naval do Funchal (Island of Madeira, Portugal). It´s main objective is to calculate, mainly the direct[A1] and primary economic impact for the region´s economy based on the contribution made by two groups of respondents, i.e., attendees and participants.

Literature Review

Sport events are one of the most important one-off events in most cities around the world, and one of the most researched topics both at the academic and policy-making level. Most of the literature takes for granted that the overall economic, social and political impacts are positive (Perić, 2018; Taks, Chalip, & Green, 2015), and therefore, the key players in the local community are expected to welcome these events (Misener, 2006). Such events are valued based on commercial, symbolic, urban regeneration and political grounds. In this study we try to measure the primary and direct impact of the event from an economic point of view[A2] by computing the total amount of expenditure. Based on data supplied the Tourism Satellite Account we can get an overall impact the event on the local economy.

Methodology

The study refers to the first stage and the perception of the participant's experience in the Transquadra and their visit to Madeira island, in August 2021. This is a quantitative study based on an individual, anonymous and voluntary questionnaire asking tourists participants to answer several questions on their travel arrangements, length of stay, party travel size, experiences and benefits sought and expenditures. Of the total of 156 sport tourist in the sport event, 71(45.51%) completed the questionnaire: 69 are tourists from France and 2 members of the local organization: 58 sport sailors, 9 sport directors or managers and 4 judges. The sample size[A3] [A4] is quite modest, and therefore conducive to the use of econometric approaches such as LASSO.

Results and discussion

Regarding the total expenditure, the study computed an average of €1741.47 per participant, which leads to a daily average expenditure per person (in the travel party) slightly below average, compared to other studies available, which can be explained by some respondents opting for second residencies or staying with friends. If we consider the total expenses incurred by participants on Madeira Island, associated with the budget estimate for the boats' berths, a direct local impact is estimated at €322,077.38. In this study, we also differentiate

the type of expenditure between accommodation costs and other costs[A5] . The low level of average accommodation costs pushes the average downwards.

In general, respondents' attitude towards the experience is quite positive, either globally or per dimension (nature, landscapes, safety, etc.), which will lead to normal circumstances future visits, positive WOM and favorable reviews in the social networks. Around two-thirds (65,2%) of the respondents want to repeat the sportive experience and almost all (98,6%) are ready to recommend the event and the destination to others.

Conclusion and implication

Despite being a small-sized "niche" event, *Transquadra* has a relevant economic impact and has a high potential for further the interests of the tourism destination and the local development dynamics. This study corroborates other studies available in the literature[A6] . Firstly, highlights the advantages of pursuing a tourism development strategy based on events that rely on the stock of the infrastructures and on the symbolic and identity-related assets available. Secondly, this study adds to the literature by highlighting the relevance of investing in an economically sound manner in potential influencers and 'goodwill ambassadors'. However, several additional lessons can be outlined namely the low rate of involvement of participants in local activities and/or contacts with local organizations and key players. A better social impact can be achieved if the sport event includes a pre and post-event strategy for local community involvement (Taks, Chalip, & Green, 2015). The opposite would lead to a higher degree of commitment of participants to take part in future initiatives and to stay longer to invest their time and resources in socially responsible initiatives. Therefore, the regions must try to use small-scale events to develop a window of opportunity and a showcase of the region´s cultural and historical assets.The strategy post sports event demands a 'location factors' (Preuss, 2006) which contribute directly and indirectly for local economic development. As the average participant reports both income levels and an age cohort above average, measures and initiatives aiming at matching the needs of this segment should analyze in detail. Another conclusion emerges from this study. Small scale events are highly unlikely to produce crowding out effects because the regions still has spare capacity owing to the low occupancy rate[A7]

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BETWEEN OLYMPIC IDEALS AND REALITY: SURVEY EVIDENCE ON THE WINTER GAMES 2022

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Aim and Research Questions

The 2022 Olympic Winter Games in Beijing again have been awarded to a country governed by an authoritarian regime criticised for its disrespect of human rights and lacking sustainability (Könecke & de Nooij, 2017). Therefore, the question arises to what extent this critical public debate influences the perception of Olympic values and which constructs determine the attitudes towards the Olympic idea. This study focuses on an online survey in Germany during the 2022 Winter Games (N=418). Moreover, the data may be compared to earlier results on the 2014 and 2018 Winter Games when largely the same methodology and questionnaire was applied (Kurscheidt & Prüschenk, 2020).

Theoretical background and literature review

While the legacy of staging the Olympic Games for the hosts is increasingly researched (Scheu, Preuss, & Könecke, 2019), the Olympic ideals of the Olympic Charta – represented by the three basic values of respect, friendship and excellence – are less discussed as a global Olympic legacy. Referring to the theory of social capital combined with constructs from communication theory, Prüschenk and Kurscheidt (2020) therefore proposed a model of Olympic social capital. In this approach, the appreciation of the Olympic idea is understood as bridging capital that is built by repeated social interaction and experiences connecting large groups of diverse individuals through a shared value orientation. This social capital may be measured by attitude statements on the appreciation of Olympic values in different contexts. Prüschenk and Kurscheidt (2017), for instance, showed for an online survey in Germany on the 2014 Winter Games that the Olympic idea is still respected across generations, although the Sochi Games were highly controversial. In another study on this survey, they found that critical issues, such as the commercialisation and the size of the Games, did not significantly undermine the social capital of the Olympic idea. However, when basic political attitudes are affected, this may diminish the positive perception of Olympic values and, thus, reduce Olympic social capital (Könecke, Schubert & Preuss, 2016; Kurscheidt & Prüschenk, 2020).

Research design, methodology and data analysis

The social capital approach to Olympic values is tested in this study on the above-mentioned data set. Compared to the restricted sample size of the discussed previous studies (N=192 for the 2014 survey on the Sochi Games), the sample of this 2022 online survey (N=418) is more satisfying. It is nearly as large as the same survey on the 2018 Winter Games at Pyeongchang (N=438). In all three surveys, the respondents were German TV spectators of the Olympics. The surveys follow a targeted cluster sampling by inviting relevant social groups to participate via email and social media. Therefore, the sample exhibits a substantial variance across social groups and comprises control groups of less sport interested people as well. The questionnaire contained 19 separate questions, ten of which featuring item batteries of attitude measurement with 5-point Likert scales. More than 30 variables were derived that measure (1)

the interest in (winter) sports and the Olympic Winter Games, (2) behaviour in active and passive sports, (3) preferences towards the Olympic event product, (4) attitudes towards critical issues of hosting Winter Games and (5) sociodemographics. For the data analysis, constructs of the perception of Olympic values (i.e., "the Olympic idea is important to me") will be regressed on various attitudinal and sociodemographic variables in ordered logit/probit models.

Results/findings and discussion

Since the complex data analysis on the described current survey for the 2022 Winter Games is work in progress, the regression results will be presented at the conference. This will reveal the inner structure of the building of respondents' attitudes (as in the findings of Prüschenk & Kurscheidt, 2017). For the time being, it is however interesting to note that, in all three samples, still 62% to 64% find the Olympic idea important and amazing 82% to 93.6% appreciate the Olympic idea as integral part of the Games. The highest figure was found in the current survey. This may be interpreted as a call for more value orientation when awarding Olympic Games under the impression of the human rights controversy on China as a host of the 2022 Winter Games. Early correlation results between constructs of Olympic values and critical issues of staging the Olympics confirm previous findings of Kurscheidt and Prüschenk (2020) that the appreciation of the Olympic idea and a critical stance on the Olympic Games are negatively linked.

Conclusion, contribution and implications

The preliminary evidence suggests that the social capital of the Olympic idea remains surprisingly stable. However, the Olympic ideals are increasingly endangered by Olympic realities. The International Olympic Committee is well advised to take serious action towards strengthening the Olympic idea in their awarding and management of the Olympic Games in order to raise the acceptance of the Olympics.

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SOCIAL IMPACT OF ELITE SPORTS EVENTS: INSIGHTS FROM A META-ANALYSIS OF FIFTEEN SPORTS EVENTS IN THE NETHERLANDS

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Aim and Research Questions

Policy makers are interested in increasing the social impact of elite sports events, such as strengthening social cohesion and stimulating sport participation among visitors (Hover et al., 2016). The demand for evidence for social impact of sports events has not yet lead to standardized procedures and practices that steer the assessment of social impact of sports events. As a result, it is unclear to what extent social impact is being achieved with elite sports events. This limits our understanding of social impact and developing insights to enhance social impact of elite sport events.

The purpose of this study was to go beyond the uniqueness of single elite sports events and establish the social impact of a series of elite sports events. Bringing together data from fifteen elite sports events between 2015 and 2019, this allowed us to answer our general research question: do elite sports events stimulate social cohesion and sport participation? The elite sports events in this study all have received financial support of the Province of Noord-Brabant, a province that has a long tradition of supporting sports events and research on sport event evaluations. Researchers have used the same procedure to assess social impact (Hover & Van den Heuvel, 2017). This enabled us to study the data from an aggregated level and to determine what aspects of social impact are observed in elite sports events.

Theoretical Background and Literature Review

Sports events regularly cost more money than they lead to additional expenditures to a city or region (Taks et al. 2015, Preuss 2014). This makes it important to understand what non-monetary value elite sports events bring to the hosting city or region. Social impact refers to the ways in which the sports event contributes to collective and individual value systems, behavior patterns, community structures, lifestyle and quality of life (Taks, in Hover et al., 2016).

Three aspects of social impact can be distinguished: social cohesion, attitudes and beliefs such as pride, and sport participation (Taks, 2013). Host regions such as the Brabant region in the south of the Netherlands and other stakeholders are interested in all three. For instance, social cohesion helps to stimulate interactions among citizens, feelings of pride prevent citizens to move to other regions and sports participation helps to keep citizens to adopt or maintain active, healthy lifestyles.

Research Design, Methodology and Data Analysis

Data of visitors of fifteen sports events in the Province of Noord-Brabant in the Netherlands (2015-2019) have been integrated in one dataset (n = 4,473). Social impact was measured using a set of items in a questionnaire that was administered face-to-face during the events. The dataset was enriched by variables, including weather and background information of respondents such as travel distance to event and urbanity of place of residency. Analyses that

have been performed are logistic multiple regression analysis and cluster analysis (two-step). Dependent variables were social cohesion during the event (social cohesion, meeting other people), perception of the region in which the event had been taken place (positivity and innovativeness of Brabant region) and sports participation.

Results/Findings and Discussion

The results of regression analysis indicated that social cohesion is positively correlated with both age and event satisfaction. Cluster analysis revealed that a majority of visitors (85%) had experienced feelings of social relatedness. Additional analyses indicated that this may be attributed to whether an event was seated or not. Important for social cohesion seems meeting other people: more than 75% of visitors of elite sports events indicated that they had pleasant interactions with people outside their own group. Elite sports events indeed seem to stimulate social cohesion for meeting and having fun with other people.

Regarding sports participation, the results of the regression analysis indicated that visiting elite sports events stimulated particularly younger, lower to medium-educated visitors to engage in sportive behavior (also after correction for actual sport participation prior to the event). This effect becomes stronger with increased levels of event satisfaction.

Conclusion, Contribution and Implication

Outcomes of the study can be applied by event organizers and other stakeholders because they can focus on factors that help to establish social impact with elite sports events. The results of this study emphasize the relevance of elite sports events for social impact in two ways. First, elite sports events seem to stimulate social cohesion within and beyond visitor's own groups. Elite sports events therefore can help in meeting policy goals of cities and regions in these domains. Second, elite sports events seems to contribute to sports participation among younger, lower and medium-educated visitors also for those who do not sport regularly. Taken together, social impact of elite sports events may be stimulated by organizing fan zones, meeting places, and collaborations with regional and local sports clubs and facilities.

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BIRMINGHAM 2022, SMALL BUSINESS ACCESS AND ENTERPRISE DEVELOPMENT

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Aim and Research Questions

This research focuses on regional challenges and opportunities for small and medium-sized enterprises (SMEs) in engaging with local enterprise programmes associated with the Birmingham 2022 Commonwealth Games. Birmingham 2022 and their inclusive commonwealth legacy programme has been espoused as an expansive initiative designed to better realise contracts awarded and outcomes for Black, Asian, and Minority Ethnic business communities (Birmingham 2022, 2021). However, in reality, does the Commonwealth Games deliver the expected benefits for these diverse businesses located in the West Midlands hosting region? The research provides vital evidence around policy implementation of local enterprise partnerships and their impacts on local and regional businesses. Impacts relate to areas including the generation of new business, how programmes influenced organisational strategies and the repercussions for supply chain access for businesses to the Games.

Theoretical Background and Literature Review

Across mega and major sporting events (e.g. Commonwealth Games), there is limited research concerning the impacts of these events on policy drivers, particularly for local and small enterprise business programme development (Duignan & Pappalepore, 2019; Kirby, Duignan & McGillivray, 2018). SMEs want to participate before, during and after major sporting events but often lack the skills and access to engage effectively. In this instance, they are recognised as vulnerable stakeholders who are not able to derive benefits from hosting events such as the Commonwealth Games due to the demands placed upon other powerful organisations, like commercial partners and sponsors (Duignan, Pappalepore & Everett, 2019; Smith, 2019). This research builds on prior studies directed toward the involvement of small business owners at major sporting events and the subsequent formation of small business legacies (e.g. Carlini, Coghlan, Thomson & O'Neil, 2020).

Research Design, Methodology and Data Analysis

Methods included a number of semi-structured interviews and questionnaires with local businesses. In addition to document analysis of government and policy body reports and event-related material. Empirical data has been collected with SMEs from across the West Midlands hosting region over the past two years. In addition, in-Games and post-Games analysis is still in progress and so the results and discussion are yet to be fully prepared. Pre and post Birmingham 2022 Commonwealth Games, a postal questionnaire survey will be distributed to 500 SMEs in the broader West Midlands region. To identify relevant SMEs, the researcher is collaborating with another researcher at Birmingham City University (BCU). SMEs will be targeted within two miles of 5 sporting venues across the West Midlands as well as through BCU's small business growth accelerator programme. The researcher will also conduct approximately 20 semi-structured interviews with SMEs located around key venues and fan zones during the two weeks of the Commonwealth Games. Data analysis is

concurrently being processed and will be later aided using qualitative data software, NVivo 12.

Results/Findings and Discussion

Results emerged to date highlight evidence against three main areas, including, the extent to which chambers of commerce and local enterprise partnerships provided access and support to supply chain and tender opportunities for SMEs. Additionally, there were a number of partnerships and networking challenges and opportunities between SMEs and local authority enterprise groups, relating to trade and event business programmes. Finally, the preparedness and resources of SMEs to lever benefits from the Commonwealth Games were explored through local enterprise partnership support. Other expected findings will highlight changes including business responses to COVID-19 during the preparation for the Games period alongside the implementation and evaluation of the effectiveness of subsequent business programmes such as 'Get Set for the Games' initiative (West Midlands Combined Authority, 2022).

Conclusion, Contribution and Implication

The research provides empirical insights to assess the role of local authority chambers of commerce, local enterprise partnerships and the opportunities for collaboration and development with SMEs linked to the hosting of the Birmingham 2022 Commonwealth Games. In doing so, this research builds on small business event impacts research and highlights both inclusionary and exclusionary mechanisms of local enterprise programmes associated with the Commonwealth Games. This includes pre, during and post-event outcomes on official supply chain networks, knowledge exchange practices with local businesses, collaborations between policymakers and small businesses, and business upskilling and growth programmes.

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EVENT LEVERAGE AS A SPORT-FOCUSED MANAGEMENT CONCEPT: LOOKING BACK AND LOOKING FORWARD

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Aims and RQs

Despite an increasing number of scholarly articles in and around event leverage, to date, there has not been a comprehensive review of event leverage work or a critical reflection on the broader implications of event leverage as a new and complex body of knowledge. Therefore, the twofold aim of this study is to provide a systematic review of event leverage literature, and to advance current theorising through a variety of conceptual proponents.

Theoretical Background and Literature Review

The phenomenon of strategically planning for the maximization of business, social, or other types of event impacts is referred to as *event leverage*. Chalip (2004) defined the concept as "activities that need to be undertaken around the event itself, which seek to maximize long-term benefits from events" (p. 228). In other words, events can act as resources or catalysts from which other benefits can be levered (Smith, 2014). As such, event managers and researchers are encouraged to identify—and plan for—targeted strategies and tactics that are effective in catalysing specified outcomes (Chalip, 2006).

While early scholarship in event leverage centred upon maximising economic benefits for host communities (Chalip, 2004), Chalip (2006) soon advanced the conversation to also include the leverage of events for social outcomes. From a process perspective, he highlighted that – to achieve desired social (and related) effects – events must first focus on cultivating liminality and then leveraging it. Through the process, *communitas* can be generated and maximised for various social outcomes, including social participation; well-being; and socio-economic, political, and psychosocial benefits (Chalip, 2006; O'Brien & Chalip, 2007). Against the background of increased public debate around the costs and benefit of events – as well as diversified scholarly contributions on event leverage (see Schulenkorf et al., 2022) – we conducted a synthesis of event leverage literature with the intention of 'looking back and looking forward'.

Research Design, Methodology and Data Analysis

Our systematic review followed Durach et al.'s (2017) six-step process, namely, defining the research aim, crafting inclusion and/or exclusion criteria, retrieving a "baseline sample," selecting pertinent literature, synthesizing the literature, and reporting the results. Specifically, using the search term "event leverag*", we interrogated three databases (i.e., Scopus, SPORTDiscus, and Web of Science) and cross-checked all references to generate a total of 87 publications that met the inclusion criteria. We subsequently analysed information from journal meta data including years of publication, journal outlets and disciplines, authorship, geographical contexts, event size and category, overall leverage goals, theoretical frameworks, research type and approaches, data collection methods, research findings, research limitations, and future research.

Findings and Discussion

Our analysis provides a rich picture of event leverage research to date. Specifically, key findings include: (a) most event leverage work has been situated in the sport context, while few studies have focused on other types of events (e.g., festivals, concerts, fairs); (b) the majority of event leverage scholarship has been initiated by scholars from high-income countries (HICs), conducted in HIC settings, and published in journal outlets based in HICs; (c) the most extensively investigated leverage goal was business/economic outcomes, followed by social outcomes, sport participation, and image/brand; (d) qualitative approaches have dominated event leverage work; and (e) very little scholarship has made significant, far-reaching theoretical advancements since the initial leverage theorizing by Chalip (2004; 2006) and O'Brien and Chalip (2007).

Conclusion, Contribution and Implications

Drawing from this review, we propose to extend event leverage theorising through four conceptual advancements: (a) articulating differences in leverage strategies/tactics for sport versus non-sport related events; (b) positing leverage strategies/tactics beyond media and economics (e.g., inter-organizational relationships, leadership); (c) advancing different leverage strategies/tactics for different stages of events; and (d) suggesting different leverage strategies/tactics based on targeted event outcomes. Future research should also include more diverse teams for increasingly nuanced evaluations, including examinations of how best to diversify leverage benefactors to achieve long-term economic and/or social outcomes. Overall, we are confident that our systematic review provides a strong reference point for continued theoretical and practical developments in and around event leverage.

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SPONSORING OLYMPIC INNOVATION: EXAMINING THE IMPACTS OF OLYMPIC SPONSORS ON INNOVATION WITHIN THE 2028 LAOCOG

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Aim and Research Questions

External stakeholders can significantly impact an organization's capabilities to innovate by offering additional resources (e.g., knowledge, technologies, financial support) (Chesbrough, 2003), and Organizing Committees for the Olympic Games (OCOGs) are especially reliant on stakeholders due to their size, complexity, and temporal nature. Yet, little is known about how stakeholders impact innovation in OCOGs. This is a significant omission for mega-sport event scholars and practitioners as the International Olympic Committee (IOC) is calling for OCOGs to enhance their innovative capabilities to make staging the world's largest sporting event more efficient and less costly (IOC, 2021).

Among OCOG stakeholders, sponsors play an important role in knowledge creation and transfer (Ellis et al., 2016). Alongside financial resources, sponsors can provide OCOGs with business experience and acumen, and, in some cases, learnings from previous Olympic Games. Arguably, these resources, and other sponsors' contributions, could be invaluable in fostering sought-after innovation in OCOGs, with both organizing committees and sponsors potentially benefitting from such an outcome. Thus, the purpose of this study is to explore how sponsors influence the innovation of OCOGs. Specifically, three research questions guide this study: (1) How do sponsors impact innovation through their actions and influence? (2) What resources do sponsors bring to OCOGs to enhance their innovation capabilities? (3) How do both sponsors and OCOGs benefit from enhancing innovation?

Literature Review and Theoretical Background

A stakeholder is any individual or group of people who can affect or be affected by the actions and outcomes of an organization (Freeman, 1984). Stakeholders can either function within the daily operations of an organization or be part of its outer environment. Stakeholder theory posits that an organization's main objective should be to account for the interests of all stakeholders and not just those with monetary investments (Freeman, 1984). In sport management literature, stakeholder theory has been a useful theoretical framework for identifying and understanding the roles and relationships of external constituents in various sport organizations. External stakeholders are also an essential component of open innovation. Historically, organizations heavily relied on internal stakeholders and resources when innovating. However, failure to consider external stakeholders during the innovation process often results in missed opportunities to obtain resources (e.g., technology, knowledge, financial support). Thus, Chesbrough (2003) argues that organizations should conduct open innovation by establishing relationships with external actors to enhance innovation capabilities. Doing so infers that all parties involved will benefit from working together. Given the connection of external stakeholders to open innovation, the conjunction of stakeholder theory and open innovation is useful for enhancing our understanding of how sponsors, as external stakeholders, influence innovation in the OCOG context.

Research Methods and Analysis

A case study focusing on the 2028 Los Angeles Organizing Committee for the Olympic Games (LAOCOG) is being constructed using a combination of archival materials and interviews with key informants (n=8 to date). LAOCOG was selected for this study due to their interest in innovation as detailed in their bid documents as well as their experience with harnessing new sponsorship deals with major corporations (e.g., Nike, Deloitte, and Delta Airlines) to deliver an innovative edition of the Games (Palmer, 2021). Data collection is in the early phases with an estimated completion data of August 2022. Data is concurrently undergoing general content analysis with the help of qualitative software program Atlas.ti. Deductive codes from an initial start list developed using existing open innovation, stakeholder, and sport event literature, along with inductive codes that have emerged from the data are being used.

Findings and Discussion

Preliminary findings suggest that, given the dependencies within the relationship, sponsors could use direct withholding strategies (Frooman, 1999) in an attempt to drive innovation within OCOGs. Additionally, sponsors in this study are providing LAOCOG resources such as knowledge by offering insight into innovations that LACOG does not have (e.g., innovation process) as well as financial support that is used to fund innovative initiatives. In doing so, sponsors are enhancing their return on investment (ROI) by using the Games as a platform to both trial and showcase their innovative initiatives whereas LAOCOG benefits from sponsors taking on some of the time-burdening work of designing and implementing innovations. This may help increase their efficiency and their contribution to moving Games's organization forward. This suggests time is a unique resource that external stakeholders may offer transient sport organizations in the pursuit of innovation. Ongoing data analysis will continue to build on these findings.

Conclusion, Contribution, and Implications

This study will contribute to the growing literature examining external stakeholder influences on organizational innovation in sport. In doing so, we will expand our understanding of open innovation in a sport organization context and provide practical implications for sport event organizers and sponsors in managing stakeholder relationships to enhance their innovation capabilities.

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SPORT EVENT DENMARK: HOW A PUBLICLY FOUNDED SPORT EVENT SUPPORT ORGANISATION IMPACT NATIONAL STAKEHOLDERS

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Aim and Research Questions

This study analyses the Danish national sport event policy as it is carried out by the publicly founded event institution Sport Event Denmark (SEDK). The aim is to give an insight into how such a permanent and quasi-independent organisation impacts the local event stakeholders' hosting praxis at and in-between events.

Theoretical Background and Literature Review

Over the last years, sport event strategies have become an increasingly widespread tool for countries and cities to becoming more professional in their event bidding and hosting (Chappelet & Lee, 2016). The research into the impact of these policies is generally nascent although studies from Canada have shown that a policy-based hosting of events improves the organisational setup over time (Black, 2017; Leopkey & Ellis, 2019). However, these results focus on the existing public administrations and sport organisations and therefore the present study offers an alternative by studying a sport event policy handled by a publicly founded but otherwise independent event institution.

The paper's analysis is guided by the theory of translation, which separates a translation into four steps (Callon, 1984). First up is the "problematisation", whereby agents define a problem in order to make a specific expertise relevant. For instance SEDK could point out a specific problem relevant for a stakeholder only to argue that events could solve this problem. Then follows interessement, where the agents convince others of the solution's relevance. In the present study, this would occur when/if event hosts orient themselves 'naturally' towards SEDK. SEDK can then "enrol" and eventually mobilise them in the third and fourth step. Enrolment means that the stakeholders begin to act in ways, which support the efforts of the initial stakeholders and might be followed by a "mobilisation". A successful mobilisation enables the agents to amass stakeholders behind them and thus increase their authority further.

Research Design, Methodology and Data Analysis

The study is a case study of the relation between SEDK and the primary stakeholders of events in Denmark (the National Governing Bodies (NGBs) and the Danish municipalities) (Yin, 2018). The study is based on 21 interviews with representatives from SEDK and the stakeholders across four, recent, international sport events in Denmark (the IAAF World Half marathon Championship, 2014, the IHF World Handball Championships in 2015 (women) and 2019 (men) and the IHF Ice Hockey World Championship, 2018). In addition to the interview data, the study draws on policy documents from municipalities and NGBs and newspaper coverage.

The analysis was guided by the translation theory due to an abductive process where the data was first read in search for patterns. Only when the process of an increased stabilisation of the policy emerged, the theory of translation was included to inform and inspire the analysis further (Timmermans & Tavory, 2012).

Results/Findings and Discussion

The study's main findings can be sorted according to the four parts of a translation. When it came to interessement, SEDK easily got the support from the NGBs given their claimed "natural" interest in events. However, SEDK had to win over the municipalities by problematising the sport events and then present events as the solution. SEDK did this by linking international sport events to the potential attraction of external resources to the municipality.

Regarding the enrolment, the study argues that this showed in SEDK's efforts to propagate a certain idea of how to make a proper "Danish" event, where the sport and not some idle entertainment should take the centre. People should come "to see the races" according to a SEDK-informant. The spread of SEDK's concept for the "Danish" event in turn allowed SEDK to mobilise support for its position as the representative of the Danish event policy locally and internationally. One could however argue that SEDK's international position would be understood better in the terms of a Bourdieu-inspired field theory given SEDK had to adjust to existing hierarchies rather than constructing them.

Conclusion, Contribution and Implication

In summary, the study shows that SEDK as a publicly founded organisation supporting sport events stabilises the interest in sport events from NGBs and municipalities by providing financial resources and presenting sport events as solutions for the stakeholders' problems. Further, SEDK impacts the general idea of how a "Danish" event should be staged e.g. by focusing on making the sport the main attraction. An impact that also makes SEDK more prominent internationally.

Overall, independent organisations like SEDK can be very efficient when it comes to impacting how a country or community should stage events. Further, the paper's findings highlight the agency imbued in organisations like SEDK, which makes such organisations highly relevant to consider when seeking to improve sport events' sustainability and long-term impacts.

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SOCIAL IMPACT, TRUST, AND RISK PERCEPTION OF HOST RESIDENTS IN THE TOKYO 2020 OLYMPICS DURING THE COVID-19 CRISIS

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Aim and Research Questions

Host residents' social impact perception of events is considered to be important for successful/sustainable events. This phenomenon is explained by social exchange theory, which posits that people evaluate issues based on a cost-benefit analysis. According to this theory, trust is one of the key factors that influences the exchange among actors' relationships (Nunkoo & Smith, 2013). Trust has the ability to reduce complexity, enabling people to understand and accept certain hazards when complex situations occur (Siegrist, 2021). Studies have examined whether trust mitigates people's risk perception. However, few attempts have been made to analyze the influence of these effects on social impact perception and support intention towards sport events. This study aims to 1) compare residents' pre- and post-social impact perceptions, as well as expected and lived experiences toward the event, and 2) examine the influence of residents' trust in the event organizer and risk perception toward COVID-19 on their social impact perception and event support.

Theoretical Background and Literature Review

The risk analysis literature suggests that trust seems to be associated with risk perception when people have little knowledge about an issue (e.g., nuclear power and gene technology) which is highly relevant to them (Siegrist, 2021). Specifically, people's trust in the organization or government responsible for the issue plays a role in accepting it. Thus, people who trust the responsible organization tend to have more positive/acceptable reactions to the issues than people who lack trust. Scholars have examined whether trust mitigates people's risk perception (e.g., Liao, Luo, & Zhu, 2020) and found a strong correlation between trust and the perception or acceptance of hazards. However, little is known about the role of risk perception on social impacts and event support intention.

Research Design, Methodology and Data Analysis

The event under investigation is the Tokyo 2020 Olympics, hosted in Tokyo in July 23 – August 8, 2021. The same sample of Tokyo residents participated in an Internet-based survey in June 2021 (i.e., one month before) for the pre-event period (n = 1200), and two weeks after the event for the post-event period (n = 938). Social impact was measured using a previously developed scale (Taks, Oshimi, & Agha, 2020) using 26 items, representing five social impact experience factors: "social cohesion (SCOH: 4 items)," "community spirit/feel good factor (FGF: 3 items)," "sport participation and physical activity (SPA: 3 items)," "disorder and conflict (DC: 3 items)," and "feelings of (un)safety (FUS: 3 items)". Furthermore, three additional factors: "economic development (ECOD: 3 items)," "cultural interest and new opportunity (CINO: 4 items)," and "excessive spending and opportunity cost (EXSP: 3 items)" (e.g., Oshimi, Harada, & Fukuhara, 2016) were included to capture impacts more

comprehensively. Trust in the government and cognitive/risk perception were also used in the analysis. Scale validity and reliability were tested and deemed acceptable ($\chi^2/df = 3.20$ (911), $p < .000$, CFI = 0.959, TLI = 0.954, RMSEA = 0.048, SRMR = 0.048).

Results/Findings and Discussion

T-tests confirmed respondents' tendency to significantly overestimate both positive and negative social impacts (pre-event score being significantly higher), except for the "feel-good factor", and "excessive spending", which all post-event scores were significantly higher than pre-event. Furthermore, given that most positive impacts were lower than the midpoint indicates that the overall attitude toward the events was negative. Structural equation modeling showed that trust mitigated risk and negative social impact perception while strengthening positive impact perception. This indicates that trust in the event organizer plays a significant role for event management organization.

Conclusion, Contribution and Implication

The current study is the first attempt to incorporate the risk perception into the causal model of trust to the event organizer and social impact experiences of mega-sporting event. This evidence extends previous social impact research (Ouyang, Gursoy, & Sharma, 2017) and provides further understanding of the role of risk perception in sporting event. Especially, the current longitudinal evidence, which was collected during the COVID-19 pandemic is valuable to develop event management strategies to obtain residents' support in complex situations, such as a global pandemic. These empirical results could be useful considering the possibility of global infectious diseases in the future.

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ECONOMIC IMPACTS OF TRANSQUADRA SPORT EVENT FOR LOCAL DEVELOPMENT AND TOURISM

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Aim of research

This research aims to analyze the impact of a sport event taking place in Madeira used as a case study – Transquadra. This is a sailing boat sport event organized by Club Nautique Hoedicals (Island of Hoëdic, France) in partnership with Clube Naval do Funchal (Island of Madeira, Portugal). It´s main objective is to calculate, mainly the direct[A1] and primary economic impact for the region´s economy based on the contribution made by two groups of respondents, i.e., attendees and participants.

Literature Review

Sport events are one of the most important one-off events in most cities around the world, and one of the most researched topics both at the academic and policy-making level. Most of the literature takes for granted that the overall economic, social and political impacts are positive (Perić, 2018; Taks, Chalip, & Green, 2015), and therefore, the key players in the local community are expected to welcome these events (Misener, 2006). Such events are valued based on commercial, symbolic, urban regeneration and political grounds. In this study we try to measure the primary and direct impact of the event from an economic point of view[A2] by computing the total amount of expenditure. Based on data supplied the Tourism Satellite Account we can get an overall impact the event on the local economy.

Methodology

The study refers to the first stage and the perception of the participant's experience in the Transquadra and their visit to Madeira island, in August 2021. This is a quantitative study based on an individual, anonymous and voluntary questionnaire asking tourists participants to answer several questions on their travel arrangements, length of stay, party travel size, experiences and benefits sought and expenditures. Of the total of 156 sport tourist in the sport event, 71(45.51%) completed the questionnaire: 69 are tourists from France and 2 members of the local organization: 58 sport sailors, 9 sport directors or managers and 4 judges. The sample size[A3] [A4] is quite modest, and therefore conducive to the use of econometric approaches such as LASSO.

Results and discussion

Regarding the total expenditure, the study computed an average of €1741.47 per participant, which leads to a daily average expenditure per person (in the travel party) slightly below average, compared to other studies available, which can be explained by some respondents opting for second residencies or staying with friends. If we consider the total expenses incurred by participants on Madeira Island, associated with the budget estimate for the boats' berths, a direct local impact is estimated at €322,077.38. In this study, we also differentiate

the type of expenditure between accommodation costs and other costs[A5] . The low level of average accommodation costs pushes the average downwards.

In general, respondents' attitude towards the experience is quite positive, either globally or per dimension (nature, landscapes, safety, etc.), which will lead to normal circumstances future visits, positive WOM and favorable reviews in the social networks. Around two-thirds (65,2%) of the respondents want to repeat the sportive experience and almost all (98,6%) are ready to recommend the event and the destination to others.

Conclusion and implication

Despite being a small-sized "niche" event, *Transquadra* has a relevant economic impact and has a high potential for further the interests of the tourism destination and the local development dynamics. This study corroborates other studies available in the literature[A6] . Firstly, highlights the advantages of pursuing a tourism development strategy based on events that rely on the stock of the infrastructures and on the symbolic and identity-related assets available. Secondly, this study adds to the literature by highlighting the relevance of investing in an economically sound manner in potential influencers and 'goodwill ambassadors'. However, several additional lessons can be outlined namely the low rate of involvement of participants in local activities and/or contacts with local organizations and key players. A better social impact can be achieved if the sport event includes a pre and post-event strategy for local community involvement (Taks, Chalip, & Green, 2015). The opposite would lead to a higher degree of commitment of participants to take part in future initiatives and to stay longer to invest their time and resources in socially responsible initiatives. Therefore, the regions must try to use small-scale events to develop a window of opportunity and a showcase of the region´s cultural and historical assets.The strategy post sports event demands a 'location factors' (Preuss, 2006) which contribute directly and indirectly for local economic development. As the average participant reports both income levels and an age cohort above average, measures and initiatives aiming at matching the needs of this segment should analyze in detail. Another conclusion emerges from this study. Small scale events are highly unlikely to produce crowding out effects because the regions still has spare capacity owing to the low occupancy rate[A7]

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IMPACTS OF URBAN REGENERATION ON SMALL BUSINESS IN PREPARATION TO HOST THE BEIJING 2022 WINTER OLYMPIC GAMES

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Aim

The purpose of this study was to analyse the impacts of the urban regeneration on small businesses in preparation to host the Beijing 2022 Winter Olympic Games and the reactions of owners of such businesses toward the changes. This research focused on the effects of urban regeneration on small business located in the Olympic Green cluster of Beijing 2022, the one with major changes.

Theoretical Background

Beijing went through urban regeneration to host the 2022 Winter Olympic Games (Xin & Kunzmann, 2020). The regeneration involved not only the transformation of part of the city into a winter Olympic park, but also the creation of infrastructures. Although small businesses have a fundamental socioeconomic importance in contemporary cities, they have been almost ignored when governments and authorities make plans to regenerate spaces to host sport mega-events (Raco & Tunney, 2010). The literature provides little information about the complex impacts that urban regeneration can have on local small businesses, with studies being limited to the context of London 2012 (Duignan, 2018; Raco & Tunney, 2010). The analysis of the Beijing 2022 contributes to expand the knowledge about impacts of Olympic-led urban regeneration by explaining how Olympic preparation affects small businesses in the host city. This new knowledge has potential to inform the work of sport event organisers, sport mega-event guardians and host city managers. The study draws upon the right to the city theoretical framework (Lefebvre, 1996). According to this framework, residents of the city should have a voice in the process of urbanisation, because the right to the city is not a right that citizens hold to have access to what already exists, but rather a right to decide about what to change (or not to change) based on their needs (Harvey, 2008).

Research Design, Methodology, Data Analysis

We follow Denscombe's (2014) guidelines to analyse the case. The case of Beijing 2022 has the characteristics of a valuable case: distinctive identity, a 'naturally' occurred phenomenon, and an event that permits investigation of relationships and processes. Data were collected in June/July 2020, when most of the urban regeneration in preparation for the event was finished. We chose small businesses in retail, hospitality, and catering, due to the high density of such business in the host area and because of their higher chances of being differently affected by event hosting. Semi-structured interviews were used to collect data. To define the number of interviews (n = 14), we applied the principle of theoretical saturation. Interviews were voice recorded and fully transcribed in Mandarin; then, transcriptions were translated to English. We analysed data via thematic analysis, where we undertook an iterative coding exercise and identified key themes.

Results and Discussion

Interviews revealed positive and negative impacts of urban regeneration in Beijing. Whilst the positive impacts were limited in number and scope, the negative impacts were more frequently reported by all participants of this research. We grouped their reactions into two themes: sacrifice as a sign of patriotism and no right to the city. Initially, our results confirm findings in other contexts such as London 2012, where urban regeneration to prepare a city to host Olympic Games seriously damaged the competitiveness of small businesses (Duignan, 2018; Raco & Tunney, 2010). Different from previous cases, our study found that owners in China were willing to make sacrifices as a sign of patriotism to support the government. Despite the still-strong influence of Maoist ideals (mainly the unique importance of state) and notions of patriotism as sacrifice, the late socialist Chinese government has seen a rise in autonomous thinking among Chinese people. We found that small business owners expressed their concerns that they had no right to the city in the process of Olympic preparation to host. Examples of quotations will be provided in the presentation to illustrate the themes.

Conclusion, Contribution, Implication

Urban regeneration of Olympic cities has disregarded the interdependency between small businesses and the places where they operate, generating multiple negative impacts in host areas. Small businesses have suffered with displacement because they have significant difficulties to replicate customer and supplier networks in other sites. The application and adaptation of the right to the city framework to the context of sport mega-events brings a theoretical advancement to the field. Urban regeneration does not necessarily lead to 'no right to the city'. On the contrary, well planned urban regeneration can promote the right to city for locals. The key element in well-planned urban regeneration has been willingness to listen to and involve local people before, during and after the process. Involvement of small business owners was not observed either in the current study in Beijing or in past studies in London. This has strong implications on how the IOC and the host city government will involve local small business in planning urban regenerations of future host cities.

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KNOWLEDGE MANAGEMENT IN SPORT MEGA-EVENTS: A SYSTEMATIC LITERATURE REVIEW

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Aims

Due to the complexity of hosting sport mega-events and the importance of event knowledge legacy, sport event managers have paid increased attention to the application of knowledge management, which has led to a growth of related studies. However, to date, no systematic literature review on knowledge management in sport mega-events has been published, limiting researchers' and managers' understanding of the current state of the topic. Therefore, the purpose of this study was to conduct a systematic literature review to summarize the current state of sport mega-event knowledge management research. By exploring the trends and gaps in existing research, this study plays an important role in shaping further research, policy, practice, and public perception on the topic.

Theoretical background

The concept of knowledge is fragmented, with no universally accepted definition (Assundani, 2005; Parent et al., 2014; Parent et al., 2017). This research uses the definition from Polanyi (1967), who notes the knowledge to be managed may itself be present in the form of explicit or tacit knowledge. While explicit knowledge is more easily articulated, written or codified, tacit knowledge is rather inarticulate, developed with experience, and deepened through problem-solving activities. In a review of 160 knowledge management frameworks worldwide, Heisig (2009) found the most frequently discussed activities were knowledge acquisition, application, creation, identification, storage, and transfer. Nonaka and Takeuchi's (1995) SECI model is concerned with knowledge creation and involves the transfer of both tacit and explicit knowledge between individual, group, and organization levels, which interact in a "knowledge spiral" resulting in knowledge creation. These two frameworks are generally accepted within the knowledge management literature and thus they are utilized in this study.

Methods

This systematic review was conducted following the PRISMA protocol. After listing as many words related to the topic as possible and discussing their relevance, the authors determined the search terms and relevant databases. Then, the first author conducted the initial search and downloaded all the search results, importing them into Mendeley, which allowed for duplicates to be identified and removed. Subsequent steps were study selection (including title-abstract screen and full-text screen) and quality assessment, which were undertaken independently by each one of the authors. After each step, the authors met to discuss and resolve any conflicts before moving onto the next step. The authors excluded conceptual papers, conference abstracts, and studies that discuss knowledge management but were not related to sport events, as well as those studies that associate sport mega-events with education or learning but were not related to knowledge management.

Results

From the initial 1751 studies reviewed, 16 were selected after the quality assessment. In these studies, knowledge management in sport mega-events was mainly studied in the context of the Olympic Games. It is worth noting that most of studies highlighted the importance of tacit knowledge and individuals (e.g., Parent et al., 2017). Some of the studies explored the stakeholders in knowledge management of sport mega-events (e.g., Parent et al., 2014), and argued that they are divided into internal and external stakeholders. Each stakeholder group has its own needs and goals. Findings also showed that social, cultural, and political differences between source and destination weaken the effect of knowledge management, which has become the main issue in the context of sport mega-events.

Conclusion

Although more and more practitioners and academics have become aware of the positive role of knowledge management, the application of the concept is still limited and focused mainly on the Olympic Games. While a few other events have sought to investigate or apply knowledge management, such events still do not have a knowledge management system in place. Furthermore, it is important that successful knowledge management should include a focus on tacit knowledge and the role of individuals. For organizers and managers of sport mega-events, knowledge management is a much more complex task than just receiving and transferring information and techniques. Successful knowledge management requires a sound understanding of the host countries' social, cultural, political, and historical context. Knowledge needs to be tailored and adapted to make it useful in the context to which it is to be applied.

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ANALYZING THE IMPACT OF COVID-19 ON SPORTS EVENTS FROM A PRINCIPAL-AGENT THEORY PERSPECTIVE

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Aim and Research Question

The Principal-Agent phenomena is used as an economic theory to explain the relationship between event owners (principals) and event management (agents). Since the start of the COVID-19 pandemic in 2020 event tourism has suffered and the entire industry has had to work under new conditions. This study analyzes how principals and agents of sports events perceived these challenges, but also highlights some of the potential opportunities of a new norm in event management.

The aim of the study is to examine the issues encountered for, and between, the organizers and owners of sport events during the COVID-19 crisis and how those issues could potentially shape the future of the industry. The intended research questions are as follows:

• What issues were encountered for the principal/agent relationship in the sports events sector as a result of the COVID-19 crisis?

• How can the lessons learned about the principal/agent relationship during the COVID-19 crisis shape the future of those relationships in the sports events sector?

Theoretical Background and Literature Review

"Principal-Agent" theory (PA Theory) describes the dynamic of interactions and typical problems arising between two parties engaged in certain types of collaborative endeavors. In a principal-agent relationship, one party – the principal – legally appoints another party – the agent – to make decisions and take actions on their behalf. It represents the dealings between two parties in a simplified way and is mainly based on the theoretical assumption of rational choice.

A typical instance of a principal-agent relationship in a sports event context is illustrated in the example of an Olympic Games, as seen in the relationship between the International Olympic Committee (IOC) as the rights holder (the Principal) and the host city as the contractor (the Agent). As the principal, the IOC delegates the staging of the event to the host city, the agent, by means of a written contract (Hawkins, 2006).

A principal-agent relationship is also characterized by typically existing problems that can complicate matters and make the relationship fundamentally problematic (Geeraert A. , 2016). PA Theory states that individuals' actions take place in the context of strategically pursuing one's own interest (Diefenbach, 2009). As a result, conflicts of interest can arise between the two parties (Andreff, 2012). Another problem characterized in a PA relationship is information asymmetry, where both parties have access to information not available to the other, creating the possibility for one party to act against the other parties' interest (Pollack, 2003).

The COVID-19 crisis became classified as a pandemic by the World Health Organization in March of 2020 and has had a profound impact on all areas of life, including the sports events sector. After a period of shut down, the sector started to reopen with new, challenging, and frequently changing restrictions. While the fundamental roles of the Principal-Agent relationship remained the same, the functions and interactions between the parties had to change in order to adapt.

Research Design, Methodology and Data Analysis

The study is based on fifteen qualitative interviews examining both the principal and the agent sides of the relationship for the sporting events industry.
The Principles consulted included six interview partners representing event-owning organizations and included top management, media management, COVID-19 representatives, and strategic consultants. The Agent side included nine interviews and was represented by event organizers for world-class events in skiing, cycling, and triathlon.

Results, Findings, and Discussion

The analysis for the study is still in progress and so the results and discussion are not yet prepared. However, from an early standpoint there are noticed some shifting elements in the relationship between principals and agents in the organization of sporting events. As previously discuss, the principal agent relationship is typically characterized by certain problems of interaction. Due to the crisis situation, changes in interaction were necessary in order to cope with changes in the industry. The expected findings will highlight these changes and discuss how the lessons learned can be carried forward into the future to alleviate some of those typical problems.

Contribution and Implication

The expected contributions of the study include an expanded knowledge and understanding of the relationship that exists in sports events management between principals and agents. It is further expected that as the effects of the pandemic on the operations of sporting events are still ongoing, the results can be used to improved the dynamics of the relationship as the pandemic continues and potentially provide valuable lessons learned in the post-pandemic industry to come.

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THE INFLUENCE OF RACE TYPE AND PAST EVENT EXPERIENCES ON SOCIAL CAPITAL AND INTENTIONS AMONG RUNNERS

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Aim and Research questions

The aim of this study was to explore how participation in different types of running events among different types of runners (more or less involved) changes their perceptions of social capital levels. More specifically, the research questions of the study were: How does frequency of past participation influence social capital levels and intentions to participate in future running events? How does race type influence social capital levels and intentions to participate in future running events? Finally, does social capital influence intentions to participate in future running events?

Theoretical Background and Literature Review

Running is an accessible activity for all people and has become a dominant leisure activity globally especially during the pandemic (worldathletics.com, 2021). Within running there are groups that have similar level of past experiences or common interest in running the same race type. According to Lee et al. (2021) social capital is dynamic and when viewed from the duality lense, it provides insights regarding bonding social capital (relationships within a similar group) and bridging capital (relationships across groups). Lee et al. (2021) suggested that it is the reference frame that changes the bonding and bridging functions of social capital. For this study, the reference frames related to past participation group selection (e.g., race type groups). Past participation could influence runners' social capital levels and intentions to continue participating in running events (Zhou & Kaplanidou, 2018). Furthermore, runners' participation in a certain race type (e.g., half marathon versus ultra-marathon runners) can be a proxy variable of involvement that explains how they develop social capital with other event runners as alluded by Mowen and Rung (2016). However, these claims have not been empirically tested. The purpose of the study is articulated in the following hypotheses:
Frequency of past participation in running events (H1) and race type (H2) will influence social capital levels;
Race type will influence intentions to participate in the running event in the next two years (H3);
Frequency of past participation in running events will influence intentions to participate in the running event in the next two years (H4);
Social capital (H5) will influence intentions to participate in the running event in the next two years.

Research Design, Methodology and Data Analysis

An online survey was conducted. The sampling frame was runners of a summer mountain-running event in Southern Europe. Five hundred and ninety (N=590) fully usable questionnaires were collected two weeks after the event concluded. The response rate was 23.10%, which was not surprising (Zarkada, Tzoumaka, Panigyrakis, 2018). IBM® SPSS® 25 was used for data analysis.

To test the study's hypotheses, two regression analyses were conducted. The first regression had two independent variables: frequency of past participation (range 1-10) and race type (80km, 44km, 21km, 10km), which was dummy coded to three dichotomous variables. The dependent variable was the social capital scale (7 point scale, where 1=strongly disagree and 7=strongly agree; Zhou, Kaplanidou & Wegner, 2021), comprising nine items initially but factor analysis showed that the scale items loaded on one factor, which were then transformed into a single item. The second regression had the first two independent variables from the first regression and social capital (as one item), while the dependent variable was intentions to participate in the same running sport event in the next two years (7 point scale, where 1=extremely unlikely, and 7=extremely likely). No problems were noted with multi collinearity.

Results/Findings and Discussion

The sample had an average age of almost 42 years old (min 19-max 72), most were male (75.5%) and 59.6% had education above college degree. The majority was married/cohabitating (61.8%) and 96.2% of the sample was employed earning on average 1,588 euros per month. The majority of the runners (74.6%) traveled in the event with company. The first regression results did not provide support for H1 and H2 $F_{(4, 498)} = .973$, $p > .05$. The second regression analysis confirmed hypotheses H4 and H5 $F_{(5, 496)} = 64.096$, $p < .001$, $R^2 = .392$. More specifically, it was found that of the three examined factors, past participation frequency ($\beta = -.093$, $p < .05$ and social capital ($\beta = .627$, $p < .001$) influenced runners' intention to participate in the same event in the next two years. The race type (i.e., three dummy variables) was not significant ($\beta = -.036$, $p > .05$), ($\beta = .003$, $p > .05$), ($\beta = .003$, $p > .05$) thus not providing support for H3.

Conclusion, Contribution and Implications

The results of this study underline the importance of social capital as an antecedent of behavioral intentions when combined with an experienced runner group (higher frequency participants). Theoretically, the importance of social capital in enabling behavioral intentions seems to be intensified among people who may have similar experience levels with an event. This suggest social capital may become more influential within similar group affiliations underlining the importance of bonding social capital (versus bridging) (Lee et al., 2021).

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E-SPORT, INNOVATION AND TECHNOLOGY

Chair: Anna Gerke

PHOTOGRAMMETRY AND HOW TO MAKE BACKCOUNTRY SKIING SAFER

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Statement that Abstract relates to professional practice
This abstract relates to professional practice and should be seen as an example for the potential of photogrammetry in sports.

Aim

Ski touring has become a trendy sport and has experienced a noticeable boom in recent years (DAV 2021, Ernstbrunner 2020). The term ski touring encompasses not only high-altitude ski tours but also snowshoe hikes and other sports activities in open alpine terrain. As the number of visitors to the backcountry (DAV 2021) and extreme weather phenomenons increases (Olefs 2021), so do the potential hazards and accidents related to these sports (ÖKAS 2019). The goal of this approach is to provide essential information about the alpine terrain through a 3D environment which is developed using drone captures and photogrammetry. This environment can be used to plan routes, sight potential hazards throughout the terrain and get a realistic impression on the difficulty level of the route. Studies have shown that better information on the environment lead to better decisions with respect to safety within the environment (Namkoong 2022). The use of photogrammetry in backcountry skiing aims to decrease the number of injuries and deaths because it provides a more realistic representation of the terrain and better information on potential risks.

Purpose and Background

According to the "Österreichisches Kuratorium für Alpine Sicherheit", 2730 people were injured in the austrian alps while ski touring from which 233 died due to the causes of the accident in the time between 2008 and 2018 (ÖKAS 2019). There can be multiple reasons for injuries but downfall (2%), impact against obstacles (4%), getting lost (2%) and avalanches (10%) can all be partly caused by lack of preparation regarding weather and terrain conditions. Route planning is crucial in those scenarios in order to avoid avalanche areas, crevasses and potential hazards (Ernstbrunner 2020). Since good planning is key for injury and death prevention we aimed for modeling the Alps in a way that supports good planning. As it is not possible to virtualize all of the Alps, a pilot project was derived for a smaller object that can be seen as a proof-of-concept. The Alps represent various kinds of terrains. Within these terrains the challenges for modeling with photogrammetry and also the necessary skiing skills of the athletes varies. The idea was to virtualize an object that has high technical challenges concerning photogrammetry but also reflects a challenge from a skier's perspective. For that reason, the eastern face of the Ampferstein, which is located in the Axamer Lizum (Austria, Tirol), was chosen as a suitable object.

Design and Implementation

For a high quality model it was necessary to get high resolution images from various points across the eastern face of the Ampferstein. The images had to be taken with a drone (DJI Mavic 3) as it was necessary to get overview images, which are taken far away from the face,

but also detailed images, which are taken in proximity to the surface. In total 550 images were taken and processed to a point cloud. The point cloud was further processed to create a surface that reflects the face of Ampferstein. To add the most realistic view, the images were mapped onto the surface as textures.

<u>Outputs/Outcomes, Reflections and Future Development</u>

The outcome was a highly realistic model, which could be used to plan the downhill part of the skitour in a safe manner. In total, six downhill routes could be found, which were classified as routes for advanced or expert skiers. The skier is able to experience the most difficult spots of their desired runs through an immersive, first-person view. Being able to see difficulties of routes before actually skiing, increases the safety on the downhill rides but also on the ascent.

The implications for tourism and the management of regions are immense. Modeling big objects in the backcountry provides the opportunity to bring a part of the Alps directly to a potential customer, without the necessity to be in the Alps. Applications of the derived 3D models might include tour planning as well as education of ski tourers, alpine guides and rescue teams. Also specific sport facilities can be virtualized, e.g. famous slopes like the Hahnenkamm downhill or specific alpine routes like the Götheweg. The virtual models can be provided on websites, in virtual reality applications and also on mobile devices. Additionally, it is possible to include some sort of gamification, individual, locally relevant advertisement into the model, to create the best experience for the potential customer. From a management perspective, 3D models might make onboarding and training of new employees more cost efficient (Grassini 2020). Implication might also be a better management of facilities spread over wide areas as information become more accessible.

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ATTITUDES AND INTENTIONS TOWARDS PURCHASING SPONSORS' PRODUCTS AMONG USERS WITH DIFFERENT INVOLVEMENT PROFILES: THE CASE OF ESPORTS

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Aim and research questions

This study aimed to investigate if the level of individuals' involvement with esports games/events relates with the development of positive sponsorship outcomes. The research objectives were to investigate whether users' involvement with esports games/events is associated with: a) attitudes towards purchasing sponsors' products, and b) purchasing sponsors' products intentions.

Theoretical Background and Literature Review

There has been an ongoing debate as to whether esports can be considered as sports (Polyakova and Alexandris, 2022). Unlike traditional sports, esports take place in virtual worlds, can be accessed quickly and have a shorter game length. Furthermore, the market of esports consumers is becoming ever more fragmented as it involves not only those who play esports, but also those who watch esports and game video content.

Research suggested that highly involved sport consumers are more likely to recall sponsors, to develop a positive image of them and report an intention to purchase their products (Ko et al., 2008). Huettermann et al. (2020) reported that the attitudes towards esports events significantly predicted attitudes toward the sponsor; their results also suggested that sponsors of esports events are likely to develop goodwill. However, the role of involvement with esports (which has unique characteristics and distinctive user profiles) on the development of consumer attitudes towards sponsors and subsequent consumer behavioural intentions has not yet been examined.

Research Design, Methodology and Data Analysis

Participants were asked to name an event or game that they participated in the past 12 months and its sponsor. Purchase intentions were measured with Kim and James' (2016) scale ("In relation to the event I took part or the game I played in the past 12 months, I intend to purchase the product(s) of a sponsor"). Involvement with esports games/events was measured with attraction, centrality and expression (Kyle et al., 2004). Attitudes toward purchasing the sponsor's product were measured with Kim and James' (2016) scale using seven-point semantic differential scales.

The data were collected via an online survey on Prolific platform and recruited a convenience sample of global participants (163 males, 52%; 136 females, 44%). A total of 311 responses were received from adult esports users.

Results

Involvement, attitudes and purchase intentions scales had acceptable reliability scores (i.e. Cronbach's $\alpha > 0.7$). A cluster analysis, using the involvement factors, was employed to

classify participants into groups with different involvement levels, as it has been done in previous studies. The Ward method using K-means clustering was used.

A three-group solution was the most meaningful as supported by the ANOVA. The three groups (Low, Medium and High Involvement) significantly differed in all the involvement dimensions. Low Involvement participants (N=89) rated the attraction dimension as the most important, with low scores in the other two dimensions. Medium Involvement participants (N=130) had average scores in all the dimensions; High Involvement participants (N=92) had high mean scores in all the dimensions which shows that perceive activity as fun and having an important role in their life.

The results of the One-way ANOVA indicated statistically significant differences among the groups in terms of the attitudes scale (F = 17.02, p < .001). Post-hoc Bonferroni analysis revealed that the score for attitude in Low Involvement group was significantly lower than both in the Medium and High Involvement groups (p < 0.05). Similarly, the three involvement groups scores in the intention variable showed statistically significant differences among the groups (F = 17.95, p < .001). The score for intention in Low Involvement group was significantly lower than in both the Medium and High Involvement groups (p < 0.05).

Discussion and Conclusion

The current study is the first one which tested the relationship between involvement with esports and sponsorship outcomes. The results indicated that involvement is a useful segmentation variable for understanding esports sponsorship outcomes. The low involvement cluster operates differently than the other two clusters on sponsor attitudes and intentions; these users do not perceive esports as an important part of their life and do not identify strongly with any specific game or event.

The results also showed that the more involved with esports users are, the more likely they are to develop positive attitudes and intentions towards buying sponsors' products. These results are in line with Ko et al.'s (2008) study in traditional sports, in which a theoretical link among attitude towards sponsors, purchasing intentions and involvement was established. Profiling esports users in terms of their involvement levels is, therefore, useful for perspective sponsors when deciding which esports events or games to invest in. It has been recently reported that esports users might develop higher involvement levels than typical sport participants/spectators (Brevers, King & Billieux, 2020); and this is one of the reasons that sponsorship investment in esports is predicted to grow in the following years.

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CUSTOMER ACCEPTANCE OF ARTIFICIAL INTELLIGENCE IN THE SPORT INDUSTRY

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Aims and Research Questions

The sport industry is growing with technological innovation, diversification of products and solutions, the emergence of new sports and new ways to consume. Garmin, Strava, Freeletics and many others are the wearable tech or applications that change the way people consume sport. This study focuses on the use of artificial intelligence (A.I.), machine learning (M.L.) and deep learning (D.L.) in the sport industry and consumers' acceptance of those tools using these technologies. This paper aims at better understanding what could impact the consumers acceptance of A.I. tools, enhanced wearables, or other innovations in the sport industry. Which leads us to this question: "**How customers (would) react to the use of machine learning and A.I. solutions in the sport industry?**"

Theoretical Background and Literature Review

A.I. is used to build an intelligent machine which is able learn and improve itself to reach a certain level of intelligence. It is also possible to view A.I. as a program that has the ability to change itself depending on its experiences (Schank, 1987). A.I. is a technology that is able to mimic the human mind and behavior (Lee & Lee, 2021). Inside the A.I. perimeter is M.L. which is an A.I. sub technology that use statistics to improve the operation of the machine. Inside the M.L. perimeter there is D.L. which is an M.L. sub technology that uses multilayer neural networks to run.

Technology in sport is present in various sectors that impact every stakeholder of the industry (players, teams, manufacturers, sponsors, newspapers, betting, leisure sport…). The fields of applications and possibilities are tremendous. For example, the practice of sport is not always harmless and finding the right advice when you have pain can be difficult. With the use of an A.I., a chatbot can diagnose or at least tag some pathologies like ankle sprain, muscle pain or mild concussion (Rigamonti et al., 2021). Another example would be the use of algorithm (Artificial Neural Network) to analyze and predict the retention time in the urine sample for anti-doping (Miller et al., 2013).

Research Design, Methodology and Data Analysis

We conducted a quantitative study through a survey using a 7-point liker scale (1 – Strongly disagree and 7 – Strongly agree). The data were gathered using convenience sampling and they were used to assess the Artificially intelligent device use acceptance - AIDUA model from (Gursoy et al., 2019) but linked to sport and not general services. This study investigates factors that lead to A.I. acceptance for sport customers.

The AIDUA model (Lu et al., 2019) was tested in previous studies (Gursoy et al., 2019). Gursoy et al. (2019) suggested that the consumer will go through three steps to determine whether or not they will accept the use of A.I. in their service interaction.

- Primary appraisal phase is based on social influence, hedonic motivation, and anthropomorphism.
- Secondary appraisal phase is based on performance expectancy, perceived effort expectancy, and emotions.
- Outcome stage is based on willingness to accept the use of A.I. devices and the objection to the use of A.I. devices.

This study will assess the model through statistical tools Confirmatory Factor Analysis - CFA and structural equation modeling - SEM and software (SPSS and AMOS). In the conclusion, we discuss the result of this study and determine the link between the constructs, to better understand the path that led the consumer to the willingness to use A.I. devices linked to sport.

Results/Findings and Discussion

The results of this study demonstrate that the model is assessed correctly with a few items out of the thresholds. Some hypotheses are not confirmed which could mean that the model needs some adjustment or that the sample is not big enough to be statistically representative with 105 answers. The takeaways are that perceived amusement, performances lead to positive emotions towards A.I. devices, and having a device which seems human will lead the consumer to potentially think that the device is easier to use. They are positively linked to the willingness to use A.I. device linked to sport.

Conclusion, Contribution, and Implication

To answer to the research question, our advice based would be to provide a product that seems fun to use for the consumer, but that is also a performant device. Through this combination the consumers should be generating positive emotions towards the product which will lead to his acceptance. So, if a brand displays her device as fun and performant, this should lead to the purchase of the product by consumers. This can be done through advertisements. Although our study shows that social influence does not have a significant positive impact on the consumer which means that the product should not be advertised through social networks (e.g., influencers). Furthermore, the consumer's personal circle influence will not be avoided and cannot be controlled.

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A LOOK INTO THE CRYSTAL BALL: IMPLICATIONS AND APPLICATIONS FOR THE PROFESSIONAL FOOTBALL INDUSTRY BY THE MEGATREND "METAVERSE"– A DELPHI STUDY

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Aim and Research Question

"The next platform will be even more immersive – an embodied internet where you're in the experience, not just looking at it. We call this the Metaverse […]."
Mark Zuckerberg's (2021) vision of the evolvement of Meta, formerly Facebook, will not only change the way social networks function but might transform the real world. The Metaverse, the possible merger of the real and the digital world, is currently debated intensively, also in sports, but is still far from being finally defined.
In fact, there are indications that professional football will be affected by virtual events. Digitalization has been one of the megatrends in football for years now and is expected to continue influencing the development of the industry in a substantial manner. New matchday experiences for fans, new scouting approaches for teams, and the emergence of e-sports as well as NFTs are only a few of many aspects where real-world and digital applications become blurred.
In any case, rightsholders in football must be aware of the characteristics of the megatrend to be able to grasp and manage upcoming innovations. Consequently, we investigate the implications of the Metaverse for the professional football industry in the future and derive strategic recommendations for associations, leagues, and clubs on how to cope with the megatrend Metaverse and how to best prepare and position here.

Theoretical Background and Literature Review

In order to grasp the influence the Metaverse might have on the football business, we apply the Disruptive Innovation Theory (Christensen, 1997). In doing so, we examine whether the (potential) Metaverse application in professional football can be considered "sustaining" or rather "disruptive", a continuum suggested by the theory.
The scientific discourse of the Disruptive Innovation Theory has established characteristics that can be used to assign innovation applications to the sustaining-disruptive continuum. We apply the framework by Rasool et al. (2018) suggesting six dimensions with which we intend to characterize the application of the Metaverse in professional football, understand whether it needs to be considered "sustaining" or "disruptive" and, thus, derive implications as well recommendations for rightsholders in professional football to manage this megatrend.
Since disruptive innovations shake up the core of industries, they must be recognized early and accorded necessary awareness (Christensen et al., 2015). In contrast, sustaining innovations aim to develop but not to disrupt an industry by improving innovative products and services. Either outcome results in a different recommendation for strategy and action.

Research Design, Methodology and Data Analysis

The investigation of possible implications and applications of the Metaverse on professional football is undertaken in a Delphi study. This research method allows for foresight concerning the impacts the technological advancement might have for the industry in the future (Aichholzer, 2005). In multiple anonymous survey rounds the opinions and forecasts of carefully selected experts are gathered and condensed with the objective to obtain expert opinions including an aggregation of ideas. More than 30 experts provide both football- and technology-specific knowledge and consist of, e.g., (1) innovation specialists of clubs and associations, start-up founders (2) inside and (3) outside of sports, (4) (technology-savvy) football fans, (5) professional service providers/consultants in the sports industry and representatives of (6) large and (7) small technology companies.

The first round is composed of six question blocks according to the six main criteria testing the long-term impact of innovation, i.e., "sustaining" or "disruptive". Open questions alternate with quantitative assessments structured along the six main criteria. The consecutive round reverts the results of the first round back to the experts and encourages them to submit further refined assessments and so on.

Results and Discussion

Based on the condensed statements, key suggestions are elaborated that ultimately can function as basis for future decision making for rightsholders. Preliminary results indicate that Metaverse applications for the professional football industry can be considered sustaining. As opposed to an overall disruption, rightsholders may need to use certain aspects of the megatrend in their favor. Our first results indicate emerging business models for rightsholders and opportunities with respect to innovative means to engage with their fans.

The full results of the study will be available before the conference.

Conclusion, Contribution and Implication

Doubtlessly, the Metaverse will contribute to the development of the industry, which is why an early recognition and assessment will be important. Hence, this study explores the highly relevant topic of digitalization of the professional football business and points to the future of how to handle that. Ultimately its results can be taken as guidelines for critical actors in the industry, i.e., rightsholders. Concrete recommendations are derived (1) on how to take on the emerging megatrend of the Metaverse, (2) how to implement necessary change to the respective organizations and (3) how to adapt business models to seize and to cope with this opportunity.

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ESPORTS SPONSORSHIP FROM THE POINT OF VIEW OF MANAGERS. THE CASE OF THE SPANISH ESPORTS INDUSTRY.

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Aim and Research Questions

This research aimed to analyze the opinions and thoughts of main stakeholders (clubs and sponsors) in the Spanish esport industry about the sponsorship objectives and actions carried out in 2021 and the future investment plans and improvements for 2022. Because of this objective, we can establish the following research questions:
- Are esports a safe investment for sponsor companies?
- What are the main sponsorship objectives for companies and clubs? Are there differences between endemic and non-endemic brands in these objectives?
- What are the improvements that can be applied to the sponsorship agreements between companies and clubs?

Theoretical Background and Literature Review

Esports or electronic sports usually refers to the competitive aspect of the practice of video games, based on tournaments broadcast live over the Internet (Hamari and Sjöblom, 2017). Recent research is analysing the esports phenomenon from a demographic (García & Murillo, 2020) and sociological (gender and genre) perspective (Jang et al., 2021). In terms of business development, esports has become a trend to be considered by investors and sponsoring brands in recent years. According to data from the latest report published by the consulting firm Newzoo (2021), the global audience for live esports events reached 728 million viewers, as well as revenues of one billion euros. However, according to this same document and other authors (Fernández-Luna, 2021), a significant amount of this income comes from sponsorship (between 60% and 90% of the total revenue). Within esports sponsors companies we can find endemic brands (technology companies whose products and services are necessary to consume esports. Telcom companies can be included in this section as well) and non-endemic brands (which offer other products or services and seek to associate themselves with esports for their strategic objectives or affinity with their audience target). Despite these positive results, some big companies in Spain decided to finish their contracts with esports properties (Carretero, 2022). Thus, the effects of the global pandemic and the current economic situation are affecting the communication and sponsorship strategy of companies, so esports entities can be in a hazardous situation in terms of private investment.

Research Design, Methodology and Data Analysis

This study shows the first part of the Spanish Barometer of Esports 2021, carried out by the European Sport Management Research Group from Universidad Europea and The consultant entity Global Esports Summit. Descriptive data were collected through telephone calls. 14 executives of sponsor brands and 13 executives answered an ad-hoc questionnaire designed for this research. The topics included in the questionnaire were: sponsorship assets, future investment in esports, sponsorship objectives (measured by a Likert scale of 1 to 5

(completely disagreement / completely agreement)); and finally sponsorship improvements (open answer). Descriptive data were analyzed using SPSS Software v23 (IBM).

Results/Findings and Discussion

65% of the brands surveyed increased their investment in sponsorship by more than 30% during 2021, while 80% of the esports clubs got more investment through sponsorship in the same period. The investment intention for companies for 2022 was an increase above 10% in 65% of cases, while 29% will maintain the investment. Brand exclusivity and activations on social networks were the objectives most valued by sponsoring companies and also esports clubs. Sponsors and e-clubs both agree that the naming sponsoring is the objective with less importance. There were no significant differences in sponsorship goals between endemic and non-endemic brands. Except in aspects such as naming rights and product placement campaigns, which are more valued for endemic companies. Companies demand more activations, stricter and more reliable metrics, and e-clubs demand the same elements and also a bigger knowledge of companies about the industry.

Conclusion, Contribution and Implication

Esports seems to be still a safe investment for entities, but new fresh data for the current year (2022) is needed to confirm this asset. In our research, we did not find differences in the endemic and non-endemic brands except for the naming sponsoring and product placement campaigns, which make sense that are better perceived by tech and telcom companies. The standard metrics and the lack of knowledge of the territory are perceived as the main issues of the esports sponsorship because most of the brands' executives consider esports as a traditional sport, and they do not understand the specific aspects of this new territory in terms of audience and communication. For that reason, the research on the strategic objectives of companies in this territory and the beliefs of executives of clubs and sponsoring brands could be useful for understanding the esports environment and identifying ways to improve the relationship between stakeholders.

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OBJECTIVES AND STRATEGIES OF PROFESSIONAL FOOTBALL CLUBS WHEN ESTABLISHING ESPORTS DEPARTMENTS. A COMPARATIVE QUALITATIVE ANALYSIS OF GERMAN BUNDESLIGA CLUBS.

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Aim and Research Questions

Besiktas Istanbul was the first international football club to get involved in eSports and has maintained a League of Legends (LoL) team since early 2015. In 2015 and 2016, VfL Wolfsburg and FC Schalke 04 announced their commitments, which increased eSports popularity in Germany. Meanwhile, 26 professional clubs decided to set up their own eSports departments.

The following research question can be derived:

What objectives and strategies do professional football clubs pursue when establishing an eSports department?

There is interest in determining the added value of an eSports department for a professional football club, which is why three sub-research questions were raised:

1: Which target groups should be addressed by the integration of eSports departments in football clubs?

2: What opportunities and risks arise when football clubs are involved in eSports?

3: What different strategic approaches do football clubs use in eSports?

Theoretical Background and Literature Review

The diffusion theory according to Rogers (1962) describes the process of how an innovation is perceived over a longer period of time. eSports has gained increasing popularity due to advanced technology. This is reflected in the implementation of physical sports in virtual game simulations. A digital adaptation of traditional sport is taking place (Hebbel-Seeger, 2012). This theory is used to analyze the acceptance and the establishment of eSports departments in professional football.

Bertschy et al. (2019) investigated how the launch of an eSports section can affect the importance of a sports brand and how interacting stakeholders can co-create this meaning. Lefebvre et al. (2020) identified the dynamic capabilities and the internal and external factors that support the implementation of eSports strategies. The strategic objectives and decisions of the clubs to take advantage of eSports opportunities and the creation of new sources of value are given.

Research Design, Methodology and Data Analysis

An exploratory qualitative study on the procedures, goals and strategies of *seven German football clubs* was carried out with experts from their eSports departments, who were *selected based on their function*. The semi-structured expert interviews were chosen in order to gain new insights (Döringer, 2021) and conducted online with *four representatives from clubs in the Bundesliga - Borussia Mönchengladbach, Hertha BSC, VfL Wolfsburg, VfL Bochum - and*

three officials from clubs in the 2nd Bundesliga - Hamburger SV, Hannover 96, Holstein Kiel - using the video conferencing tools Teams, Skype and Zoom. The transcription of the interviews and the qualitative data analysis were done using MAXQDA 2020. To evaluate the interviews, *qualitative content analysis according to Mayring* (2019) was used.

Results/Findings and Discussion

Our results show that *reaching the young, digitally savvy "Generation Z" target group, which is between 12 and 27 years old*, is most important. Although the primary aim is to attract FIFA players, classic gamers are also of interest. The focus is on acquiring new fans that could be of interest to potential sponsors.

We found that *reaching a young and digital target group*, *acquisition of new sponsors*, *digital transformation of the club* and *adoption of structures from professional sports* were seen as *opportunities for an eSports commitment*. *Financial risk*, *high personnel costs* and *lack of fan acceptance* were identified as *potential risks*.

The *use of eSports as an entertainment product* counteracts the aging of classic football. *Acquiring new sponsors* who want to reach a young target group and whose products have a high *eSports affinity* is particularly important. *Target group affinity* is a major reason for the *extended commitment of existing sponsors*. Sponsoring is the most important source of revenue in eSports.

The *promotion of young talents* is pursued with scouting, the development of a youth academy and teams and the organization of tournaments.

Strategic options are either to establish an eSports department with a high football affinity or to focus on popular online games. A third approach involves linking the two basic options. Thus, eSports players could be won as members who previously had no connection to football, but for whom a large club might be attractive.

An *authentic* as well as a *young and innovative positioning* of the club in eSports should be created and *traditional values* should be preserved.

Conclusion, Contribution and Implication

German clubs are *focusing on the football simulation FIFA* in order to remain true to classic football and to bridge the gap between physical and virtual football. This can be categorized as horizontal diversification. An entry into other well-known online games, such as LoL or CS:GO, equivalent to lateral diversification, is excluded due to the lack of compatibility with the club values.

We point out that eSports is interpreted as an option for a *positive image transfer to the club brand*.

A successful *brand extension* is aimed for by using the established brand and its competencies for entry into a new product category and growth in new markets.

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THE USE OF GOREFENTIAL DATA AND DIGITAL TOOLS IN SPORT MANAGEMENT

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This abstract relates to professional practice.

<u>Aim</u>

This abstract aims to show possible applications of georeferenced data in the context of digital tools in sports management by means of three practical examples.

<u>Purpose and Background</u>

Georeferenced data are hardly used in the context of sports management and sports management research. Yet there are many fields of application and georeferenced data offering significant advantages for management decisions. Barovic et al. (2021) also emphasize the positive contribution that linking the two disciplines of cartography and sport can have.

There may be various reasons why georeferenced data have not yet been widely used in sports management. Sports facility (management) and spatial aspects are indeed part of sports economics courses, but an explicit treatment of georeferenced data does not take place, at least according to a cursory review of some curricula. Another aspect that at least complicates the use of georeferenced data is that common statistical programs offer no or only little possibilities for the analysis of geodata. An exception is the free programming language R, which offers various possibilities to process geodata in an uncomplicated way.

The application areas of georeferenced, sports-related data are manifold. Georeferenced data allow e.g. the control of allocation decisions for sports facilities on a national level, a more profound anwer to questions in the context of sports developments or the use in consulting and development of sports organizations.

Case 1 - Consulting for sports associations

In sports organizations, consulting of sports clubs plays an important role. However, the successful establishment of external consulting is a critical process (Klenk et al., 2017). In addition to providing expert advice to sports associations, there are currently consulting concepts, which aim to help associations to help themselves by providing and preparing data specific to each sport club. Via the digital tool "Vereinsdashboard" (www.vereinsdashboard.de), sport clubs can, for example, call up the membership development of their association, the age structure of the members and a variety of characteristics of their association, such as problems of the club, cooperation of the board, etc., and compare them with other associations. In order to emphasize the aspect of self-help, it is also possible to search for clubs in the vicinity with similar characteristics, e.g. with similar problems, in spatial proximity. For this purpose, an interactive map is offered to the clubs, where different kind of sports have been georeferenced and displayed.

Case 2 - Sports facility databases

Sports facility databases exist in several countries or are currently under construction (for an overview in German see Wallrodt & Thieme, 2021). Examples are the sports facility databases from Finland (www.lipas.fi) and England (www.activeplacespower.com). These

digital tools fulfil different functions, for example, they provide georeferenced and statistically analysable data on sports facilities, which are used for information and preparation of political decisions. An example from Germany shows how a sports facility database can support the reconstruction process following a flood with many fatalities and the destruction of sports facilities.

Case 3 - Sports development planning

Municipal sports development planning is carried out by many municipalities in Germany, Austria and other countries with the aim of aligning sports with future needs of the population, e.g. by planning new sports facilities based on current sports behavior and taking into account the demand of the population. In this context, it is a great advantage if the data collected through a population survey is georeferenced. This makes analyses possible regardless of administrative boundaries (e.g., city district boundaries). However, it is also possible to calculate, for example, sports behavior or satisfaction with the sports facility situation as a function of the distance to the nearest sports facility. For example, satisfaction with the swimming pool situation correlates strongly negatively with the distance to the nearest swimming pool (r=-.40 and strongest predictor in a regression model). We show examples from a german City and from the current sport development planning process of the EASM-hosting city Innsbruck.

Outcomes, Reflections and Future Development

This abstract shows that georeferenced data offer possible solutions to various practical management problems. In the field of research, georeferenced data are e.g. a useful complement to surveys in the context of regression models, they seem to be a promising source of additional variance elucidation, among other things because e.g. distance measures hardly correlate with other socio-demographic characteristics and thus the problem of multicollinearity is reduced.

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CONCEPTUALIZING THE SOCIAL CAPITAL OF ONLINE COMMUNITY IN VIRTUAL CYCLING

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Aim and Research Questions

Since the COVID-19 pandemic, the popularity of virtual cycling has grown exponentially among professional and amateur cyclists worldwide (Rojas-Valverde et al., 2022). Cyclists train and compete at home and create social ties with people through virtual cycling (Carter & Alexander, 2021). Online communities (e.g., on Facebook) can bring people together to participate in virtual cycling, which can contribute to social capital formation. However, the structure of social capital within online communities has not been clarified in the context of virtual cycling, nor have its effects been elucidated. Therefore, the purposes of this study were 1) to conceptualize the social capital in an online community in the context of virtual cycling; and 2) to investigate the outcomes of social capital among community members. This study focused on the Japan eSports Tempting Team (JETT hereafter), an online community organized on Facebook that uses Zwift to conduct virtual cycling. Based on the above purposes, we propose the following research questions:
RQ1. What are the elements that symbolize social capital in an online community of virtual cycling?
RQ2. What are the outcomes of social capital among community members?

Theoretical Background and Literature Review

Our research uses social capital theory (SC hereafter), which includes SC's structural, cognitive, and relational dimensions in online communities (Nahapiet & Ghosal, 1998). Meek et al. (2019) conceptualized SC in online brand communities and clarified the elements of SC, including shared language, shared vision, social trust, and reciprocity. They also elaborated upon the outcomes of SC on participant attitudes and brand loyalty behavior. A series of SC studies by Zho et al. (e.g., Zho & Kaplanidou, 2018) revealed that trust, reciprocity, and social networks generated SC through participatory sport events. As the outcomes of SC, participatory sport events positively influenced supportive attitude, positive influence on others, prosocial behaviors, and increased everyday socialization. They also provided evidence of SC's impact on community development and well-being as broader community outcomes. While the above studies show similarities in SC and its outcomes, the results may differ depending on the context, level of social ties, and dimensions of SC. Thus, by conceptualizing the SC of an online community of virtual cycling, this study can present a new form of community in today's society where virtual and online have become mainstream.

Research Design, Methodology, and Data Analysis

Data were collected from 16 individuals (13 were male, M age was 47 years). All individuals were virtual cyclists with an average of 3.4 years of experience (min = 1 year and max = 6 years). Study participants were recruited via an online registration form that was posted on the JETT's Facebook group, with the permission of the online community leaders. Semi-

structured interviews through Zoom were conducted in Japanese between December 2021 and January 2022. Each interview ranged from 26 to 82 minutes, was digitally recorded and transcribed verbatim. Example interview questions, mainly based on Meek et al. (2019) and Zhou and Kaplanidou (2018), included: (1) Did your participation in JETT change you in any way? (2) What benefits do you think you get from participating in JETT? And (3) Do you feel any (emotional) ties or attachment to your JETT friends/members? NVivo12 Plus was used to analyze the data, and an inductive process in thematic analysis was used (Braun & Clarke, 2006).

Results and Discussion

Findings through interviews indicate that cycling in a virtual context such as JETT can generate SC, presenting the evidence of SC in the cognitive (shared language and shared vision) and relational dimensions (social trust and reciprocity). JETT organizes virtual cycling events five days a week using Zwift and interviewees regularly attend these virtual events. When attending these events, JETT members ride in a group, follow the leader's instructions, and communicate using Facebook messenger, Zwift Companion App, and Discord. Therefore, JETT members have a shared language, shared vision, social trust, and reciprocity within the community. Findings also reveal that these SC dimensions positively influence interviewees' attitudes and behaviours, such as changed lifestyle, enhanced well-being, and improved communication skills in English. Moreover, findings suggest that these SC dimensions and individual outcomes can lead to virtual community development.

Conclusion, Contribution, and Implications

This study contributes to providing evidence of SC in new types of communities and its outcomes in the context of virtual cycling. Additionally, as a practical contribution to this study, an online community through virtual cycling has the potential to become a "fourth place" in the digital space. Findings suggest that organizers who manage online communities in virtual cycling should implement mechanisms to promote social interaction among members during rides and in social communities.

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DOPING IN ESPORTS? ATTITUDES OF PROFESSIONAL PLAYERS TOWARDS PERFORMANCE-ENHANCING PRACTICES

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Aim and Research Questions

Along with the rapid rise of esports across the globe, the esports industry is increasingly confronted with issues concerning governance, regulations and also integrity. Cheating, match-fixing as well as doping seem to be widespread phenomena within professional esports competitions. Addressing these issues is challenging due to complex and fragmented governance structures and the lack on any central steering authority (Peng et al., 2020). This study looks into doping and performance enhancement in particular. By focusing on professional FIFA esports players from Germany, our paper tries to shed further light on the attitudes and perceptions towards doping and performance enhancement in the eSports industry.

Theoretical background and Literature Review

The past decade has seen a drastic increase of scholarly contributions on esports related topics. Esports raises academic interest in a variety of disciplines, such as sport management or sport physiology and medicine. Among the first to address issues of integrity in esports in the scholarly debate were Holden et al. (2017), who assess in what way many of the problems associated with "traditional" sport (e.g. doping, gambling-related match-fixing, non-gambling related corruption) also increasingly affect esports. This is largely ascribed to the organisational clutter that exists both on national and international level. Due to the specific requirements in conducting esports, the debate about doping here largely revolves around cognition-enhancing drugs and their use seems to be a widespread phenomenon not only in elite or professional competitions but also among amateur players (Holden et al., 2019). Gupta et al. (2021) were the first to provide empirical insights and opinions of esports players on doping in particular. They state that doping "is a fairly common practice that has traumatized the entire esports industry due to the lack of a formal governance system". The authors conclude that there is a paucity of literature regarding the widespread prevalence of doping phenomena across the esports industry.

Research Design, Methodology and Data Analysis

Data was collected through semi-structured interviews with n = 9 selected professional esports players of clubs taking part in the "bevestor Virtual Bundesliga (VBL) Club Championship". The VBL is overseen by the German Football League (DFL), which is the association responsible for professional league football in Germany. All interviewees are bound per contract to one of the member clubs of the VBL Club Championship. However, they also take part in other FIFA tournaments that are not overseen by the VBL. The interview manual was informed by earlier research and the scholarly debate on doping and performance-enhancement in esports. Besides obtaining the demographic background of the respondents, the interviews were structured into the following four subject areas that each

contained a set of different open-ended questions to reflect the exploratory nature of the research project: (1) Level of knowledge about esports in general; (2) Perceptions about esports and FIFA in particular; (3) Knowledge and experience about/with performance-enhancing practices; (4) Anti-doping efforts in the esports ecosystem. An inductive thematic analysis as proposed by Braun and Clarke (2006) was used to analyse and interpret the data.

Results/Findings and Discussion

The core findings that emerged out of the data are an extremely high performance pressure in FIFA as perceived by players, an ambivalent perception of doping and performance enhancement and a lack of anti-doping efforts on the part of organisations involved. The volatile playing field (due to yearly releases of the FIFA title as well as the constant updates during season) together with low prize money fuel the pressure on the players and create a rat race-like scenario that is well known in competitive sports. In the context of esports, this can result in "overinvestment" by the players, which can easily be at the expense of their health given that tournaments are oriented at long and fatiguing game sessions. As our data indicates, these conditions, paired with complicated control opportunities and hence a large degree of intransparency (in particular in online events), create incentives for players to resort to performance-enhancing practices.

Conclusion, Contribution and Implications

It appears alarming that our respondents attest the respective organisations a blatant lack of serious anti-doping efforts in the sense of providing education and information about performance enhancement practices. Based on our findings, educational work should also look beyond the obvious and address the overconsumption and perceived legitimacy of energy drinks and gaming boosters in the context of esports. Such efforts would need to be informed by a serious debate in what way the endorsement of such cognitive stimulants by stakeholders should be maintained in the future. In a nutshell, our results reaffirm the call for a central authority to set a formal and ethical code of conduct that players and other stakeholders can adhere to.

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HOW CAN COMMUNITY SPORTS CLUBS INTEGRATE ESPORTS AND EXERGAMES? UNDERSTANDING ADOPTION DETERMINANTS

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Aims and research Question

Electronic sports (eSports), i.e. competitive gaming, and exercise games (exergames) could provide a means to achieve and promote grassroots sport. As eSports has grown beyond solely sedentary gaming (e.g., Zwift, virtual rowing), its potential to complement sports clubs' traditional offerings has increased. However, while eSports and exergames have become popular on individual basis, sports clubs seem to find it difficult to integrate technological innovation into their sports offerings (Hoeber et al., 2015). Hence, to help clubs with the strategic integration of technology, it is important to understand what influences eSports and exergames adoption and how clubs perceive its potential as a means to drive grassroots sports . This study aims to understand what determines technology adoption in sports clubs (e.g. club resources vs. club capacity vs. perceptions or attributes of the technology…), explain its antecedents (i.e. drivers, barriers) and explain how this technology is perceived.

Theoretical Background and Literature Review

Few studies exist on the use of eSports and exergames by clubs for recreational offerings. Based on adjacent research, it can be assumed that such games can drive sports participation or prevent drop-out as (1) it stands close to the daily life of Gen-Z, (2) provides hedonic motivation (Westmattelmann et al., 2021), and (3) time, space or other restrictions can be a limiting factor (e.g., Covid lockdown, weather) (Tjønndal, 2021). In order to see if and how these individual benefits can manifest at organisational level benefits in a later stadium, it is before all vital to understand differences in determinants and perceptions about integrating eSports and exergames for recreational offerings and goals.

This research contributes to the stream of Organisational Innovativeness as it addresses determinants of innovation in organisations (i.e. sports clubs) while using findings from diffusion of innovations theory (Wolfe, 1994). This provides a model to predict technology adoption based on the perceived innovation-bound determinants (i.e., ease of use, trialability, compatibility, relative advantage, visibility, results demonstrability, image). In addition to perceived innovation-bound determinants, this study extends existing theoretical models by also integrating organisational-bound determinants including organisational capacity (Doherty & Cuskelly, 2019) and attitude towards newness (Winand & Anagnostopoulos, 2017). Our insights will answer the following research questions: (1) 'What are the determinants for eSports and exergames adoption in Flemish community sports clubs?' and (2) 'How do perceived innovation-bound determinants differ from organisation-bound determinants for adopting eSports and exergames?'.

Research Design, Methodology and Data Analysis

A large scale survey will be distributed to two distinct populations (n>100) in Flanders to club board members and trainers in charge of club offerings for (1) Community soccer clubs and (2) Community cycling and triathlon clubs. Both surveys will measure aforementioned

determinants (independent variables) and respectively cover soccer-specific eSport integration (e.g., FIFA) and cycling-specific exergame integration (e.g., Zwift) to measure adoption-attitude, -intention and extent of integration (dependant variables). Data analysis will make use of structural equation modelling (SEM) to analyse and compare determinants of eSports and exergames adoption by sport clubs, both within and between the two technologies.

Results/Findings and Discussion

Results will be available by the time of the conference. For now, we expect that both innovation- and organisational-bound characteristics are indeed determinants of adoption attitude and intention. That is, the seven aforementioned perceived innovation attributes (i.e. ease of use, trialability, compatibility, relative advantage, visibility, results demonstrability, image) are expected to have a positive influence on adoption attitudes and adoption-intention. Likewise, a positive influence of organisation capacity and attitude towards newness is expected on adoption-attitude and -intention. Furthermore, we anticipate new and interesting results in the determinants' relative importance in predicting adoption-attitude and -intention. By comparing each determinant's effect size, our model will be able to reveal new insights and create an understanding in the relative (i.e. innovation- vs. organisational-bound) antecedents sport clubs experience when adopting eSports and exergames.

Conclusion, Contribution and Implication

By considering organisational-bound determinants such as capacity and attitude in addition to perceived innovation-bound determinants, this work can empirically test an important extension to existing innovation frameworks in the context of community sport organisations. Moreover, this research makes an important contribution to finding new ways for sports clubs to reach Gen-Z, increase participation and accessibility, reduce or prevent dropout, or understand current factors that impede exergame and eSports integration. These future findings might bear implications for eSports and exergames developers and national and international federations. For example, policy can focus on those aspects that restrain eSport or exergame integration in clubs such as creating programs to increase visibility, offering ways for trialability or developing their organisational capacity.

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RETURNING FOR SKILL OR POPULARITY? THE DEMAND FOR ESPORTS MATCH REPLAYS

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Aim and Research Question

Traditional sport demand studies focus on the demand for live games. Few studies examine the demand for match replays, even though replays account for as much as 25% of the total broadcasting hours in major sport networks in the U.S. To address this gap in the literature, this study examines the demand for sport match replays. Specifically, we investigate whether it is the skill and talent or the popularity of the teams that attract viewers to watch replays of eSports matches.

Theoretical Background and Literature Review

This study draws on the two economic theories of star effects: skill-based star effect (Rosen, 1981) and popularity-based star effect (Adler, 1985). Skill-based star effect posits that superstars emerge from their gifted talent (Rosen, 1981). Popularity-based star effect argues that consumers gain utility from sharing information about the players, thus, players with large existing fan base can become superstars even without underlying exceptional talent (Adler, 1985). Both types of star effects have a positive impact on the demand for traditional sport (e.g., Buraimo & Simmons, 2015).

For eSports, viewers are motivated by competition excitement and social opportunities (e.g., Qian, Wang, et al., 2020). eSports viewers are often video game players themselves and watch eSports matches to improve their own video game skills. Compared with traditional sport, eSports is more often broadcasted on online media platforms, such as YouTube Gaming and Twitch (Kim et al., 2021). These platforms offer interactive features for viewers to discuss games in real-time and share their knowledge.

From the economics of superstars and the existing findings of eSports, we propose the following hypotheses.

H1: There is a stronger skill-based star effect in the demand for replays of a more technical eSports game. There is a stronger popularity-based star effect in the demand for replays of a less technical eSports game.

H2: A platform that allows viewers to share game knowledge and play strategies will experience a stronger skill-based star effect.

Methodology

In this paper, we study the match replays of two professional eSports leagues in China, CrossFire Pro League (CFPL) and Honor of Kings Pro League (KPL) on two live-streaming platforms, Douyu.com and Huya.com. CFPL is the Chinese top-level league of CrossFire, a first-person shooting game, and KPL is the top-level league of Honor of Kings, a multiplayer online battle arena game. Douyu and Huya are popular eSports live-streaming platforms in China that release match recordings soon after the matches are over. Viewers on both platforms can leave comments when watching live-streaming matches and videos. Douyu

embeds the comments viewers made during live-streaming in their replay videos while Huya does not.

Using python, we conducted web scraping to collect the number of views on the match replay videos along with other video-specific information from both platforms. We focus on the 2021 spring seasons of both CFPL and KPL. We also collected eSports performance statistics from Cf.qq.com and Wanplus.com for CFPL and KPL, respectively. In eSports, player ability is usually measured by a KDA statistics, defined as the sum of kills and assists, divided by the number of deaths. For popularity, we collected the number of followers of each team and each player on Weibo, a popular social media platform in China. We also collected Weibo trending topics related to the studied eSports games during the sample period.

We perform three phases of analyses. First, we distinguish the skill and popularity of the team by regressing each team's number of Weibo followers on its average KDA statistics. We use the residual of this regression to measure the non-skill-related popularity of the team. Second, we employ regression models to examine the impact of skill and popularity on the number of views of eSports match replays, controlling for various important demand factors. Lastly, we perform a dominance analysis to assess the relative importance of skill and popularity in the demand for eSports match replays.

Results

Our results reveal that skill plays a larger role in the demand for replays of CFPL, a more mechanically difficult eSports game while the popularity-based star effect is stronger for KPL, a less technical game. Further, Douyu.com, which allows viewers to share game knowledge, experiences a stronger skill-based effect.

Conclusion

Theoretically, this study builds on two economic explanations of star effects and provides an understanding of the relative importance of skill and popularity in the demand for eSports match replays. Practically, our results provide important implications for media platforms in program designs. For skill-orientated games, platforms can incorporate features that facilitate viewers' knowledge sharing. For less technical games that are entertainment-focused, media platforms can market the popularity of teams and players, such as players' personal traits, aesthetic appeal, as well as public appearance and engagement of teams and players.

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SPORT GOVERNANCE AND POLICY

Chair: Johan Norberg

GOOD GOVERNANCE AND INNOVATION WITHIN SPORT FEDERATIONS

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Aim and Research Question

Good governance and innovation are two major concerns for sport federations. In response to the scandals that have shaken sport's image in recent decades, sport organisations, governments, and research groups encourage or impose sport federation to implement several good governance principles (Geeraert, 2021; Parent & Hoye, 2018). Meanwhile, sport federations need to innovate to cope with an increasingly changing and competitive environment (Corthouts et al., 2021; Tjønndal, 2017). To date, although evidence of the impact of governance on innovation exists in the non-profit literature (Jaskyte, 2018), the relationship between (good) governance and sport innovation remains unclear and overlooked. Therefore, this study examines the relationship between good governance and innovation by comparing innovations adoption between better and poorer-governed sport federations. Developing more knowledge on the potential benefits of good governance is needed to foster change and overcome some of the resistances and barriers (Geeraert, 2021). Our research answers the following question: Are better-governed sport federations more innovative than poorer-governed ones?

Theoretical Background and Literature Review

Henry & Lee (2004) defined good governance as "the accepted norms or values for the just means of allocation of resources, and profits or losses (financial or other) and of the conduct of processes involved in the management and direction of organisations in the sport business" (p.3). Three recurring principles emerge among these norms and values: transparency, democracy, and accountability.

Sport innovations are "proactive and intentional processes that involve the generation and practical adoption of new and creative ideas, which aim to produce a qualitative change in a sport context" (Tjønndal, 2017, p. 293). Recently, Corthouts et al. (2021) identified six innovation types adopted by sport federations: strategic knowledge management, entrepreneurship and cooperation, knowledge sharing, digital presence, mobile deployment, and commercialisation.

To date, studies have primarily focused on the managerial, organisational, and environmental determinants that influence innovation within sport organisations (Tjønndal, 2017). However, studies have overlooked the impact of good governance on innovation. Yet, studies in the non-profit context have highlighted that governance processes such as decision-making processes, internal and external control, board diversity, and shared vision are related to innovation adoption (Jaskyte, 2018). Considering that good governance principles aim to improve these processes, we hypothesise that sport federations implementing good governance principles are more likely to adopt innovations.

Research Design, Methodology, and Data Analysis

Data collection took place in 2018 and consisted of an observational desk research to collect online data on good governance principles and innovations adopted by sport federations. The sample included 150 regional sport federations in Belgium. The rationale for studying the regional level is that Belgium is a federal state where the political sport competencies are attributed to the linguistic regions. Consequently, regional sport federations have primary responsibilities for the organisation and the development of their sport.

We measured the implementation of good governance principles (i.e., transparency, democracy, and accountability) through 32 items (Scheerder et al., 2015). Regarding innovation, we measured the adoption of six innovation types through 21 items (Corthouts et al., 2021). Then, we analysed the data in two phases. First, a two-step cluster analysis using the three good governance principles as predictors identified one better-governed sport federations cluster and one poorer-governed sport federations cluster. Next, we carried out a Mann-Whitney U test to compare the adoption of six innovation types between these two clusters.

Results and Discussion

Results indicated a significant difference between poorer and better-governed sport federations in adopting five of the six innovation types. Better-governed sport federations are more innovative than poorer-governed ones in terms of strategic knowledge management ($U = 384.50$, $p < .001$), entrepreneurship and cooperation ($U = 583.00$, $p < .001$), digital presence ($U = 1076.00$, $p < .001$), mobile deployment ($U = 2126.00$, $p < .05$), and commercialisation ($U = 1702.00$, $p < .001$). These results support our assumption that better-governed sport federations are more innovative. As Jaskyte (2018) highlighted, governance is related to innovation. Our research supports this link and extends current knowledge by identifying that the implementation of good governance principles, which are supposed to improve organisational governance, is linked to innovation.

Conclusion, Contribution, and Implication

This study provides the first empirical evidence of a relationship between good governance and innovation in sport. More broadly, our research is one of the few to demonstrate empirically the often assumed but insufficiently tested positive effect of good governance principles on sport federations (Geeraert, 2021; Parent & Hoye, 2018). It therefore contributes to the sport management literature by unpacking the relationship between good governance and innovation and extending knowledge on the innovation determinants and the good governance outcomes in sport. Our results eventually indicate that more studies should focus on this overlooked relationship and further explore the factors influencing this link. Practically, this research suggests that sport federation managers should focus on good governance principles as better-governed sport federations are also more innovative.

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QUESTIONING THE AUTHORITY OF GOOD GOVERNANCE CODES IN SPORT

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Aim and Research Questions

The aim of this study was to interrogate the uncritical growth of quantification of good governance codes in sport. In particular, the study addresses the question how authoritative good governance codes are.

Theoretical Background and Literature Review

There has been a remarkable proliferation of codes of good governance (GGC) in sport modelled on those in the corporate sector and driven largely by concerns for efficiency and legitimation (Pielke et al, 2019; Tacon & Walters, 2021). Both efficiency and legitimation are premised on numbers as expressed in governance numerical scores and percentages. While the codification of good governance in sport has received some criticism (Geeraert, 2021; Parent et al, 2021), virtually no attention has been afforded to one of its critical aspects, authority. The authority of GGC is interpreted in terms of its communication, accuracy and validity, that is its relation to the abstract construct it represents (i.e., level of abstraction and conceptualisation). The study builds on Espeland and Stevens' (2008) sociology of quantification five-dimensional framework including (i) the work that it requires, (ii) its reactivity; (iii) its tendency to discipline human behaviour, (iv) its polyvalent authority, and (v) its aesthetics. It focuses specifically on the polyvalent authority of quantification.

Research Design, Methodology and Data Analysis

Examined were three international GGC produced by ASOIF (2020), Sport 4 Good Governance adopted by the European Olympic Committees (2012), Sport Governance Observer developed by Play the Game (2018) and two national codes developed by Sport Australia (2020) and Sport England/UK Sport (2016). ASC and UK Sport, exercise a high level of control over 63 and 58 National Governing Bodies of sport respectively. ASOIF is the umbrella organisation of 33 International Sport Federations and the EOC is the continental organisation of 50 NOC.

The GGC were analysed using Prior's (2008) two-pronged approach to the study of documents including (i) those focusing on the content and (ii) on their use and function by asking what documents do with and what they say. Analysed were (i) how GG were conceptualised in relation to the mission and strategic priorities of the organisation; (ii) how GG were operationalised including establishing its construct validity, and (iii) how the GGC were communicated with the network of sport organisations.

Results/Findings and Discussion

The five governance codes reviewed are overly normative and subscribe to an abstract model of promoting good governance. There is a notable lack of alignment between the GGC issuer organisation's mission and most of measuring indicators. The lack of accuracy and validity of governance measures raises four main issues. First, all proposed measures represent composite indicators, which reduce complex governance realities to a single number (a "point

score"), but they hide important issues such as the role of sport-specific inequality, access to sport and power relations. Second, all good governance indicators rely on elite (i.e., expert) and not on public evaluation. Third, there is a remarkable similarity between the measures of all governance codes, which blurs the distinction between the interpretation of the governance concept at national and international levels. Finally, the GGC examined create a transparency paradox because while they purport to promote transparency, how the proposed governance measures came about has not been fully transparent.

Conclusion, Contribution and Implication

The five GGC reviewed show a great deal of similarity although they have been developed for very different constituencies and contexts. Thus, their quantification has helped shape the bahaviour of sport organisations in line with a vaguely defined notion of good governance, which has a much greater political appeal that practical relevance. The introduction of GGC in sport is primarily a governance issue and sport organisations need to undertake significant amount of background work before adopting 'off the shelf' corporate codes.

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GOVERNANCE DECISION MAKING IN CANADIAN NATIONAL SPORT ORGANIZATIONS

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Aims and Research Questions

This paper examines the types of decisions made by contemporary NSO boards to articulate their decision-making role, and to identify the processes used to facilitate decision making by these boards. Importantly, we seek to understand if these decision-making elements differ between the various design archetypes that exist among contemporary NSOs and the implications of these differences for governance performance.

Theoretical Background and Literature Review

From the early work of Inglis (1997) who identified the four main roles of an NSO board to encompass setting and monitoring the mission of the organization, strategic planning, appointing and monitoring the CEO, and managing stakeholder relations, there has been relatively little research focused on the role of the NSO board in decision making despite the many changes to the NSO operations context over more than two decades (McLeod, 2020; Shilbury & Ferkins, 2011).

Conceptualizing the role of the nonprofit sport board around four types of decisions – strategy, resource provision, control and monitoring, advice, and counsel as suggested by McLeod (2020) – provides a robust framework to explore the decision-making role of contemporary NSOs. Only the first of these roles has attracted significant attention from research scholars, notably through a research agenda that has focused on one of the major criticisms often directed toward non-profit sport organization boards: their inability to be strategic (Shilbury & Ferkins, 2011).

The recent review by Hoye et al. (2020) regarding the foundational work of Slack and colleagues on Canadian NSO design archetypes (cf. Kikulis et al., 1992) points to the utility of design archetypes to help explain contemporary governance issues amongst these sport organizations. Hoye et al. argued the dimensions used to derive these archetypes needed to be updated in light of the environmental changes and stakeholder expectations faced by contemporary sport organizations. These suggested changes in the methodology to determine NSO design archetypes were adopted by Parent et al. (2021, p. 17) who found "contemporary NSOs fall within one of four governance design archetypes: Board-led, Executive-led, Professional, and Corporate."

Research Design, Methodology, and Data Analysis

We interviewed the board chairs and CEOs from 22 Canadian NSOs (with at least 4 NSOs from each archetype) to identify how each of their respective boards undertook their decision-making role in relation to McLeod's (2020) four types of decisions as well the processes they used to make decisions. Data were subject to thematic analysis and, although data collection is complete at this time, data analysis is ongoing and will be completed prior to the conference.

Results/Findings and Discussion

Our findings focus on determining if these decision-making roles and processes differ between the four design archetypes that were evident amongst this sample of Canadian NSOs and the implications of these differences for governance performance. We found boards of all types focused on strategy as their key role, along with control and monitoring. But, subtle differences were evident between NSO archetypes in relation to aspects such as the CEO's influence in relation to the board, how boards navigate the role of professional staff in influencing decisions, and the use of decision-making structural elements to facilitate decisions, particularly within more structurally complex organizations.

Conclusion, Contribution, and Implication

There are indeed differences between design archetypes in relation to board decision roles and the ways they go about making decisions. We offer suggestions regarding how NSOs may undertake their decision-making roles, that NSOs need to be cognizant of how they should evolve their decision-making approaches as they shift between different design archetypes, and how sport policy might influence the NSOs performance of these roles.

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ANALYSIS OF IMPORTANCE AND DIFFICULTY OF IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES AMONG NATIONAL SPORT ASSOCIATIONS IN EUROPE – GOVERNANCE SPORT CODIFICATION CONVERGENCE PROJECT

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Aim and Research Questions

This research project is part of the Erasmus+ Sport Governance Codification Convergence (ACTION) project that aims 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 is to establish a foundation by analysing the perceived importance and difficulty of implementation of good governance principles by decision makers at National Sport Associations in the EU. The research questions are: 1) What principles of good governance do National Sport Associations managers in Europe find important? and 2) What principles of good governance do National Sport Associations managers in Europe find difficult to implement? 3) Is there a corelation between the importance and difficulty of the principles of good governance?

Theoretical Background and Literature Review

In recent years the specific topic of sports governance has attracted interest among policy and decision makers in Europe and worldwide, partially due to increased professionalization of the sector (Shilbury & Ferkins, 2011). The European Commission, International Non-governmental Organisations, such as the IOC, International and European Sport Associations and National Sport Associations noticed the need for reform in several aspects of good governance by implementing codes or principles of good governance. Several European countries have developed Codes of Good Governance for sport organizations (Walters & Tacon, 2018). Governance convergence is defined as the process by which states or organisations from around the world adopt increasingly similar governance policies and practices (McLeod & Shilbury, 2020). The literature distinguishes between two forms of convergence. First, 'De jure' convergence refers to a situation in which countries or organisations adopt increasingly similar governance laws or policies. Second, 'De facto' convergence refers to a situation in which the actual governance practices of countries or organisations converge (i.e. there is compliance with laws and policies). To illustrate the distinction: All countries have rules against sport corruption. That is, there is de jure convergence. However, the actual prevalence of corrupt practices and enforcement of the rules against such practices vary significantly across countries, suggesting that there is no de facto convergence (Parent et al., 2018). Recent analysis of principles of good governance in sport (Thompson et al., 2022) show that the roboustness of principles can be difficult for sport

managers to grasp, however the authors also show transparency, accountability and democracy as potential starting point for development of good governance standards.

Research Design, Methodology and Data Analysis

An online survey was applied in the current study, in particular SurveyMonkey tool. The survey was based on the principles of good governance developed in National Sport Governance Observer (Geeraert, 2018). The survey included 15 questions, relating to 46 principles of good governance. The respondents rated the principles in terms of importance and difficulty using 5 point Likert scale. The questions were translated into 20 EU languages by translation professionals and later doublechecked for the meaning. Managers including board members and paid staff of National Sport Associations of all Members States were contacted by email and asked to fulfull the survey. 407 responses were received from 26 EU countries. The data was collected between January and March 2022. The data is currently being analysed and the analysis is scheduled to be finished by the end of June 2022. The statistical analysis of the data will be performed. Therefore, it is feasible for us to present the findings at the EASM Conference 2022.

Results/Findings and Discussion

Initial findings of the analysis show that representatives of National Sport Association find all of the principles of good governance important to a various level and easy to implement to a various level, however a statistical analysis of the data is necessary. The findings from the present study will inform what is the relation between the importance and difficulty of implementation of the principles of good governance.

Conclusion, Contribution and Implication

The authors plan to develop a converged code of good governance for National Sport Associations in Europe partially based on the findings of this research. As the results of the analysis are not yet available, further details will be presented at a later stage.

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TRUST IN BOARDS OF SPORT GOVERNING BODIES: EXPLORING PRECONDITIONS, PROCESSES AND MECHANISMS OF TRUST FORMATION AND PROMOTION

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Aim and Research Questions

In sport governing bodies (SGBs), boards are integral for achieving organisational objectives. Trust, conceptualised as a trustor's willingness to be at risk that a trustee – contrary to the trustor's expectation – does not act as would be important for the trustor (Luhmann, 2000) is considered beneficial for communication and cooperation (Mayer et al., 1995). Therefore, it constitutes an essential feature of (good) governance and effective board work. However, strong trust between board members can also encourage abuse of power and corruption. Thus, dealing adequately with trust seems to be a challenge for management and decision-makers. The study aims at exploring conditions (i.e. structures defining the scope of systemic operations) and mechanisms (i.e. underlying relations and processes) of trust within boards of SGBs.

Theoretical Background and Literature Review

Comprising elected, appointed, and invited members who may be representatives of certain constituencies, SGB boards are characterised by relatively stable relationships, alternating interdependence and a moment of unpredictability. Trust relationships, hence, are particularly significant for the board work (Luhmann, 2000). Due to limited conditional programming (i.e. lack of guidelines predetermining how to decide in specific situations) and thus a rather poor reliability of decision-making structures (Thiel & Mayer, 2009), personal trust seems to be key for SGBs, rather than system trust. However, only few sport governance studies (Fahrner & Harris, 2021; O'Boyle & Shilbury, 2016) explicitly addressed issues of trust so far. Even in the general literature, hardly any findings on trust-related social practices (interaction formats, etc.) within management teams exist.

Consequently, detailed insights into the self-reinforcing processes and mechanisms of trust formation and promotion within teams – such as SGB boards – are lacking. Such social practices are beyond any simple explanations since, for instance, the expectation of trustworthy behaviour is not only a prediction of the other's behavioural disposition – his/her ability, integrity, and benevolence (Mayer et al., 1995). Rather, mutual trust-related expectations concerning interaction and decision-making within the board as well as structural conditions at board level need to be considered. Moreover, some issues, such as reliability or transparency, can be both a condition and an effect of trust.

Research Design, Methodology and Data Analysis

Data collection is based on an overview of statutes and rules of procedures and 16 semi-structured interviews with volunteer board members of 16 regional SGBs from a German federal state. Across the region, these represent an aggregated total of 1.74 million club members in their respective Olympic sports. Board position holders were researched via SGB

websites and asked for participation in the interviews by random selection. Interviewees all held multi-year tenures on the board (14 years on average). The interviews were conducted between December 2021 and March 2022 via online video conferencing (46 minutes duration on average). Prior to the interviews, the respondents were asked to recall one (or more) particularly (low) trusting decision-making situations on the board. These situations were used to frame the talks, which were structured by a guideline according to the conceptual framework (e.g. trust-related risks, assessment of trustworthiness, conditions affecting willingness to trust). The data was analysed by qualitative content analysis according to Mayring (2015) using the software MAXQDA.

Results/Findings and Discussion

Results indicate that board work is mainly based on informal arrangements for which personal trust is crucial. Regarding trustworthiness, sport-related expertise and perceived integrity of the others seem to be particularly relevant. This assessment is mainly based on more or less diffuse, affective foundations, particularly shared experiences and successes of working together, and a rather intuitive gut feeling. All this is fostered by benevolent, respectful interaction between the board members, perceived transparency in joint work, and reliability following long-term stability of board membership. Moreover, the president can turn the board members' trust in his/her personality into trust in the appropriateness of the decision-making options he/she supports.

Conclusion, Contribution and Implication

The study contributes to the field by revealing what board members consider to be trust-relevant among themselves, which indications they apply to assess integrity and benevolence of the others, and which board-related conditions promote willingness to trust. Even though the level of trust may vary in other policy contexts, the study highlights trust-related functionalities and mechanisms which are comparable given analogous structural conditions. This provides several theoretical implications. When dealing with voluntary leadership positions, personal trust can be considered essential for commitment on the board under largely informal rules of conduct and decision-making routines. Trust-based selection of board members relieves board-related interaction from risks and sets the ground for long-term stability of board membership. The president's leadership behaviour and his/her key role as an anchor of trust both have a substantial impact decision-making within the board. From managerial perspective, SGBs need to recognize trust-related issues as a key challenge and reflect upon conditions for enhanced system trust without fundamentally changing the parameters of voluntary leadership positions.

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QUALITY OF YOUTH SPORT FROM THE PERSPECTIVE OF CHILDREN, YOUNG ADOLESCENTS AND THEIR PARENTS

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Aim and research questions

This research attempts to identify determining factors of children's and young adolescents' (from 6 to 18 years old) sports club participation to ensure optimal experiences and lifelong sport participation. The results provide an explorative framework of the determinants of youth sport quality from the perspective of youth members and their parents.

Theoretical background and literature review

Sports clubs face increasing dropout rates, starting at the age of 12 years old (Witt & Dangi, 2018). Considering the physical, psychological, intellectual and social benefits that sports club participation can involve for youth members, it is of utmost importance to counter dropout and foster lifelong sport participation through providing quality of provision (Gould, 2019). However, the difficulty in providing quality is embedded in the subjectivity and intangibility as various stakeholders have different interpretations about their understanding of quality (Chelladurai & Chang, 2000).

A thorough literature review revealed many items contributing to quality in youth sport, leading to enjoyment and motivation to lifelong participation. Authors argue that further research is needed to broaden our understanding of quality in youth sport and to agree on one model of quality (Bean et al., 2018; Gliske et al., 2021). Eccles and Gootman's eight programme setting features is often referred as these features are deemed crucial to foster psychosocial outcomes (Bean et al., 2018). However, these features are determined by experts and researchers (etic view), without considering the perspective of the people involved in the process of youth sport (emic view), reflecting the etic-emic dilemma (Battaglia et al., 2021). Also, the features assume a variable-centered approach, determining features of quality without accounting for differences in relative importance depending on youth members' characteristics. To determine quality, a person-centered approach is favoured to account for different experiences within the same context (Gliske et al., 2021).

Methodology

Two questionnaires, one for youth and one for parents, in Flanders (Belgium) were conducted. The questionnaires contained 48 items of quality. Respondents rated each item on a 5-point Likert scale to determine the importance of this item in their sport participation, with one indicated as 'not important at all' and five indicated as 'extremely important'. Two exploratory factor analyses were carried out on the data to determine the factors of quality. Furthermore, Mann-Whitney U tests and Kruskal-Wallis tests were executed on the resulting factors to determine differences according to gender, age category, competitive orientation, sport intensity and type of sport.

Results

The questionnaire for youth was completed by 549 respondents, of which 156 children (6-12 years old) and 393 young adolescents (13-18 years old), and of which 6% dropped out of the sports club. The questionnaire for parents was completed by 993 parents, with 526 parents of children and 467 parents of young adolescents and 2% indicating that their child dropped out of the sports club. Both exploratory factor analyses conducted within this study, outlined a four-factor, 30-item measure that showed good model fit. All elements with factor loadings less than 0.40 were removed and Cronbach's alpha indicated that internal consistency measures were good, with values between 0.700 and 0.834. These results were translated into four dimensions of quality:
- Improvement of cohesion, atmosphere, and integrity of every individual within the team and the sports club
- Possibility for everyone to improve skills in their sport
- Positive coaching
- Integration of the voice of the youth members and parents in the working of the sports club
Significant differences between the importance of factors were found for gender, sport intensity, competitive orientation, and team sports versus individual sports. More results will be explored and presented at the EASM conference.

Conclusion

This research provides an explorative framework of quality in youth sport from the perspective of children, young adolescents and their parents. This can guide practitioners to include the voice of youth and parents effectively in their programs, optimizing sport experiences and countering dropout. As such, sport leaders can start to improve quality of provision considering the perspective of the people involved in the process. Based on the results, we conclude that providing quality in youth sport will not be accomplished using a 'one-fits-all' approach. A person-centered approach is necessary to improve quality for every youth member in the sports club (Gliske et al., 2021). Additionally, a quality model needs to be developed including all the stakeholders involved in the quality process, i.e. youth athletes, parents, sports clubs and youth coaches (Battaglia et al., 2021). This will allow us to provide insight in the gaps between those perspectives and hence, on the processes that contribute to youth retention and withdrawal. However, this survey was not targeted to youth coaches and club administrators and only few dropout members were reached. Therefore, further research is recommended on how dropout athletes, sports clubs' administrators and youth coaches define quality in youth sports clubs.

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GOVERNANCE OF POST-OLYMPIC GAMES LEGACY ORGANIZATIONS: A COMPARATIVE STUDY

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Aim and Research Questions

Since multiple stakeholders are involved in making decisions about Olympic legacy, planning and sustaining legacy can be considered a governance issue (Girginov, 2011). However, the lack of a leading organization in the post-Games phase makes legacy unsustainable (Chalip, 2014). Thus, some Olympic hosts established post-Games legacy organizations to fill that leadership vacuum, but little attention has been paid to the organizations and their governance.

This study examines the governance of post-Games legacy organizations. Specifically, this research investigates the politics (stakeholder relationships), polity (institutional structures), and policy (the policy content, instruments) dimensions of governance and explores modes of governance. The following research questions are addressed: (1) How are the relationships among stakeholders in the governance of post-Games legacy organizations structured, coordinated, and managed (politics)?; (2) How is the institutional structure of the governance of post-Games legacy organizations constructed (polity)?; (3) What policy content and instruments are employed in the governance of post-Games legacy organizations (policy)?; and (4) What are the modes of governance of post-Games legacy organizations?

Theoretical Background and Literature Review

This study adopts Driessen et al's (2012) conceptual framework to examine the governance of legacy organizations, focusing on the politics, polity, and policy dimensions. *Politics* refers to the process of policy formulation, wherein public and private actors interact. *Polity* relates to the structural aspect of governance, that is, the system of institutions and rules that influence stakeholders. *Policy* concerns policy content (goals) and steering instruments (control, incentive) used to achieve policies. Each dimension tends to be characterized by modes of governance or "forms of realizing collective goals by means of collective action" (Lange et al., 2013, p. 407).

Examining the three governance dimensions, this research explores diverse legacy governance modes based on five governance modes (Driessen et al, 2012): (1) centralized, (2) decentralized, (3) public-private, (4) interactive, and (5) self-governance. In a centralized governance mode, decision-making authority is concentrated on the central government while private stakeholders receive the government's services. The central government devolves responsibilities to local government in a decentralized governance mode. Public stakeholders are the primary initiators of a public-private governance mode but also engage private stakeholders. Interactive governance is initiated and managed by both public and private stakeholders. Finally, in a self-governed system, the primary stakeholders can be private or public, and private stakeholders have more autonomy to initiate and manage policies.

Research Design, Methodology and Data Analysis

We adopt a multiple, comparative, holistic case-study design (Yin, 2017) focusing on legacy organizations from three Winter Olympics (Salt Lake City 2002, Vancouver 2010, and PyeongChang 2018) (i.e., the Utah Olympic Legacy Foundation (UOLF), Whistler Sport Legacies (WSL) and LIFT Philanthropy Partners (LIFT) (2010), and PyeongChang 2018 Legacy Foundation (PLF)). An instrumental case study approach was adopted to provide insights into post-Games legacy governance, specifically the selected organizations' governance systems as the units of analysis. Case studies were selected based on similarities (e.g., the Winter Olympics) and differences (e.g., legacy goals) that could explain variations in governance processes and structures. Diverse archival materials (e.g., final reports) were analyzed to understand each case (e.g., history). Using purposive and snowball sampling strategies, semi-structured interviews were conducted with officials of each organization (e.g., board/management team members) in person and via Zoom, which resulted in 12 interviews (3 from each setting). Data analysis was conducted by employing inductive and deductive coding approaches, utilizing a three-stage coding process (open, axial, and selective).

Results/Findings and Discussion

Public stakeholders tended to contribute to the stability of the governance by offering key resources (e.g., funding), and private stakeholders played important roles in enhancing the versatility of the governance by offering diverse perspectives. Regarding the polity dimension, all organizations interacted with stakeholders in both formal and informal ways, highlighting the importance of ensuring some formality based on rules and agreements in managing legacy stakeholders. The organizations were established prior to the Games, with the exception of PLF, to develop and implement Games' legacy plans both during and after the conclusion of the event. The organizations used a combination of soft (e.g., partnerships) and hard (e.g., grants) instruments to achieve policy goals (e.g., legacy program implementation and venue management). Three legacy organization governance modes were identified: public-private (UOLF and PLF), interactive (WSL), and self-governance (LIFT). They modified their governance structures and processes to respond to shifting environments, illustrating the changing nature of legacy governance modes.

Conclusion, Contributions, and Implications

Based on the findings, we propose a conceptual framework for governing post-Games legacy organizations. Few studies used a theoretical framework to examine legacy delivery and its governance (Thomson et al., 2019). This study addressed this gap by providing a theoretical basis for empirical analysis of the governance modes of legacy across different contexts. Practically, this work identifies critical factors (e.g., legitimacy, institutional support) affecting legacy governance, which will help build effective governance structures.

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SPORT-RELATED CONTENT OF LOCAL ELECTION PROGRAMS – THE CASE OF MUNICH

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Aim and Research Question

Sport is highly subsidized from local political entities. Surprisingly, almost no research has dealt with the content of local sport policy. At least in democratic states, political parties are central actors in the political decision making processes (Merz & Riegel 2013). Therefore, this paper will analyze the sport-related content of the local election programs of central political parties and will answer the following research question: What differences exist in the sport- related content of the election programs of political parties at a local level?

Theoretical Background and Literature Review

Empirical studies show that despite contradictionary stereotypes election programs predict politicians practical actions well (Merz & Riegel 2013). Only few studies have dealt with sport-related content in election programs (Schmidt 1979, Chaney 2015), and only few books include the topic (e.g., Güldenpfennig 2013). The work of Schmidt (1979) and Güldenpfennig (2013) is only descriptive. Chaney (2015) finds an increase in party politicization of sport in the UK. There, left parties focus more on sport as social policy and the conservative party has a stronger focus on high performance sport. Up to now, all that research is focused on political parties at the national level. None of it analyzes the content of the election programs on the local level.

Research Design, Methodology, and Data Analysis

The city of Munich was chosen as an exploratory case because it has a strong sporting tradition (e.g. being Olympic host city in 1972 and hosting the international well-known football club FC Bayern Munich), is one of the largest cities in Germany (nearly 1.5 mio. inhabitants) and is the capital of the state of Bavaria. The sport-related content of the election programs of the eight most relevant political parties for the local election 2020 in Munich was analyzed and compared. The parties were selected regarding their election results in the 2014 Munich local election. For the analyses, the sport-related content of the documents was extracted using the German equivalents of the search terms "sport," "movement," "physical activity," "gymnastics," "swimming," "swimming facility," and "training." The comparison uses quantitative text mining methods as well as qualitative content analysis. The quantitative text mining is done by vectorising the stammed content and conducting a stepwise clustering following Ward (1963). This is achieved using the Python programming language. The qualitative content analysis follows the approach of an inductive content analysis from Mayring and Fenzl (2014).

Results and Discussion

The length of the analyzed election programs ranges from 6 pages ("Freie Wähler") to 108 pages (the Green Party). The amount of the sport-related content in the election programs differ, too. The smallest amount of sport-related content is found in the programs of the "Freie

Wähler" and the "Alternative for Germany" (less than one page) and the largest amount is found in the programs of the "Free Democrats" (FDP) and the Christian Socialists (CSU) (more than two pages).

The results show that nearly all parties focus on the promotion of learning how to swim and the construction of new sporting facilities. But there are differences, too. Political parties from the left side of the political spectrum focus their policy statements mainly on the topic of "sport for all" and are critical about the hosting of mega sport events. Some of these parties focus on the ecological aspects of sports, too. Political parties from the right side of the political spectrum, on the one hand, focus more strongly on traditional sports, e.g. the promotion of sports clubs, and on the promotion of hosting international sport events, on the other hand. Additionally, the recognition and promotion of e-sport is found only in election programs of parties from the political right. The findings are in line with the findings from Chaney (2015) for the national and regional levels in UK.

Conclusion, Contribution, and Implications

The empirical findings show that policy matters for sport even at the local level. Political parties from different political camps (i.e. left vs. right) focus on different forms of sport. Hence, one can expect that local sport policy is not only a pragmatic issue but is influenced by political ideology, too. Left political ideologies that focus on equality transform into the promotion of "Sport for All" and right conservative political ideologies transform into the promotion of traditional sport. Beyond these findings, the outcome of local elections is relevant for the direction of local sport policy and local parties are relevant targets for lobbying activities for sport managers from local sport clubs and other local sport actors that want to influence local sport policy. Additionally, voters can choose between different political alternatives regadring sport policy. The political actions of the parties and their policy outcomes during the election period as well as the lobbying activities from local sport stakeholders concerning local sport policy could be the focus of following studies.

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ECOLOGICAL SUSTAINABILITY IN SPORTS FEDERATIONS – A SWISS CASE STUDY ON THE PROCESS OF AGENDA SETTING

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Aim and Research Questions

Nonprofit sports organisations are valuable sports providers in most European countries. In 2017, there were over 60 million European active sports club members (Nagel et al., 2020). Therefore, national sports federations (NSFs), overarching the sports clubs, could be crucial when it comes to taking measures concerning the ecological sustainability of sports. Indeed, several NSFs have already launched programmes for a more ecologically sustainable sport (e.g. Swiss Hang Gliding and Paragliding Association (SHV)). This might be surprising, since the nonprofit organised sport is traditionally primarily committed to the interests of its members and core business, i.e. the sport and organising activities and competitions (Thiel & Mayer, 2009). Thus, the following study addresses the questions, to what extend policies of ecological sustainability appear on the agendas of NSFs and which driving factors are thereby relevant.

Theoretical Background and Literature Review

Concerning nonprofit sports organisations and sustainable development, especially the field of social sustainability (e.g. Nagel et al., 2020) has been widely researched. Ecological sustainability however, even though having found access to studies of professional sports (e.g. Trendafilova et al., 2014), has only limitedly been analysed in this context. Studies investigated it as a part of the implementation of corporate social responsibility in NSFs (Zeimers et al., 2021) or focused on the individual club members' behaviour (e.g. Thormann & Wicker, 2021). There are hardly any analyses on the agenda setting of the topic in nonprofit sports organisations, i.e. NSFs.

The following research is based on the Multiple Streams Approach (MSA) of Kingdon (1984). It examines the agenda setting as a part of the policy process. For an item to appear on the decision agenda, the approach identifies the coupling of three different processes as important. Policy ideas arise, when issues are perceived as problematic (problem stream) and depend on the political context of the policy and agenda (politics stream). The policy stream contains existing ideas and enables the survival of certain ideas depending on specific criteria. Finally, policy entrepreneur's agency is necessary to couple the streams and create policy outputs. Thereby, different levels of the environment of the NSFs (e.g. members, clubs, umbrella federations, government) are considered.

Research Design, Methodology and Data Analysis

The SHV was analysed to allow an in-depth qualitative case study. Document- and archive entries allowed a first overview of existing measures of ecological sustainability and the appearance of the topic on the agendas of the NSF. Six semi-structured expert interviews with decision makers of the SHV and one with a representative of the umbrella organisation of the Swiss sports system were conducted to gain a deeper understanding, why and how ideas of ecological sustainability receive attention and appear (or do not appear) on the agenda of the

NSF. Thematic analysis was then applied to analyse the data, considering a data-led as well as a theory-based coding process along the concept of the MSA.

Findings and Discussion

First findings showed that policies of ecological sustainability mainly appear on the agenda of the analysed NSF in the form of negotiation of voluntary flight restrictions. Since the creation of an environmental office in 2017, the topic is broadly discussed as a part of the strategy and implemented on an operative basis in different departments.

Policy ideas of ecological sustainability do not seem to be less important for decision makers in the NSFs than topics of other nature, if it is seen as a possibility to solve problems which are immanent to the sports system (e.g. flight restrictions; policy and problem stream). The political environment of the NSF in the form of external political pressure and inputs of umbrella organisations (politics stream) appears to be a crucial driving factor as well as the commitment of staff members. In contrast, the board of management seems to be less crucial for the setting of such policies on the agenda of the studied NSF (policy entrepreneurs).

Conclusion, Contribution and Implication

The results could allow a first understanding of how and why policies of ecological sustainability appear on the agenda of the NSF. It might identify crucial factors when promoting the agenda setting of ecological sustainability in NSFs and utilising the potential of the nonprofit organised sports setting and its leverage in society. Furthermore, findings could allow deeper knowledge of the policy cycle in nonprofit sports organisations and therefore support a specific management of such organisations.

This pilot study of the SHV allows an in-depth investigation and enables a first review of the used theoretical and methodological approach. It is presented as part of a broader follow-up multiple case study with eight NSFs and a cross-case comparison. Further research must be conducted to allow statements about other types of NSFs (e.g. other forms of professionalisation, other outdoor and indoor sports) and other stages of the policy cycle, i.e. the implementation of the policies.

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PLANNED AND EMERGENT PROFESSIONALISATION PROCESSES IN SPORTS CLUBS

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Aim and Research Questions

In recent years, sports clubs have faced increasing expectations from various stakeholders (e.g., members and sponsors, media, umbrella federations). Thus, an increasing number of sports clubs have become more strategic, implementing paid work as well as management tools from the business context to satisfy these expectations. This transformative process can be defined as (organisational) professionalisation (Dowling et al., 2014). While the determinants of organisational professionalisation are well investigated, the professionalisation processes of sports clubs and their consequences have been little researched. The aim of this study is to analyse the professionalisation process of a sports club using a case study design with specific focus on planned and emergent processes and their consequences. Current literature considers (change) processes as a connection of both planned and emergent processes. Planned processes indicate a formal procedure that is actively managed, while emergent processes are more informal processes that make a change unpredictable (Livne-Tarandach & Bartunek, 2009). Thereby, a (change) process is not either planned or emergent, rather every (change) process has planned and emergent characteristics. This process perspective is closely connected to the consequences of (change) processes that can also be planned and emergent. The research questions are the following:

- How do planned and emergent professionalisation processes of sports club unfold?
- Which phases of the professionalisation processes are planned and which ones are emergent?
- Which consequences of the professionalisation processes are planned/intended and which ones are emergent/unintended? And how are the consequences related to the processes?

Theoretical Background and Literature Review

To date, process analysis has been rarely used in sport management research. In organisation research, (change) processes are seen as a complex connection of both planned and emergent processes. Livne-Tarandach and Bartunek (2009) presented a connection approach by combining (i) the visions of the relevant change agents, (ii) the activities associated with the change, and (iii) the relationships of the relevant change agents with relevant stakeholders. These three aspects constitute the so-called vitality (or inner energy) of the change. These aspects guided data collection and analysis. Examining relevant change agents and their visions as well as their mutual relationships with internal stakeholders helps understand why and how processes unfolded.

Research Design, Methodology and Data Analysis

This study is part of an international project between Switzerland and Germany. In total, 20 sports clubs will be examined. This study refers to one of the cases, a medium-sized club with about 200 members. Thus, the research design is a single case study design (Yin, 2014). The comprehensive data collection consists of three parts: (1) documentary analysis (e.g., website, organisational chart, mission statement, description of processes), (2) 5 expert interviews with decision-makers, and (3) about 1-2 focus groups with club members. Decision-makers with exclusive knowledge of the professionalisation process and club members for the focus groups are selected in the course of data collection and in cooperation with the club. The data will be analysed using qualitative data analysis and Langley's (1999) visual mapping and temporal bracketing strategies.

Results/Findings and Discussion

Final results are not yet available as the data collection is still ongoing. However, preliminary results suggest the following: First, whether specific phases of professionalisation processes of a sports club are planned or emergent is unrelated to the content of the processes. In other words, even major changes, such as the employment of the first CEO, can be largely emergent. Second, professionalisation processes can be evaluated positively even if the (decision-making) processes unfold relatively unplanned and unstructured, because the positive consequences of the professionalisation processes outweigh the negative. However, largely emergent professionalisation processes might have unintended negative consequences, e.g., the relatively unplanned employment of a CEO led to unclear roles and competencies within the board.

Conclusion, Contribution and Implication

From our preliminary results, we conclude that although both planned and emergent professionalisation processes can have positive outcomes, the chances of more positive consequences are higher if professionalisation processes are well planned and structured. However, if a sports club knows how to deal with emergent phenomena, negative consequences may be minimised. Thus, it is not only important to inform sports club managers about the advantages of (strategic) planning of professionalisation processes and to show how to implement or optimise such processes, but also to show how to harness emergent processes.

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ELITE ATHLETE'S DUAL CAREER COMPETENCIES AND THEIR EFFECTIVENESS

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Aim and Research Questions

Elite athletes often pursue a career in high-performance sports and in education or their profession simultaneously. Pursuing this dual career is demanding, and the athletes have to deal with intrapersonal, interpersonal, and structural constraints that could lead to one career's termination. This can lead to dropouts (Crane & Temple, 2015). Hence, they need a dual career skill set to manage their careers successfully. Some research has already evaluated the intrapersonal level by introducing a dual career competency framework for athletes (de Brandt et al., 2018; Linnér et al., 2019). However, its application to other forms of a dual career besides being a student-athlete has been neglected. Moreover, its effect on career effectiveness has not yet been evaluated. Therefore, this study explores the following research questions. *RQ1*: How do elite athletes perceive their dual career competencies and importance? *RQ2*: What is the effect of the dual career competencies on career effectiveness (i.e., success)?

Theoretical Background and Literature Review

This study was informed by the career construction theory (Savickas, 2002). It suggests that individuals build their careers actively within their social ecology. Individuals apply their resources to meet the environmental demands of their different social/life roles. Progress can be achieved through periods of growth or exploration (Savickas, 2002). Career adaptability is a vital construct which emphasises an individual's readiness and resources in developmental stages (Savickas, 2002). Therefore, it is vital to attain resources (Savickas & Porfeli, 2012) such as competencies as they directly impact career success (Eby et al., 2003).

Research Design, Methodology, and Data Analysis

Following a quantitative research paradigm, an online survey with elite athletes was conducted (n=1,122) in autumn 2021. The survey included the 29 items of the Dual Career Competency Questionnaire for Athletes (DCCQ-A; de Brandt et al., 2018) to assess the competencies, performance evaluation of the sports year 2021 (until that point in time), and socio-demographic information. Data exploration revealed seven athletes did not participate in any sporting event in 2021. Hence, they were excluded from all analyses and the final sample size was n=1,115. The sample was randomly split to test the factor structure exploratory with the first half of the data. The second half of the data was used for confirmatory factor analysis. Having established the factor structure, logit models were estimated to test the influence of the competencies on career effectiveness.

Results/Findings and Discussion

Considering the athletes' evaluation of their dual career competencies, the results revealed significant differences between the perceived importance and the possession of the competencies. Indeed, the mean values for all 29 items of the DCCQ-A were significantly

higher for the importance rating than for the perceived possession rating of the competencies. The exploratory factor analysis revealed a four-factor structure with 17 items. The validation with the second sample revealed a four-factor structure with 13 items. This structure showed sufficient reliability and validity and an adequate model fit ($\chi^2(59)=145.162$, $p\leq.001$; $\chi^2(df)=2,460$; CFI=.950; RMSEA=.051; 90% CI:.040-.061, pclose=.433; SRMW=.045). The factors dual career management, career planning, emotional awareness and social intelligence & adaptability were regressed on the binary variable medal success at a major sport event in 2021. The model was significant with a relatively low explained variance (Pseudo-R^2:0.9%; χ^2=12.44; $p\leq.014$). Only one of the four competencies, social intelligence & adaptability, influenced medal success significantly.

Conclusion, Contribution, and Implications

The gap between perceived importance and possession of competencies reveals that elite athletes believe that they do not yet master all resources at their best capacity. Thus, more periods of growth and exploration are needed, which is an important element of career construction theory (Savickas, 2002). This gap could also explain why only one of the four competencies influenced career success significantly. This is surprising as competencies were previously identified as essential resources for career success (Eby et al., 2003). The logit model's low variance suggested that other variables influence career success, too. These could be related to the social environment of the individuals, as proposed by career construction theory (Savickas, 2002). Career success in the vocational career could also be assessed. This study employed the dual career competency framework for athletes to elite athletes. We expanded previous studies that investigated solely student-athletes (de Brandt et al., 2018; Linnér et al., 2019). The findings suggested one major implication: Career counsellors should work with elite athletes to develop their competencies further and reduce the gap between perceived importance and possession of competencies. Dual career policies should not only cover sufficient time for education and sport, but also for developing competencies to deal with both careers.

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THE CHALLENGE OF COMMERCIALIZATION AND PROFESSIONALIZATION: A COMPARATIVE STUDY OF THE GOVERNANCE OF TEN SPORTS LEAGUES IN FINLAND

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Aim and Research Questions

The aim of this study is to analyse the organization and governance of the semi-professional and professional sport leagues in Finland. Study covers both men's and women's leagues in football, ice-hockey, basketball, Finnish baseball, and floorball. Research questions are: 1) What kind of governance models do leagues have? 2) how do the different governance models differ? and 3) How have the organizers of the leagues responded to the growing expectations of commercialization and professionalization?

Theoretical Background and Literature Review

There exist two basic models for managing professional leagues in team sports, which are characterized as either emphasizing financial gain (profit-maximization) or emphasizing sporting success (utility-maximization). Leagues of the first model occur especially in North America, where professional sports are organized into independent, closed model league organizations. The latter, the European league model, is based on an open league model, where promotion and relegation to different league levels according to their sporting results is possible. (Szymanski 2010).

Henry and Lee (2004) identified three interrelated approaches to governance: systemic, organizational, and political. This study focuses on the systemic and political approaches. Governance refers to the league's organizational structures, decision-making processes, and collaboration with stakeholders to ensure the league's vitality as well as long-term goals. The commercialization and professionalization are the forces challenging traditional European model of sport, in which the focus have been on idealism and voluntarism. The collision of these different logics has been analyzed and reported in many studies (Gammelsaeter 2010). One solution for the dilemma is cooperative governance, where the clubs competing at the league, are active also for management of the league (Dietl, Franck, Hasan & Lang 2009).

Research Design, Methodology and Data Analysis

This sub study is part of a larger research project on professionalisation of five Finnish team sports. The data of this study were gathered first by collecting official documents (annual reports, strategies) from the league organizations and national federations between years 2010-2020. Second, data about the governance was collected by nine semi-structured interviews with the persons responsible for the league management (seven men and two women). Interviews, lasted between 50 and 120 minutes, were conducted by researcher with the Microsoft teams. Data was analyzed first by describing each case separately, after which the cases were compared with each other in terms of 1) organization and decision-making

structures of the league, 2) key stakeholders and level of cooperation and 3) main governance issues.

Results and Discussion

Four different governance models were identified among the leagues. First men's ice-hockey league, Liiga, is currently governed by an independent organization, Ice-hockey SM-League ltd, which is owned by 15 league clubs. Liiga operates as a closed league. In addition, Liiga and Finnish Hockey Association (FIHA) work closely together to develop the sport.

In football both men's and women's leagues operations are run by separate association, in which the league clubs are members. These leagues are not independent but are in many ways integrated with the national football federation. The national federations of Finnish baseball, floorball and basketball have all founded a separate marketing company to sell media and market rights of the leagues.

The gender equality is closest in Finnish baseball. In all other sports, marketing efforts are mainly directed to support men's leagues. The cap is widest at the ice-hockey, where the women's league is governed by the Finnish ice-hockey federation. Staff, responsible for the development of women's ice hockey, are working unofficially with the teams to develop the league.

All the men's leagues involved in this study strive strategically and commercially to develop their operations and improve their position in the field of professional sports. The sports share some common goals, such as improving arena facilities, social media, and digitalization, but also differ significantly. Where floorball aims to increase the number of leagues matches and international visibility, basketball has reduced the number of league matches and invested in the TV-production.

Conclusion, Contribution, and Implication

The governance model of the men's hockey league is a kind of Finnish application of North American and European professional sports. The strength of this model is the close relationship with the Liiga and FIHA. In its current form, this relationship is balanced and, as a result, both the national league and the national team have been successful.

In all other leagues, development has been more short-lived and the optimal competition models or marketing strategies has been sought in various ways. One major challenge seems to the lack of "league-thinking" capacity among the heterogenous field of league clubs. The league-thinking is the ability for the league club to develop both its own activities and participate in the league level development. One long-term solutions for better development capacity of the league and its teams could be education programs aimed for the club management and marketing.

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THE EFFECT OF OLYMPIC SPORTING SUCCESS ON NATIONAL PRIDE & HAPPINESS IN FLANDERS.

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Aim and Research Questions

The aim of this study is to evaluate if the achievements of Belgian elite athletes make the Flemish population happy and proud. It is examined which population characteristics influence this feeling of pride & happiness and if these feelings fluctuate at different moments in time. Secondly, this study measures which public domain makes the Flemish population most proud, especially focusing on sportive nationalism.

Theoretical Background and Literature Review

The performance of elite athletes is said to have positive effects on society. Policy makers are convinced that elite sport stimulates the 'feel-good' factor. Two factors often mentioned in literature are pride and happiness.

Research has shown that active participation in sports has a positive effect on happiness (Frey & Gullo, 2021). In addition, passive sport engagement, such as watching competitions or being a fan of an athlete, also generates positive feelings. Both active and passive sport experiences make people happy (Lera-López et al., 2021). Elite sport achievements can therefore be seen as a tool to influence the feelings of the population and to increase general well-being.

Good sporting performances also make people proud. They create a sense of togetherness and patriotism among spectators (Elling et al., 2014). This sense of pride when top athletes or national sports teams are successful at important competitions is referred to in previous literature as 'sportive nationalism' (Shibli et al., 2021).

When people are positive about elite sport, and see the personal and social benefits of it, they are more willing to support elite sport policy and gain trust in policymakers (Funahashi et al., 2015). Therefore, this study is interesting for the Flemish government to give direction to the policy and to create a support base among the population.

Research Design, Methodology and Data Analysis

Between February 2020 and March 2022, an online population survey was completed by 21,142 randomly selected Flemish respondents during 20 monthly measurements. In this sample, 49.9% were male, 50.8% of the respondents were younger than 50 years old and 60.0% did not obtain a higher education degree.

The following questions were asked to the respondents:

(1) The achievements of our elite athletes last month made me happy.

(2) The achievements of our elite athletes last month made me proud.

(3) Out of fourteen domains, these three domains make me most proud of Belgium/Flanders.

(14 public domains: health care, social security, science & technology, elite sport achievements, education, architecture and historical buildings, art and literature, history, nature and landscape, democracy, economy, social equality, army, political influence)

To examine the socio-demographic differences (gender, age and education), several independent sample t-tests were performed in SPSS.

Results/Findings and Discussion

Overall, 62% of the Flemish population indicate that elite sporting achievements make them happy. The monthly measures show an increase during and after the Tokyo Olympic Games. However, this increase is rather short-term. The female population (p=0.048), respondents older than 50 years old (p<0.001) and Flemish people that did not obtain a higher education degree (p=0.002), indicate more frequently that the achievements of Belgian athletes make them happy.

Results show that 66% of the respondents are proud of Belgian sporting achievements. After Tokyo 2020 and Beijing 2022, a short-term increase was found. Female respondents (p<0.001), respondents older than 50 years old (p<0.001) and those without a higher education degree (p=0.003) tend to feel more proud of good athlete performances.

Out of 14 different public domains, 23% of Flemish respondents chose elite sport in their top three domains that makes them most proud of Belgium. 'Elite sport' ranks fourth after health care (53%), social security (45%) and science & technology (30%). Flemish people younger than 50 years old (p<0.001) tend to choose elite sport as one of three domains of which they feel proud of. Men (p=0.013) and respondents with lower education degrees (p<0.001) are more likely to choose 'elite sport' in their top three.

Conclusion, Contribution and Implication

Overall, it can be concluded that Belgian sporting achievements make a large part of the Flemish population both happy and proud. Important sporting events, like the Olympic Games, have a positive impact on the Flemish population's feeling of pride and happiness, but this effect is short-term. 'Elite sport' is the fourth most popular domain for national pride. Since Flemish people are getting happy and proud because of athletes' sporting achievements, these positive feelings can be used by policy makers to justify government investments, as stated by (Funahashi et al., 2015). Additionally, it can encourage policy makers to focus more on including these achievements in their communication strategy to the Flemish population.

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DISTRIBUTION MECHANISMS OF HIGH-PERFORMANCE ATHLETES' FUNDING IN AUSTRIA

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Aim and Research Questions

In the last decade, the approach towards management of monetary sports funding in Austria was adapted twice: grant management steered by the Federal Ministry of Sports (state representative) and the Austrian Sports Federation (non-governmental agent) was firstly combined and transferred to a new agent (intermediary fund) and secondly the organisational setup was changed to a public limited. This political intervention triggers the question why these arrangements had been chosen and what could make the sports system better off when adopting new management structures. The central research question of the underlying study focuses on the stakeholders involved in the distribution process and asks:
Which advantages and disadvantages in respect of goal-oriented funding of Austrian high performance athletes' sports could be stated for different actors?
The given normative goal since 2013 is to increase sporting success in international competition – sports federations should also be ranked according to their performance and international reputation. The implemented focus on performance sets out the bases for the presented study as this normative success orientation was missing prior to 2013. The Austrian Sports Federation distributed most grants on behalf of its members and had to find a balance between success orientation and solidarity.

Theoretical Background and Literature Review

The sports management literature delivers some mature frameworks on high performance athletes' sport funding i.e., the SPLISS study (De Bosscher et al., 2008), provides a systematic analysis of important pillars, which might support the development of sporting success. Managing actors were not analysed in depth, nor did they receive wider specific attention in the field so far.
The systems theory states (Luhmann, 2011; Willke, 2008), that influencing the functional mechanisms of the sports system, or any other societal systems is in general not possible – however there exists communication media like i.e., money that might trigger behaviour of a system in favour of system-external actors.

Research Design, Methodology and Data Analysis

The central research question was studied by a reconstructing approach: the case of monetary sports funding was analysed using a mechanism orientated strategy (Gläser & Laudel, 2010). Based on an empirical model which was derived from a literature review and the theoretical foundation the research approach follows the realistic paradigm (Ronkainen & Wiltshire, 2021).
Twelve subject matter experts had been interviewed to reconstruct the sports funding process. Experts chosen were equally distributed between governmental, non-governmental and independent ones and was invited to an interview of 45 to 60 Minutes. All interviews had been transcribed and coded using MAXQDA 2022.

First high-level codings were based on the literature review which then in the actual interview coding process was refined and clustered considering the reconstruction process.

Results/Findings and Discussion **

First results suggest different strengths and weaknesses as well as opportunities and threats for actors involved in the sports funding process: non-governmental agents have a closer connection to the field and thus share greater insights with fund receiving agents. A potential adverse effect regarding goal orientation could arise from hidden agendas as well as a lack of resources of volunteers taking decisions. Governmental agents have a clear goal orientation and the necessary sense for the task, and they comply with given rules. A negative aspect is the information deficit in practical sports affairs as well as potential shortages on staffing – this might lead to unfavourable distribution outcomes. Amongst the interviewed experts the preferred option is an intermediary construct: administrative responsibility taken by an independent organisation and strategic guidance given by governmental and non-governmental actors.

Conclusion, Contribution and Implication **

The preliminary results must be validated and structured until the conference date. All relevant interviews have been transcoded by now – the creation of the final presentation format will be achieved.

Based on the current findings the underlying issue is rather which agent is responsible for distributing grants than how a coordination mechanism between several agents interests as well as the orientation towards normative goals can be established. Individual experience and skill of an agent's representatives have some explanatory implication as well. So further work would be necessary to shed some light on the relationship between organisational actor and their individual representatives. An intermediary construct to mitigate shortcomings of governmental and non-governmental actors was one of the findings of Emrich et al. (2013) to optimise distribution of grants.

The observed strengths and weaknesses should be considered when the administrational set ups are discussed by political actors. Goal orientation is a prerequisite to steer development of the sports system - changes in the administrational set up might need some time to pay off. As a concluding remark it should be said that the research question is just covering one certain aspect of several as De Bosscher et al. (2008) have demonstrated, though for the Austrian sports system this could have quite some implications.

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REGIONAL POLICY AND ORGANIZATIONAL FIELDS IN MULTI-LEVEL SPORT GOVERNANCE.

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Aim and Research Questions:

In this paper, we investigate regional policy in the context of multi-level sport governance. Specifically, we examine provincial policy in relation to organizational fields to understand the structuration and change of fields related to sport participation in the province of Ontario, Canada. Our research questions are: (1) how does regional policy impact sport development? and (2) how do changes in regional policy impact the way that ideas are translated and sport policy is implemented within multi-level governance structures?

Theoretical Background and Literature Review:

Authors have called for more nuanced understandings of the ways that actors have and exercise agency within the structures of sport institutions. These calls led to discussions of institutional work (Nite & Edwards, 2021), framed community organizers as sport policy implementers (Skille, 2008), and highlighted how institutional cultures, logics, and fields impact translation within institutions (Robertson, et al., in press). Institutional fields are the socially-constructed environment in which actors operate.

However, little attention is paid to regional policy within sport institutions. In Canada, significant attention is placed on sport policy at the national level (i.e., Sport Canada and National Sport Organizations) as well as the policy issues experienced by Community Organizations. Although provincial governments and sport organizations are important actors in the institution, less is known about the impact of provincial level policy and how it shapes the implementation of sport policy within the multi-level governance structure (that involves negotiations between nested levels of government with territorial organization).

Among industrialized market economies, Canada is one of the most highly regionalized and fragmented. Regional development scholars highlight the importance of regional differences and the need for flexible public policy structures that emphasize the nuances of local contexts and encourage regional collaboration (Vodden, et al., 2019). This resonates with calls in the sport literature for participant-centred approaches to sport development (Rich, et al., 2022). Since the decisions of provincial governments have clear implications for the environment of sport development, in this paper, we examine regional policy as an organizational field in order to understand the role it plays in sport policy implementation.

Research Design, Methodology and Data Analysis:

We employed a case study methodology to examine regional policy in the Province of Ontario (as part of a larger project in partnership with a provincial sport organization). Utilizing a document analysis collection method, the resulting dataset included 78 documents, websites, and publications published between 1996-2021 (to coincide with the formalization of a national sport policy in Canada). Data sources included mandate letters, press releases, budgets, as well as, strategic plans. We undertook a critical policy analysis (Jedlicka, et al., in

press) to examine the institutions, ideas/beliefs, key actors, networks/administrative arrangements, and contexts/key events of regional policy.

Results/Findings and Discussion:

In this paper, we discuss two important findings that are implicated in the administrative arrangements as well as the ideas and beliefs related to sport (see, Jedlicka, et al., in press). These findings illustrate the implications of regional policy on sport policy implementation. Although sport policy at the federal level was increasingly professionalized since the formalization of Canadian Sport Policy in 2002, and provincial governments imported ideas from federal sport policy, the location of sport within provincial government administration had implications for how sport was understood. For example, prior to 2002 sport was explicitly associated with economic growth and providing value to tax payers. In 2002, responsibility of sport was transferred to a newly created provincial Ministry of Health Promotion. Sport is now under the auspice of the Ministry of Heritage, Sport, Tourism and Culture Industries. These shifts are associated with changes to reporting and accountability measures for sport organizations and ultimately how legitimacy is understood.

Throughout the time period studied, the increasing prevalence of neoliberal rhetoric within regional policy also had important implications for the organization of sport. For example, the Harris government's (1995-2002) "Common Sense Revolution" saw a proliferation of language related to accountability and the value of sport to the tax payer (particularly through private sector partnership and tourism development). These trends led to a "local services realignment" which ultimately downloaded responsibilities from provincial to municipal governments. The shifting locus of control placed the responsibility of sport at the local level, where organizations have varying levels of capacity to implement programs and initiatives associated with broader policy frameworks.

Conclusion, Contribution and Implications:

Our analysis highlights the role of regional policy in understanding organizational fields in sport institutions. Although provincial governments took leadership from federal levels on the language and content of their own sport policies and initiatives, the underlying ideas and beliefs and the administrative arrangements that shaped their implementation had implications for how policy is implemented within the province. Our work contributes nuances to understanding structuration and change of organizational fields by focusing on regional policy and in multi-level sport governance structures.

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CHECKS AND BALANCES - THE GOVERNANCE OF THE IOC

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Aim and Research Questions

The aim of this research is to - first time in science - show how the world sports leading body International Olympic Committee follows checks and balances. It is questioned how and if world sport has built a system that divides power between the three branches legislative, executive and judicial - a true and important governance topic.

Theoretical Background and Literature Review

The presentation is based on real politics focussing good governance and accountability. So far no scholarly paper has dealt with IOC checks and balances. The IOC has a self-controlling system installed. Literature is available on the governance and power of the IOC such as from Nelson & Cottrell (2016), Geeraert, Mrkonjic & Chappelet (2014) or Preuss (2021) but not on its checks and balances.

Research Design, Methodology and Data Analysis

The research design is investigative, thus it follows an qualitytive approach. It is not directly obvious how the IOC has set up its system to split legislative, executive and judicative powers. Therefore many sources were collected and data were critically assessed. Most information stem from available IOC reports and literature. To check datat were checked for consistancy. Finally four expert interviews were made, one with the IOC head of research centre, two with the IOC finance department and one with the director corporate communications of the IOC. These were important to get information that were not published.

Results/Findings and Discussion

All three branches of power could be found in the Olympic system of the IOC.
While the executive power (IOC President and the IOC Executive Board) and the legislative power (IOC members in the IOC Session) are clearly delineated, as in all associations (IOC 2020a, §17), this is more complicated with regard to the judicial power. Legally, the IOC is subject to the constraints imposed by its legal form (association under Swiss law). Therefore, CAS is responsible for disputes in sports, and Swiss law is applicable for all other disputes. However, there are some departments and commissions within the IOC that control the IOC executive and also the legislature and thus form a quasi first judiciary within the organization. This will be explained in greater detail.

Conclusion, Contribution and Implication

The IOC's slow pace of change to date, and some accompanying inefficiency, can be attributed to specific conditions of this organization, which Anastasiadis & Spence (2019) describe as organizational pathology. For Barnett & Finnemore (1999, 720-725), the following conditions are key to this:
1) a "vague" mission, i.e., few clearly measurable criteria for success or failure,
2) "weak" environmental feedback, which results in successful performance being difficult to measure because of the lack of a competitor and the lack of sanction that follows,

3) a "strong" professionalism with which then comes a normative orientation and worldview,

4) an "organizational isolation" with which then comes self-reference and which leads to "organizational narcissism" (Anastasiadis & Spence 2019, 28) with which then comes high complacency, and

5) a "cultural clash," whereby different roles and cultural backgrounds of members lead to difficulties.

These factors led to certain inefficiencies in the IOC, which led to loss of legitimacy of the organization in the eyes of the public (Anastasiadis & Spence 2019). Without a moral legitimacy, however, the IOC will always face active or passive resistance from the public and sports politics. Cooperation then only works through financial quid pro quos, as trust is less available (Finnemore 2009, 62). Today, the IOC is trying to eliminate this loss of moral legitimacy very actively and also effectively with the help of Agenda 2020 and 2020+5. Gradually, self-reference is being rolled back by opening up commissions to experts and stakeholders and opening up events (IOC Session, IOC Forum, etc.) to the media and Olympic opponents. An external audit system of the highest standard and managed by PricewaterhouseCoopers has been introduced. The Ethics Commission is staffed by a majority of external parties and the negative perception of the IOC by the population, which was clearly shown in referendums against the hosting of Olympic Games can be gradually dealt with by numerous changes in the hosting specifications (IOC New Norm) and the publication of the Host City Contract (increased transparency). However, building moral legitimacy takes a long time.

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A STUDY ON ELITE COACHES' DOPING DETERRENCE FACTORS IN JAPAN FOR ACHIEVING A GOOD GOVERNANCE

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Aim and Research Questions

This study aims to identify elite coaches' doping deterrence factors in Japan. In general, coaches are regarded as influencers of athletes. From this perspective, elite coaches may deter athletes from doping or induce athletes to dope. Thus, this study attempts to explore what factors trigger coaches to deter athletes from doping.

Theoretical Background and Literature Review

In developed countries, State-led improvement of international competitiveness is being actively promoted for various reasons, such as international fame, diplomatic recognition, competitive idealism, and economic effects (Houlihan and Green, 2008). It has been highlighted that promoting international competitiveness increases the risk of doping (Bette and Schimank, 2001).

In Japan as well, international competitiveness was actively promoted by the State, which invested enormous national funds in the 2020 Tokyo Olympic Games. Japanese athletes and coaches were expected to win medals, and they came to feel pressure. Therefore, the risk of doping is possibly increasing in Japan as well, and it is known that there are elite athletes who are aware of the induction of doping (Hibino et al., 2020). In Japan, it is known that not only athletes, but elite coaches also are aware of the induction of doping (Hibino et al., 2021), and anti-doping for elite coaches became an important issue.

However, there are athletes and elite coaches who are aware of the induction of doping, but who engage in competitive activities without doping. This will promote research on anti-doping factors and education in athletes, although the number of subjects and countries/ regions in the study are limited (Collins et al., 2012). Conversely, there was no research on doping-deterrent factors for elite coaches and no theory to understand a mechanism of coaches' doping deterrent. Consequently, it is difficult to make a policy. Thus, this research employed a qualitative approach and intended to identify coaches' deterring factors which may be variables to establish theory.

Research Design, Methodology and Data Analysis

To achieve the aim of this study, this qualitative study employs semi-structured interview methods with a purposeful sampling approach. This research was considered to reduce socio desirability bias as much as possible. The samples were explained before conducting an interview that anonymousness could be assured. In addition, an interviewer gave the same questions to interviewees several times during interviews. The number of samples was 12. The invited elite coaches were from Olympic sport, 5 male and 5 female coaches from individual sport and 1 male and 1 female coach from team sports. Thematic analysis (Braun and Clark, 2006) was employed, using a software for qualitative research, MAXQDA2018. The analysis process was divided into 6 phases, using inductive and deductive approaches. In

the 6th phases, main factors were identified, making a table on the main theme, subtheme, meaning unit (cord).

Findings and Discussion

From the interview data this study found three crucial points to understand the elite coaches' deterrence factors of doping. This research found that there are three personal factors which are personal moral stance, spontaneous motivation, and task orientation, and five socio environmental factors which are education of athletes' era, the fair-play culture in Japan, society norm, the relieved elite sport environment and cheap quantum evaluation.

In the personal factors, some important meaning units were regarded. For example, I do not want to rely on doping because I will be the best coach in the world by my own competency and skill improvement, or I believe that doping is not meaningful because the process of winning is more important than the ranking result. In other words, this study revealed that elite coaches' task orientation could be beneficial for improving athletes' performance and also lead to deterrence of athletes and elite coaches in doping.

In socio environmental factors, 5 deterrence factors were found. Especially, the education of athletes' era, the society norm and the relieved elite sport environment are important. Regarding the education of athletes' era, when elite coaches were athletes, they received anti-doping education. Such education still works for them after they became coaches. The society norm which connects between persons and society works for the elite coaches for deterring doping. In a previous Japanese study, there were discussions that society keeps watching elite coaches/ athletes who show fear by receiving sanction forms from society. That is why, this research also found that elite coaches showed fear of receiving sanction forms from society. With regards to the relieved elite sport environment, this research found that elite coaches pointed out risks caused by losing their coaching jobs.

Conclusion, Contribution and Implication

This study found 3 personal factors and 5 socio environmental factors, and more importantly, each factor influenced each other. This study could be useful to contribute to identify a doping mechanism caused by elite coaches and shaping policy on anti-doping to establish sustainable sport environment.

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IDENTIFYING MATCH OFFICIALS PLACE IN SPORT GOVERNANCE: AN ANALYSIS OF AUSTRALIAN FEDERAL GOVERNMENT POLICY

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Aim and Research Question

Recently, researchers have been vocal for a better understanding about ways match officials can best be integrated into current sports systems through examining "existing sport governance structures and determine[ing] ways to establish clearer accountability in the system for officials' development" (Livingston et al., 2017, p.5). The purpose of this study was to investigate whether match officials are considered key stakeholders in sport, through evaluating if this position is shared by the Australian Federal Government. Specifically, this study will examine the government's position on officiating in respect to policy and funding criteria. Once this position is established it will be possible to evaluate and understand the resulting impacts on officiating management and development as a subsection of the sport industry. As such, our research question for this study was: How have officiating related items been included in federal government policy and operations over time?

Theoretical Background and Literature Review

Without match officials, organised sport could struggle to exist (Phillips & Fairley, 2014) and many people within society would not have regulated competitions to participate in. As such, match officials should be identified as important stakeholders in any sport system. Stakeholder theory was used as the theoretical basis for this study to interpret sport officials place in governance systems over time. Sotiridou (2009, p. 848) proposes that "stakeholder theory is useful in understanding and evaluating the sport industry stakeholders and their relationships" and for this reason is useful for understanding resource-based and socio-political agendas (management decisions on distributing resources) that might underpin sport governance.

At the core of Australian sport governance is a sport-specific federated model that receives significant financial input from the Federal Government agency, Sport Australia (SA), formerly the Australian Sports Commission (ASC), which was established in 1984. Additionally, SA sets policy which is largely implemented through the National Sport Organisations (NSO's) and their federated structures as the core sport providers. NSO's are tasked with governing their specific sport within Australia from recreation participation through to the elite levels and are required to deliver on SA criteria and policy to receive funding (Gowthorp, et al., 2017; Sotiriadou, 2009). While SA provides finances it is considered an investment of taxpayer money which needs to be protected (Gowthorp, et al., 2017). It has been argued that there is a decline in the autonomy of NSO's because they're dependent on government funding and must focus operations on tasks that will achieve funding criteria (Gowthorp, et al., 2017; Sotiriadou, 2009). Grix and Phillpots (2011) stated "government-led agendas frame sport policy, rather than the longer-term interests and development of specific sports … in effect this frames the manner in which sports are governed, the priorities they set and the decisions they make" (p. 8-9). Subsequently, for

NSO's to focus on match officials, there must be action from the government to include officiating-based criteria for funding to NSO's. Further investigation into the current state of fiscal interest, resources, and effort given by NSO's to support and educate match officials is necessary. As further suggested by Livingston et al., (2017), future research should seek to understand if a change in government funding criteria and incentives would instigate a change in operational focus for NSO's reliant on government funding.

There is no academic literature analysing government policy and its impact on match officials. As such, this research represents a first of its kind by exploring sport governance policy mandates that help explain the degree of value placed on officials and guide managerial decision-making. This research provides a voice to an important stakeholder in the Australian sport system and acknowledges their role in facilitating participation opportunities for all, thus making match officials a stakeholder worthy of attention in policy and practice.

Research Design and Data Analysis

This research used a document analysis method. The documents analysed included 1) the seven policies which are considered as 'national sport policies'; 2) SA/ASC annual reports from 1984 (establishment) to 2021 (latest report); and 3) SA/ASC operation, strategic, and corporate plans. The inclusion of annual reports in the dataset is to account for the actual activities of SA/ASC in addition to the plans made in the policy and strategy/operations documents. The documents were analysed via a thematic analysis with an organic coding process as advocated by Braun et al. (2016).

Results/Findings

Results pending. Analysis is currently ongoing and full results will be available by the EASM conference in 2022.

Conclusion, Contribution and Implication

The structure of a sport system and its funding sources can influence the operations of governing bodies and the match officials who operate under their governance. Match officials are a necessary stakeholder. This research points to the need for change in federal government policy to better account for the importance of match officials and evolve officiating management practices and structures. Without policy change, match officials will continue to be under-resourced.

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CHANGES IN STATE SUPPORT FOR SPORTS IN SWEDEN IN THE WAKE OF THE CORONA-PANDEMIC

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Aim and Research Questions

In the global shutdown that followed the corona-pandemic, Sweden became a deviant case. While most countries imposed severe restrictions on their citizens, measures in Sweden were comparatively moderate. Admittedly, restrictions were introduced to prevent travel abroad and large gatherings. However, a nationwide lockdown was never enforced. Regarding sports, the Public Health Agency's recommendation was that activities could continue if conducted "safely". In youth sports, training was encouraged but outdoors and without matches, cups, and leagues. In professional elite sports, national leagues and championships could restart in the summer of 2020, although in front of empty stands.

For many sports clubs and federations, the pandemic caused major financial setbacks. To counteract this, a special "corona-grant" was initiated by the Government. During 2020-2021, a sum of 3,5 billion SEK (approx. 337 million EUR) was allocated to sports activities 'that lost revenues as a result of the restriction of public events'. The Swedish Sports Confederation (SSC) was assigned the task of administrating and distributing the funds (Norberg et al., 2021).

The corona-grant is remarkable both in scope and focus. In Sweden, state support for sports is normally part of Swedish welfare policy (Bjärsholm & Norberg, 2021; Norberg, 2018). The overarching objectives are to help the sports movement's non-profit endeavours and to promote health, democratic values, and sports participation regardless of gender or socio-demographic dimensions. However, professional sport has never been a government concern (Norberg & Sjöblom, 2012). Thus, the pandemic caused a completely new situation insofar that it created an economic crisis for commercial activities in Swedish sports that usually do not constitute a government concern.

The aim of this study is to map and analyze the Swedish corona-grant. Firstly, the grant's impact on Swedish sports will be analyzed. How was the grant designed? Which activities were prioritized? Secondly, the support's effects on Swedish sports policy will be analyzed. In what ways – and to what extent – did the pandemic alter the focus of the government's support for sports?

Theoretical Background and Literature Review

In international comparisons, Swedish sports policy is distinguished by extensive state support for amateur sports on welfare policy grounds, but limited grants for professional sports and elite sports achievements (Bjärsholm & Norberg, 2021; Norberg & Sjöblom, 2012).

Theoretically, the study takes a starting point in historical institutionalism. The government's support for sports in Sweden is considered an institutionalised system governed by well-established routines, values, and actions. The pandemic is interpreted as a "critical juncture"

where the institutional order of the government's sports policy got challenged and new alternatives for action emerged (Capoccia & Kelemen, 2007; Rothstein, 1988).

Research Design, Methodology and Data Analysis

This is a case study combining document analysis and qualitative interviews. The mapping of the Corona grant was made possible by the government and the SSC willingly provided detailed information on the design and distribution of the grant. In addition, semi-structural interviews were conducted with the two SSC officials with the main task of administering the Corona grant during the pandemic. The interviews provide valuable insight into the decision-making processes within the SSC that preceded the grant.

Results/Findings and Discussion

The analysis shows that the SSC primarily distributed the corona-grant based on assessments of sports organizations' financial setbacks. As an effect, most of the grant was allocated to professional elite clubs in popular team sports, to sports federations for cancelled championships and to organizers of large exercise events. Among sports, football and ice hockey stand out with subsidies far greater than other sports. At the local level, most clubs were left without support, mainly due to a lack of commercial income. Thus, all Swedish sports were affected by the pandemic, but state support only compensated for lost commercial revenues.

The analysis shows that Swedish sports coped with the pandemic relatively well economically. The corona-grant, however, had sports policy effects. While the government's support usually aims to counteract market inequalities in Swedish sports, the corona-grant was designed to compensate the sports movement for lost market revenues. As an effect, the grant maintained rather than counteracted inequalities in Swedish sports.

Conclusion, Contribution, and Implication

The extensive state support during the pandemic gives evidence of the sports movement's remarkably strong position in Swedish society. However, the distribution of subsidies also shows that sports in Sweden operate under different economic conditions. From a sports policy perspective, the corona-grant also caused a significant shift. Before the pandemic, the government's support for sports was deeply rooted in welfare principles promoting public health, sports for all and youth fostering. During the pandemic, elite sports and commercial revenues became new areas of government concern. It remains to be seen whether this deviation was temporary or whether the corona pandemic caused a long-term shift in Swedish sports policy.

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"IT'S AN IMPOSSIBLE TASK, BUT I HAVE THE TASK" – ON THE PROCESS OF SELECTING STUDENT-ATHLETES TO SCHOOL SPORTS

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Aim and Research Questions

Internationally, the concept of school sports usually refers to competitive sports organised in a school setting. In Swedish upper secondary education, school sports is practised within the school subject "special sports" and is taught by teachers having a degree in special sports. Special sports as a subject is equivalent to other school subjects as it has its own syllabus and grading criteria (Ferry & Lund, 2018). The subject is designated for young athletes with potential to achieve sporting success at elite level and all pupils in 9th grade can apply. However, the admission to this subject is restricted, i.e., there is a selection of applicants. On an overall level, the admission process is governed by both the Swedish Education Act, and school sport policy documents issued by the Swedish Sports Confederation (SSC). The Education Act states that the applicant who is considered to have the best chances of utilizing special sports should be given priority when selections are made. SSC states that the purpose with school sports is to support talents with the prerequisite skills to reach elite level as adults. Consequently, identification and selection of young athletes are indispensable, and are performed by the special sports teachers. Against this background, the aim of this paper is to study special sports teachers' perspective on the admission process, and furthermore to analyse current methods used to assess and select student-athletes.

Theoretical Framework and Literature Review

Previous studies have showed that individual practitioners' subjective judgements of recognizing and "seeing" talent are essential when assessing young athletes' potential (Christensen 2009, p. 372; Roberts et al., 2019). In this paper we propose that the admission process can be viewed as a social practice performed in a specific community. Therefore, the concept community of practice (CoP), as described by Wenger (1998), is used to frame the discussion. Wenger suggests that a CoP displays three characteristics: (a) a shared practice; (b) a common engagement forged in participating in a practice together; and (c) a set of tools developed to help in the practice's performance. Hence, the special sports teachers can be considered as a community who share a practice, a common engagement in the practice and a set of domain-specific tools.

Research Design, Method, and Data Analysis

This paper is designed as a multiple case study. Data were collected through six focus group interviews with 18 special sports teachers (male = 13, female = 5) from six individual sports (alpine skiing, canoeing, cross-country skiing, orienteering, swimming, and track and field) at eleven upper secondary sport schools. The teachers were divided into groups based on their sports. The interviews were conversational, researchers and participants were perceived as collaborators discussing the admission-process and methods used for assessing the applicants. Thereafter, a theoretical thematic analysis, as suggested by Braun and Clarke (2006), was

undertaken where the interest was to find in what ways the characteristics of a CoP appeared in the data.

Results

The results indicate that the admission process involves: (a) identification of, outreach to, and pre-selection of young athletes; (b) evaluation of applicants on site (via tests, training, interviews, and social activities); and (c) a collective final selection based on summarized overall pictures of the applicants. Furthermore, the admission-process constitutes individual subjective assessments of young athletes. However, our findings imply that the final selection of student-athletes is a cooperative process. The teachers use their shared competence and joint accumulated experience to select the applicants considered to have the best chances of utilizing special sports and have the potential to reach elite level as adults.

Discussion and Conclusions

The results imply that the admission process is influenced by, and negotiated through, a community of practice. In this community, the inherent sport culture is reflected through special sports teachers' assessments of applicants who preferably have the right character, willingness to train, and work hard. On one hand, the community deepens their knowledge and expertise in the admission process by interacting continuously, which should enhance the validation of their selections. On the other hand, the community may limit its development by imposing implicit boundaries and reproducing values and beliefs. To avoid path dependency, it is essential that communities continuously reflect upon, renegotiate, and renew their practice.

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TOWARDS PROFESSIONAL SERVICE DELIVERY ORGANISATIONS: TRANSFORMATION OF GRASSROOTS SPORTS CLUBS IN FINNISH TEAM SPORTS

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Aim and research questions

The aim of this study is to produce deeper understanding on the professionalisation of Finnish grassroots sports clubs since the 2000s. Research questions are, (1) how the research-defined forms of professionalisation have emerged in grassroots sports clubs and (2) how the actors of the clubs have perceived professionalisation in their daily work and development of club activities. While answering to these questions the study will also describe the ongoing transformation of Finnish sport clubs from mutual benefit, volunteer organisations towards professionally managed, service delivery organisations.

Theoretical Background and Literature Review

Professionalisation of sport organisations has been an interest area of sport management research for the last three decades. Previous research has identified different dimensions of the phenomenon, such as changes in organisation structures and governance, specialisation, formalisation, and transition from volunteer work to work conducted by paid employees (Dowling et. al. 2014). In addition, the causes, forms, and consequences of professionalisation have been defined (Nagel et al. 2015). In this study, we concentrate on examining the forms and consequences of professionalisation in grassroots sport clubs but are also interested on the club actors' own interpretations of the phenomenon.

From organisational transformation point of view professionalisation can be interpreted as a manifestation of hybridization, mixing of practices and operational principles of different societal sectors (Billis 2010). In this study professionalised sport clubs are interpreted as hybrid organisations, which have roots in the third sector, but have also adopted to their activities characteristics from other societal sectors. Such characteristics include, for example, taking on paid staff and businessification of club activities. In Finland the amount of full-time paid staff in sports clubs has doubled in ten years, from 2006 to 2016. Additionally, market logic has become more dominant in the organisation of club activities (Koski & Mäenpää 2018.)

Research Design, Methodology and Data Analysis

This sub-study is a part of larger research project on professionalisation of five Finnish team sports: ice hockey, floorball, Finnish baseball, basketball and football. In Finland, professionalisation has been recognized as one of the key trends in the field of sport club activities in the last decades (Koski & Mäenpää 2018). However, there is scantily research, how the professionalisation has progressed in different sports and how the club actors themselves perceive the phenomenon.

This study utilises multiple case study, which has not been the mainstream method in analysing professionalism. With this method the study can observe themes and developments shared in various sports contexts, not only in one specific sport. Five professionalized grassroots sport clubs from the different team sports are examined. Purposeful sampling was applied in the selection of clubs. Firstly, researcher selected potential clubs from the largest clubs in each five sports. Secondly, the potential clubs were discussed with the expert of NGB, to get more information on the clubs' situation. Final selection was made by the researcher.

The main research data consists of club documentation and 22 thematic interviews of the club actors. Theory driven content analysis is used, utilizing the theoretical frameworks created in previous research on professionalisation of sport organisations (Dowling et al. 2014, Nagel et al. 2015) and in David Billis´s research on hybrid organizations (2010).

Basis for the case study approach is provided by a survey data (n=91) collected from the first league clubs and largest clubs in the examined sports in 2020–2021. This data on clubs´ professionalisation supported the selection of case study clubs and planning of thematic interviews. The data has been analysed by descriptive statistical methods and will be published on separate sub-study.

Results and Discussion

This study will produce deeper understanding on, how the professionalisation has progressed and factored in Finnish grassroots sports clubs of different team sports during the last two decades. The transformation from voluntary-driven organisations towards professionally managed, service delivery organisations will be described more elaborately.

The study will also provide insights, how the theoretical conceptualization of professionalisation corresponds to the club actors' perceptions on the phenomenon. Actors from different levels of the club organisation are represented among the 22 interviewees. The analysis of the research data is still ongoing but early results will be presentable in the conference. Early analysis suggests that while the professionalisation is perceived important for the club development, the interpretations of the concept vary between actors of different club levels.

Conclusion, Contribution and Implication

This study will contribute to the previous research on Finnish sport clubs and professionalisation of sport organisations by turning the focus on the grassroots level and diversifying the analysis with qualitative research methods. Finnish sports clubs and NGBs are looking for better understanding on their continuing professionalisation process and it´s consequences. Furthermore, the study will open new opportunities for comparative research as professionalisation and hybridisation are not processes identified only in sport organisations but also in other third sector organisations.

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THE TRADE EFFICIENCY AND INFLUENTIAL FACTORS OF SPORTING GOODS BETWEEN CHINA AND DEVELOPED COUNTIES: BASED ON STOCHASTIC FRONTIER GRAVITY MODEL

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Aim and Research Questions

Sports goods trade embodies a country's sports demand and supply level. It can expose the problems of the development of the sports industry chain so that it can present the reality of sports development in countries. We constructed a stochastic frontier gravity model and non-efficiency model of sporting goods trade between China and developed countries, calculated the export and bilateral trade efficiency, and analyzed the potential prospect of it. To examine how the situation of China's foreign trade in sporting goods, and how to develop it in terms of policy, industry, and society.

Theoretical Background and Literature Review

It is an important part of China's foreign trade to exchange with developed countries, especially for the sports industry which is progressing with economic and social development. However, the sporting goods trade between China and developed countries has not run as efficiently as expected, under the influence of adverse factors such as high exchange rates, cultural distance, and technical barriers(Chen,2021). It is necessary to have a deep discussion about the efficiency and more influence factors in foreign trade. There is some evidence that stochastic frontier analysis (SFA) is superior for estimating trade efficiency(Kumar & Prabhakar,2017). In some research, China's sporting goods trade efficiency was estimated by the traditional gravity model, which does not fully account for the impact of trade resistance(Ji,2020). Thus, we used the time-varying stochastic frontier gravity model and trade non-efficiency model, the formula for exploring trade influencing factors composed of natural and human factors, which is more suitable to identify the efficiency and potential of China's bilateral trades with 33 developed countries.

Research Design, Methodology and Data Analysis

Through the comprehensive consideration of previous research and the purpose of this paper, finally, the model is determined. In the stochastic frontier gravity model, trade volume is the explained variable, and the explanatory variable includes GDP, people(POP), distance(DIS), and landlocked(LAND). In the trade non-efficiency model, trade resistance is the explained variable, and explanatory carriable includes political stability(PS), economic freedom(EF), tariff level(TAF), free trade agreement(FTA), logistics performance(LP), competitive performance(CP), sports participation(SP), healthy economy(HE). Each variable has a coefficient, which determines the effect attribute. After that, based on the panel data of bilateral trades between China and 33 developed countries during 2011-2022, using the single-stage estimation procedure by FRONTIER version 4.1, to identify the export and bilateral trades separately. Then, judge the applicability and Specification of the model by a likelihood ratio test.

Results/Findings and Discussion

The results show that the model we made is valid and reasonable, the main affecting factor is the trade non-efficiency term in both two models (all:γ=0.9553, P<0.01). Above all, China's POP(β=15.861) and object countries' GDP(β=0.774), people(β=0.177), economic freedom(β=-0.018), free trade agreement(α=-0.194), competitive performance(α=1.815), sports participation(α=9.653), healthy economy(α=0.003) are all promoting bilateral trade, while China's GDP(β=-1.018) and the object countries' political stability(α=0.082), tariff level(α=0.663), logistics performance(α=0.994) are negative factors. Two explanatory variables are influential but not significant, that is EF and FTA. During 2011-2022, the average efficiency of export(EFF=0.56) and bilateral trade(EFF=0.59) is moderate and steady. Among them, the USA(EFF=0.89, POT=1120.63) and Netherlands(EFF=0.89, POT=1065.26) are the highest trade efficiency, North America and Oceania to which their belongings are also at a high level as a whole, while most developed countries in Asia(EFF=0.75, POT=297.88) and Europe(EFF=0.51, POT=4.2) are lower. It is noteworthy that the analysis results of export and bilateral trade models are similar to a great extent. [Notes: α&β are the coefficient, EFF is efficiency, POT is potential]

Conclusion, Contribution and Implication

The trade performance between China and 33 developed countries is middling and still much room for improvement. Overall reflects that the bilateral trades of sporting goods rely on economic development, and the trade market is highly concentrated in several countries. It's easy to trap it that export accounts for the vast majority of trade and is impacted significantly. There are some recommendations for macro-control: (1) Transportation is no longer the key factor affecting trade efficiency with developed countries. It's more important to trade with developed countries that accurately find the industrial advantages, and pay attention to the quality of products. It will cultivate global trade competitiveness for the sports industry itself. (2) The Chinese government should actively establish trade cooperation mechanisms with developed countries to reduce the adverse impact, and build a favorable environment. It can rely on economic cooperation to continuously improve the sporting goods trade, such as G20, APEC, etc.(3) Drive self-perfection through trade with sports powers, especially by expanding the scale of import to improve the bilateral trade efficiency. At the same time, expand trade with developed countries in Asia and Europe for the safety and sustainable ability of China's sporting goods foreign trade.

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THE IMPACT OF THE 'SPORT GOOD GOVERNANCE GAME' ON IMPROVED GOVERNANCE IN SPORT ORGANISATIONS.

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Aim and Research Questions

The aim of this study is to measure the impact of the Sport Good Governance Game (SG3), a European funded program developed to improve governance in sport organisations through a behavioural change approach.

Theoretical Background and Literature Review

To halt scandals and safeguard the integrity of sport much emphasis has been put on good governance and ethical leadership (Parent & Hoye, 2018). In recent years, governments have predominantly relied on a structural approach to impose or encourage codes, guidelines, and principles of good governance on sport federations and sport clubs (Geeraert & van Eekeren, 2022). While these top-down structural approaches are often fast and effective to improve governance, they often lack participative decision-making of the targeted sport federations and sport clubs, hampering the real effect of the intended policy. Creating behavioural and cultural change by educating sport managers to become more aware and motivated to implement good governance principles could be an alternative to overcome this challenge, but has so far received little attention (Deci & Ryan, 2000).

The Sport Good Governance Game (SG3) aims to apply a behavioural change approach by inviting sport organisations to think about their governance policy. SG3 uses gamification to improve governance in sport organisations. Gamification has been voiced as one of the most promising strategies in the digital age to transmit knowledge, to learn skills and competences and to change behaviour (Dicheva, Dichev, Agre, Angelova, & Society, 2015). The SG3 exists of three components: a) a web-based game that aims to create awareness by challenging participants to make decisions about issues relating to good governance; b) an interactive workshop that links the challenges that the participants experience in their own sport organisation with theory and the game they played; c) a digital tool that guides the participants to develop an action plan for their own organization including five prioritised changes to improve governance in the short, medium, and long term.

Research Design, Methodology and Data Analysis

The study adopts a three phased mixed method research design to measure the impact of the Sport Good Governance Game. In six European countries (Belgium, Germany, Netherlands, Norway, UK and France), 25 participants of sport organisations (N=150 sport organisations) have been invited to participate in the Sport Good Governance Game, Workshop and Action Plan before May 2022. As this study is part of an Erasmus Sport+ project and aims to disseminate its findings as widespread as possible, sports organisations in this study are not strictly delineated to one specific target group. Rather they are broadly defined as sport clubs,

sport federations, sport administrations and other relevant sport stakeholders. Participants can be both voluntary board members and paid staff.

In the first phase, directly after participating in the SG3, a survey is sent to the participants to estimate the extent to which their awareness and knowledge on good governance has improved/remained the same. These data will solely be used for descriptive purposes.

In the second phase, a survey is sent three months after having played the SG3 together with the indicated priorities they filled out in the digital tool of the action plan. This survey questions: a) whether the participants were successful in implementing the prioritised changes b) if yes, which conditions they experienced as facilitators for the implementation of the prioritised changes c) if not, which barriers they encountered that prevented them from implementing them and d) what actions need to be done or what conditions need to be fulfilled to overcome these challenges.

In the third phase, three participants per country will be purposefully selected (n=18) for in-depth interviews to expand on the quantitative findings and to deepen the understanding on how the SG3 was (un)successful in improving good governance in the sport organisation. Quantitative data will be analysed through SPSS. Qualitative data will be analysed through NVIVO.

Results/Findings and Discussion

By the time of the conference, results of the quantitative findings of the first two phases will give an indication of the impact of the good governance game and whether the SG3 has sustained impact on awareness, knowledge and implementation of good governance principles in sport organisations. Data collection and analysis of phase one finishes in May 2022, phase two finishes in August 2022. Furthermore, preliminary findings on phase 3 will be available by the time of the conference.

Conclusion, Contribution and Implication

Strategies that focus on creating behavioural change are much needed to become more aware and motivated to implement good governance principles. The findings of this study will inform scholars, practitioners, and policy makers, whether the SG3 can be a useful tool to fill this gap and motivate practitioners to improve governance in their sport organisations.

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PRIORITISE OR DIVERSIFY FUNDING FOR OLYMPIC SPORTS? A MACRO-LEVEL APPROACH

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Aim and Research Questions

At the Olympics, there are sports in which certain countries typically always win medals. For example, Jamaican sprinters in athletics, the United States in basketball and Hungarians in water polo. There are different reasons why certain countries specialise in certain sports. Beside these country specific characteristics, the allocation strategy of public elite sports expenditures also varies. From a methodological perspective, studies examining the impact of funding strategies are subject to sample selection bias and confounding bias. The aim of the paper is to provide alternative solutions for these issues.

Similar to the study of De Bosscher et al. (2019), we are also looking for answers to the following questions for the Summer Olympic Games. What funding strategy do the countries choose? Which funding strategy is the more successful? Countries that diversify succeed also in more sports? Are they more successful in those sports they prioritise?

Theoretical Background and Literature Review

Countries specialize in sports where they have revealed comparative advantage (Tcha & Pershin, 2003). Wealthier countries tend to specialize less but win medals in a wider range of sports (Tcha & Pershin, 2003). De Bosscher et al.(2019) and Weber et al. (2018) investigated the funding strategies of nations and found empirical evidence for the different patterns that countries follow. However, there are methodological concerns about the latter two studies. First, both studies used a limited sample about countries with existing Olympic success. As we know that convenience and risks of non-random sampling leads to selection bias, so the results should be treated with caveats (Henry et al., 2020). Second, the methodologies that the papers applied do not allow the use of control variables. Consequently, the risk of confounding bias appears so the existence of a causal effect should be treated with caution. In addition to elite sports spending, the size of the Olympic team is a good indicator of the importance of the elite sports system in the country (Vagenas & Vlachokyriakou, 2012). Moreover, this information is available for all countries and sports. With the number of athletes competing in the Olympics, both previously mentioned concerns can be addressed.

Research Design, Methodology and Data Analysis

We use data about medal counts of the Summer Olympic Games between 1996 and 2021. For the socioeconomic indicators, data are from the database of the World Bank.

If we want to compare sports, we must consider the differences in their characteristics. One of the most important is the different number of medals, which has a huge impact on how long a country can remain successful in it (Csurilla & Fertő, 2022). Therefore, we weight the number of athletes competing in a country's sport by the proportion of medals that can be won in that sport.

Following the previous studies, we apply the Hirschman–Herfindahl Index (HHI) as the measure of nations' prioritisation strategy (De Bosscher et al., 2019; Weber et al., 2018). For each research question, we formulate different models. As the dependent variables vary, we employ different estimators.

Results/Findings and Discussion

All estimated models are statistically significant ($p < 0.001$). Based on the estimation of the first model, wealthier and more populous countries tend to have a more diverse strategy. For the second research question, we find no evidence that any funding strategy is more successful in terms of Olympic medals if we apply control variables in the estimation. The result of the third model indicates that countries with a more diverse portfolio win medal in more sports compared to the countries with a prioritising strategy. For the last question, we find evidence that the higher a country's priority in a given sport, the more medals it will win in that sport.

Conclusion, Contribution and Implication

We develop a method to analyse countries' funding strategies about the Summer Olympic Games with less methodological bias. Our results largely confirmed the findings of previous studies, allowing us to draw more confident conclusions. The main finding is that prioritisation or diversification alone does not guarantee Olympic success. However, countries with a diverse portfolio win medal in more sports. Nations should choose their funding strategy based on the characteristics of the country and society.

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MEASURING THE IMPACT SPORT-VOLUNTEERING HAS ON UNIVERSITY STUDENTS' DEVELOPMENT.

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Aim and Research Questions

In the UK it is largely accepted that a higher education (HE) alone is no longer sufficient for success in the labour market with some arguing that volunteering has become a commodity sold to young people to enhance their CVs and bridge the gap between attributes gained in education and attributes needed for employment (Annette, 2005; Dean, 2014). However, policies promoting volunteering to university students, both nationally and at individual institutions, are often based on anecdotal evidence as there is a lack of empirical research. Therefore, underpinned by human and social capital theory, this study sought to measure the impact of sports-based volunteering on university students' development of graduate attributes by addressing the following research questions.

Does sport-based volunteering help develop human and social capital in university students? And

Do those who have volunteered in sport have greater human and social capital than non-volunteers?

Theoretical Background and Literature Review

For the past half century volunteering has been promoted as a mechanism for young people to develop themselves, and particularly increase their employability. This rhetoric is government led, under the guise of building a community it places the emphasis on the individual to solve the issues of higher education not being sufficient for success post-graduation. It has led some to believe that volunteering for university students is non-negotiable for many (Dean, 2014). Other factors are compounding the need for volunteer programmes to be evidence-based. First, the increase in fees in the UK and subsequent change in student-institute relationship has led to universities needing to provide extra-curricular activities of which sporting and volunteering opportunities are common additions (Barton et al., 2019). Second, sport at universities, like grassroots sport, rely on volunteers creating an institutional need to encourage students to volunteer in sport to sustain their own programmes. Third, volunteering has been associated with *costs* to the individual including lower mental health scores, which raises an ethical consideration given the large number of student volunteers (Adams et al., 2018). Furthermore, there is a lack of consensus in both the literature and industry as to what attributes are required from graduates leading to discrepancies between institutions (Griffiths et al., 2017).

To aid the understanding of how graduate attributes are developed, human and social capital theory will underpin this research. The theories postulate that investment in oneself will positively impact well-being and increase the likelihood of gaining employment (Keeley, 2007).

Research Design, Methodology and Data Analysis

This research used a case study at a well renowned sporting university in the UK and their sport-volunteering programme which provides opportunities for students to volunteer in a variety of areas such as coaching or events. In addition they offer specific skill development sessions and networking opportunities. This research was interested in whether engagement in this programme aided development of graduate attributes and if that had a positive effect on employment post-graduation.

An online survey consisting of 62 items, including both questions adopted from previous studies and self-developed items based off the literature, was shared to current students and alumni (n=194). It was intended to capture comprehensive quantitative data of academic history, employment status and employability skills, volunteer engagement, human and social capital, and the impact of COVID-19. Statistical analysis was conducted comparing the differences in measures of human and social capital between sport volunteers, general volunteers and non-volunteers, based on differences in other variables such as age and gender.

Results/Findings and Discussion

Initial findings suggest that some graduate attributes develop with age, however there was no direct association between volunteering and the development of human capital. However, sport-based volunteering was associated with an increase in social capital including network size and diversity. Full statistical analysis will be completed by the conference.

Conclusion, Contribution and Implication

Although sport-volunteering may increase social capital, the initial findings suggest that current policies promoting engagement in sport-based volunteering purely as a way to develop graduate attributes may be misleading, and by engaging in other activities a student may gain the same benefits. The implication of this raises concern around the promotion and delivery of sport-based volunteering in HE, especially with the impact of covid-19 affecting young people's education, socialisation and ability to gain employment.

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WHY SOME PASSIONS LEAD TO CAREER ASPIRATIONS AND OTHERS DO NOT: A STUDY OF JOB SEEKERS IN SPORT

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Aim and Research Questions

"Since I was a child, I always loved sports, especially football, and a dream of mine was to be working, one day, in this industry –Michelle Dorgan, Women in Football, lecturer at AMOS London". This sentiment is almost cliché for people who work in sport; many have a similar story involving conversion of one's identity, passion, and dreams into a focused desire for work. The question is, why does this seem so common in sport compared to the many other passions people pursue? Is there something inherent about the sport context that fuels work related intentions? This would be important to know, because of the way it impacts so many organisational outcomes (e.g., organizational commitment, job satisfaction, job involvement, Todd & Kent, 2009).

Theoretical Background Literature Review

The concept of passion has historical rooted in 17th century philosophy, but more recently has been studied with reference to the strong inclination for engagement and autonomous internalisation for certain activities, such as sport and other leisure hobbies (Vallerand & Houlfort, 2003). However, as noted by investigators (Hawzen et al., 2018; Swanson & Kent, 2016), sport industry employees and job seekers are often fueled by such passion, suggesting a cultivation process where *passion for sport* converts into *passion for work in sport.* In contrast, not every passion a person pursues produces these vocational interests. Consider passions for home decorating, cooking, traveling, music, gaming, or even food; they do not always lead to desires to convert the avocation to vocation. Further, while recent studies have reported that sport industry employees working both in North American and British professional sport experience high levels of passion for their job (Anagnostopoulos et al., 2016; Swanson & Kent, 2016), little is known about why it seems to naturally convert into work desires so commonly.

In general, both passion for *leisure activities* and passion for *work* involve individual's self-identification through the process of internalisation (Vallerand & Houlfort, 2003). However, these two types of passion are not easily interchangeable in most cases; outside the sport industry, integrative studies suggest that passion *at* the workplace often forms based on various characteristics such as autonomy, task variety, procedural justice, and cognitive-based trust in their leaders. In sport, however, there is reason to believe that passion at the workplace is different (Todd & Kent, 2009). Consider how individuals who are passionate about sport often express *identification with* and *dreams about* particular sport organisations (e.g., Miami Dolphin in Hawzen et al., 2018), particular work (e.g., event management), and often cite childhood memories, images of self, and emotional attachment in their justifications. But to date, however, sport management literature is silent with regard to why *passion for sport* commonly morphs into *passion for work in sport*, and why other passions of the same job seekers do not. Therefore, we particularly seek to investigate the nature of various passions in sport job

seekers, how some gain intensity leading to sport industry vocational aspirations while others remain *merely* avocations. We seek to explore the uniqueness of the sport context which draws individuals into vocational pursuits.

Research Design

Using a qualitative inquiry method, we designed a Qualtrics survey platform which incorporated a voice and video plug-in platform that allowed respondents to record their oral answers to questions delivered by the investigator. This structured interview assures that respondents are focusing on the key research questions and survey flows were designed to capture the first-hand audio responses. To highlight the unique psychological aspects within individuals who are passionate about work in sport, a *critical case sampling* method is implemented. With the key idea of "if it happens there, it will happen anywhere", critical case sampling method strives to generalize the findings from a particular, representative group of participants (Patton, 2014). In this case, individuals who have high levels of general passion for both sport and other activities. Therefore, qualified participants will be sport industry job seekers who are university programmes of sport who also demonstrate various passions outside sport. This oral survey contains several aspects including the meaning of passion, the way passion drives sport job seekers toward vocational goals, the alignment between identity and passion, and the differences between passion for sport and passion for other activities. Data will be transcribed and analysed with the content analysis method.

Conclusions, Implications

This research is underway now, but the implications are numerous for the sport industry. Preliminary results suggest that sport job seekers cultivate their passion for sport into vocational aspirations in unique ways, compared to other passions they concomitantly hold (e.g., passion for gaming, shopping, etc.). This study provides a much-needed look into the mechanics of passion in sport and offers insightful filtering tools for sport organization HR officers to identify and screen job applicants through a psychological lens, which may contribute to a healthier workplace.

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COLLABORATIONS BETWEEN SPORT ORGANIZATIONS AND ATHLETES IN CAREER TRANSITION PROCESSES

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Aim and Research Questions

The retirement from elite sports is a critical time in an athlete's career and often perceived as a challenging process (Knights et al., 2019). Sport organizations increasingly shift their focus towards athletes' holistic development and their well-being, including the development of programs to support athletes' career transitions process (Knights et al., 2019). Despite this development, challenges for both athletes and sport organizations in this critical phase remain. The aim of this study is therefore to explore elite athlete transition in Norway with a specific focus on the involved sport organizations and their contributions to facilitating career transition. The study addresses the following research questions: 1) How do various sport organizations facilitate the career transition process in Norway? 2) How do sport organizations and athletes collaborate during this process?

Theoretical Background and Literature Review

Previous research on athletes' career transition has mainly focused on the athletes themselves, including the psychological and environmental factors that influence their career transitions, relevant coping strategies and the effects of combining sport and studies or work (Park et al., 2013; Stambula & Wylleman, 2019). However, little is known about the responsibilities of sport organizations in supporting elite athletes in the career transition process (Knights et al., 2019).

The theoretical framework combines stakeholder theory and value co-creation. The purpose of stakeholder theory in this framework is to identify sport organizations that can affect or are affected by elite athletes' career transition process, assess these organizations' interests and relationships and analyze their importance for and involvement in the process (Freeman, 1984; Reed et al., 2009). Value co-creation emphasizes that value for actors is always created in a collaborative process, in which actors integrate both their own and resources acquired through interaction with other actors (Vargo, 2008). In the context of elite athlete career transitions, sport organizations may provide resources in the form of programs and various services, but how these contributions lead to value for the athlete depends on each individual athlete's integration of these resources with its own skills and competences.

Research Design, Methodology and Data Analysis

The study is a qualitative case study. Data were collected through semi-structured interviews with both athletes and managers in sport organisations that have experienced or are administratively involved in the career transition process. The sample consisted of five representatives from the Norwegian Elite Sport Center (Olympiatoppen; OLT), the Norwegian Ski Federation, the Board Sports Federation, Norway Rowing Federation and the Sport Career Center and five athletes from the three national federations (NFs). Data analysis included thematic analysis to explore the main themes emerging from the data as well as deductive coding relating to the theoretical framework.

Findings and Discussion

A variety of sport organizations are involved in the career transition process. However, athletes see primarily themselves responsible for the preparation for life after sport, while the sport organizations are perceived as facilitators. In fact, the athletes expressed that they both expect little support from the sport organizations and that they have little knowledge about the potential help available.

The sport organisations have different roles in facilitating career transition. OLT raises awareness for athletes' holistic development in the entire Norwegian sport environment. Furthermore, OLT and the Sport Career Center contribute as sparring partners for athletes and by offering various support programs, including flexible career counselling on combining studies with an active sporting career.

The NFs primarily refer their athletes to the services offered by OLT. However, the NFs are generally the main contact for athletes throughout their active sporting career. They have a considerable influence on athletes, including their career transition process. A lack of a holistic perspective on athletes is problematic, because athletes might experience difficulties due to poor preparation for a life after their sporting career. However, our findings show that especially the coaches and managers in the larger federation were sceptical towards a holistic orientation and were afraid that the athletes' focus would turn away from the sport resulting in lower sporting performance. The smaller federations had more focus on athletes' holistic development, including career transition.

Conclusion, Contribution and Implications

Several sport organizations in Norway contribute to the facilitation of athletes´ career transition process by offering various support programs. However, there is a lack of both strategic orientation, role clarity, explicit agreements for collaboration, and general guidelines.

The organizational stakeholders must improve their communication towards both athletes and each other to raise awareness for their various offerings. Furthermore, the focus on athletes' well-being needs to be strengthened, especially among the national federations, which must understand their key role in facilitating career transition.

This study contributes to existing research by showing the importance of collaboration between various sport organizations and elite athletes in career transition. Applying a holistic perspective on athlete's development is crucial to understand how sport organizations can contribute to a smooth retirement.

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THE IMPACT OF LEADERSHIP DEVELOPMENT ON DI WOMEN'S COACHES AND ATHLETES: A PRELIMINARY INVESTIGATION

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Aim and Research Questions

Literature dedicated to understanding leadership development amongst coaches to impact positive influence on their players is scant (Hopkins, et al., 2008). The purpose of this study is to understand the importance of leadership development amongst women coaches. This research examines coaches' identity and leadership development. It investigates the leadership style among women coaches and the impact that leadership development has from a sport, personal, and professional standpoint.

Research Questions

RQ1. Is leadership style for women significant for performance outcomes?
RQ2. How does leadership development affect female women coaches personally and professionally?

Theoretical Background and Literature Review

Studies confirm sport participation and in student organizations has a positive impact on leadership development (Mak & Chong, 2017). William, Roberts, and Bosselman (2011) stated interpersonal leadership skills in young people can be developed through sport participation (Mak & Chong, 2017). All individuals are capable of being effective leaders. To maximize the talent pool and diversify athletic administration, a more equalized representation of women in leadership is needed (Klenke, 1996; Kalaitzi, et al., 2017).

Research Design, Methodology and Data Analysis

This developing grounded theory qualitative study relied upon interviews with five Division I Head Coaches of Women's teams in the United States. Interviews were coded and analyzed for themes. All coaches included won conference championships and three of were named Coach of the Year by the ASUN Conference during the academic year in which they were interviewed. While small, we felt the preliminary results were promising given leadership themes in the data and the elite nature of the interviewees. Two of the five coaches tended to be more authoritarian and transactional in their leadership styles while two others were more transformational. Tuckman's (1965) Team-Development Model was applied to understand the leadership development process for coaches. Preliminary findings indicate that women coaches who engage in leadership development benefit personally and professionally. Coaches' processes can be defined through the four stages of forming, norming, storming, and performing (Tuckman, 1965; Creswell & Creswell, 2017).

Forming - At this stage the coaches are unsure of the leadership development process and need a mentor or resources to get established. Coaches accept leadership development and mentors as a tool for their own and their team's journey (Tuckman, 1965). Coaches realized that leading by example is necessary and they must start the journey themselves. Coach Ali said "I

challenge myself to be what I expect of them" which indicates her understanding of modeling the type of leadership she expects from her student-athletes (Tuckman, 1965).

Storming – Coaches expressed the unfairness regarding different standards among men and women as well as the need of earning respect from the sports world, which is typically of storming (Tuckman, 1965). Coach Ali stated: "We have to prove ourselves a little more or do a little more in order to show their strength and their competence because it is not naturally seen as something that like they are expected to lead." Each statement exemplifies the need for leadership development amongst women coaches.

Norming - Coaches understand that everybody is a leader, the roles are discussed, and relationships are built on trust during the norming phase. Coaches become mentors that their players need to optimize personal and performance excellence (Tuckman, 1965). Coach Ali stated "You cannot change everyone's value system, but you can create a value system within the organization that applies to everybody.

Performing – Coaches defined themselves as leaders, mentors, understand the influence they have on their players, and the importance of keeping on working on their personal growth in this phase (Tuckman, 1965). Coaches claimed that while there is sexism within their department, they believe that men and women as individuals have the same potential to lead effectively. Stephanie said: "I do think that men and women have the same potential to lead and an effective way." Conversely, Katie stated, "as human beings, they can possess the same skills"

Adjourning – Unlike other stages of this model, there is no end. Leadership development is ongoing. Coaches believe that although the goals and objectives may vary, their personal growth and the culture that they are continuously building must evolve continuously. Coaches should constantly evaluate and assess their process to ensure they are open to change.

Conclusion, Contribution, and Implication

Findings reveal coaches understand the importance of being consistent building trust and constructing relationships to be influenceable and effectively lead their players. The culture of a team is created through the process; it is unique to every team as it consists of the coaches' and player's values. Understanding how leadership can be utilized as a tool for not only character development, but also performance capacity, coaches will be better equipped to maximize the potential of their student-athletes. This research has the potential to inform undergraduate leadership curricula and shape coaching behaviors.

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FRAUD IN COMMUNITY SPORTS: THE ROLE OF LEADERSHIP, CULTURE AND MANAGEMENT CONTROLS

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Aim of the research

The aim of this study is to gather insight into the observed fraud incidence in community sport clubs. The study assesses how different fraud types are facilitated or prevented by controls, leadership and culture within community sport clubs. We aim to identify patterns regarding to factors making sport clubs fraud resilient or vulnerable to fraud.

Literature review

The dark number of fraud in sports – the number of unregistered fraud cases – is estimated to be 90% of the total fraud cases in sports (Andreff, 2019). Fraudulent practices are detrimental for the functioning of community sports clubs, as fraud negatively influences credibility, reputation and resources. Both the non-profit sector as well as the sport sector are characterized by a series of peculiarities that increase their fraud vulnerability. A climate of public trust, little professionalization nor transparency and the growing infiltration of organized crime in sports are just a few fraud vulnerabilities community sports are confronted with. This study sheds light on the observed fraud incidence in community sports in relation to organizational controls, leadership and culture.

Quantitative measures of fraud in community sports are important for several reasons. The relative invisibility in which fraud manifests itself contributes to the lack of accurate measurements regarding its incidence, societal costs, victimization, punishment and public perceptions. Existing fraud research is largely anecdotal and qualitative in nature. In addition, research into non-profit fraud (in sports) is limited, especially in comparison to data on fraud in for profit organizations. Likewise, this study meets the need for both quantitative data on fraud and a better insight into organizational fraud antecedents, as fraud research is remarkably focused on individual level explanations. Knowledge on fraud prevention in sports will be incomplete unless we have a better understanding of the extent, patterns and distribution of the phenomenon. Quantitative data is crucial as we cannot generalize nor make estimations based upon exclusively qualitative data. In practical terms, sport clubs and federations must have an insight into the extent or incidence of a range of fraudulent behaviors in order to curb fraud.

Drawing from the Organizational Fraud Triangle (OFT) (Free, 2015), the three analyzed organizational components are (1) organizational culture, mapped by the Corporate Ethical Virtues Model Scale – Short Form (CEVMS-SF) (De Bode, Armenakis, Feild, & Walker, 2013), (2) ethical leadership for which we use the Ethical Leadership Questionnaire (ELQ) (Yukl, Mahsud, Hassan, & Prussia, 2013) and (3) management controls. Observed fraud incidence in community sport clubs is measured by a newly developed scale in the context of this study. Guiding research questions are:

RQ1: How do the OFT elements affect observed fraud incidence among board members, athletes, coaches, referees and volunteers?

RQ2: Which organizational factors are the strongest predictors for the observed incidence of (sport) fraud in community sport clubs?

RQ3: Which organizational factors consist the best prevention for different types of (sport) fraud in community sport clubs?

Methodology

This study targets community sports clubs, without the exclusion of any discipline. We will reach 70 sports clubs and at least five respondents within each sports club. Respondents must meet one or more of the following profiles: board member, athlete, referee, coach or volunteer.

Multilevel modeling is used to analyze how management, ethical leadership and organizational culture are associated with the incidence of fraud within Belgian nonprofit sports clubs. Multilevel analysis has been adopted within sports management research in a series of occasions, e.g., to study volunteer satisfaction, democratic participation etc. Multilevel research allows us to examine the relations between variables specific to individuals and variables at the level of a collective.

Results and discussion

The study is still under development. To date, no scale existed for measuring observed frequency of (sport) fraud (dependent variable). This gap in literature is being countered by creating a new measurement. The new scale finds its foundation in existing scales for unethical behavior and integrity violations, as well as in (sport) fraud typologies (ACFE, 2022; Council of Europe, 2020).

Once this scale is tested, the questionnaire including the OFT elements (independent variables) will be distributed among community sports clubs. We will present the preliminary results by the time of the EASM congress.

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THE GLOBAL CLIMATE BURDEN OF SPORT: SCALE AND SOLUTIONS

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AIMS

The aims of this paper are three fold: (1) to estimate the global burden of sport for climate change; (2) to understand whether changes in sport could make a meaningful contribution to combating climate change; (3) to explore the appetite of sport for changes that would make a meaningful contribution to combating climate change.

BACKGROUND

It is estimated that sport comprises circa 0.6% of global GDP (The Business Research Company, 2020), and simple estimates have suggested that the burden of sport for climate change could be of a similar magnitude (Goldblatt, 2020). However, sport generates significant volumes of carbon-intensive travel, which could markedly increase this simple estimate (Lenzen et al, 2018). In addition, at the local and grass-roots level, sport generates activity, at volume, that is rarely included in global estimates. Furthermore, climate burden impacts for sport often focus only on direct emissions, often omitting emissions generated throughout sport's value chain through activity that sport is responsible for, but does not directly control (Quantis, 2020). This includes, for example, the volume of travelling spectators, and carbon emissions in the global supply chain that supplies both sporting equipment, and sport-related leisure wear. Sport is also an influential cultural phenomenon that influences behaviours, attitudes and purchases outside of its value chain which can create, or mitigate, a further climate burden.

However, understanding the magnitude of the climate burden of sport is of little value if the potential to mitigate that burden is not considered, as well as the effectiveness, and comparative effectiveness of doing so. Are investments in reducing carbon emissions through sport more or less effective and resource effective than reducing carbon emissions through other means? And, is sport prepared to make the changes to the way in which it is conducted and promoted that would deliver a meaningful impact on climate change?

RESEARCH DESIGN

Firstly, through synthetic estimation (Skinner, 1993), national and global datasets and statistics will be combined with covariate or predictor variables available for specific sport activities, behaviours, events and products to generate an estimate for the global climate burden of sport that includes direct emissions, emissions in sport's value chain, and the impact on emissions of sports cultural influence on behaviours outside sport. Secondly, though scenario modelling (Allen et al, 2016) of various changes, the extent to which sport could make a meaningful contribution to combatting climate change will be explored. Finally, though reviewing the impact that various scenarios would have on the operation, delivery and cultural significance of sport, the likely appetite for such changes within sport will be assessed.

RESULTS AND DISCUSSION

The paper will present data from the synthetic estimation which suggests that the global climate burden of sport is proportionately larger than its global share of GDP, exceeding 1% of global emissions, representing more than 600million tonnes of CO2 equivalent. Furthermore, the paper will demonstrate that by far the largest proportion of the climate burden attributable to sport derives not from its direct emissions, but from its wider value chain. The paper will also show that there is a further intangible impact related to sport's cultural impact on, for example, purchasing behaviours, that extends the climate burden of sport still further.

However, the paper will also present data that demonstrates that a range of scenarios for reducing sport's climate burden have opportunity costs, unintended consequences, and displacement effects, that mean that a simplistic consideration of reductions is not sufficient to understand the comparative effectiveness and resource effectiveness of reducing the climate burden of sport.

Finally, scenario variation models will be presented that demonstrate the impact that various appetites for change (incremental, step-change or transformational) would have on the climate burden of sport, and the likelihood of such scenarios variations being achieved will be discussed.

CONCLUSION AND IMPLICATIONS

The global climate burden of sport is significant, roughly equivalent to that of a mid-sized, developed European country's economy. However, it is not clear how far this burden can be reduced: firstly, because a range of displacement effects and unintended consequences of reductions mean that the net reductions achieved fall some way short of the directly measured reductions that are likely to be claimed; secondly, because it is unclear whether sport has the appetite necessary to deliver change that would be comparatively resource effective to that which could be achieved through other means.

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INSTITUTIONAL CONFORMITY AND ORGANIZATIONAL STRENGTH OF VOLUNTARY SPORT CLUBS

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Aim and Research Questions:

The aim of this study was to examine if and under what conditions voluntary sport clubs (VSCs) conformed to the institutional practices of professionalism, consumerism and instrumentalism and whether conformity to these practices increases the organizational strength of VSCs. Self-perceived organizational strength and resources are used as a proxy of survivability, as it can be assumed that organizations with lower strength and resources will likely suffer higher risks of termination.

Theoretical Background and Literature Review:

According to the neo-institutional view, incorporating institutionalized practices enhances an organization's survival (Meyer & Rowan, 1977). Institutionalized practices are taken-for-granted and widely accepted norms and expectations that could be viewed as myths of solutions to widely perceived problems and rationalized as the proper solutions to these problems. Organizational strength and survival is argued to depend on incorporating these myths and therefore on becoming isomorphic with the environment. According to Meyer and Rowan (1977) incorporating these externally legitimated practices increases an organization's "commitment of internal participants and external constituents" and "protects the organization from having its conduct questioned" (p. 349). In this way, through the process of institutional conformity the organization becomes legitimate and gains the resources needed to survive. In the context of VSCs three institutional practices can be identified. VSCs are highly stimulated by policymakers and sport federations to professionalize (Seippel, 2019), to broaden their services (Van der Roest et al., 2015) and to contribute to the realization of government policy (Waardenburg, 2016). However, conforming to these practices is not embraced by all clubs. For example, it has been suggested that professionalization, increased consumerism and increased instrumentality of VSCs might be detrimental to the organization as it is argued to contrast with the fundamental organizing principles of VSCs and therefore threatens their future.

Research Design, Methodology and Data Analysis:

Cross-sectional (N=549) and longitudinal (N=158) panel data of Dutch VSCs between 2007 and 2021 were used. The panel is representative in terms of club size, type of sport, type of club and municipality size. Questionnaires were sent to board members, often the secretary of the sport club. Paired samples t-tests show the extent of conformity. Cross-sectional data from the 2021 study were used to identify the relationship between conformity, institutional conditions and organizational strength. The longitudinal data were used to validate these findings and to identify the level of conformity to institutional pressures among VSCs between 2007 and 2021. Linear and logistic regressions indicate the relationship between three conformity measures (level of professionalism, consumerism and instrumentalism), institutional conditions and self-perceived organizational strength and resources.

Results/Findings and Discussion:

Results suggest that VSCs did not strongly conform to institutional pressures between 2007 and 2021. VSCs did become more instrumental between 2007 and 2021, but not professional and consumeristic. Results do provide evidence for the relationship between institutional conditions and the likelihood of conformity. Interconnectedness, and to a lesser extent size and environmental uncertainty are related to the likelihood of institutional conformity. No relationship was found between conformity and self-perceived organizational strength and resources. This indicates that change into the directions pursued by policy makers does not seem to improve the organizational strength of VSCs. Finally, no institutional conditions were found to moderate this relationship.

Conclusion, Contribution and Implication:

This study shows that VSCs in the Netherlands have not changed strongly into the directions pursued by policy makers and sport federations and change into these directions does not seem to improve the survivability of VSCs. The results of this study suggest that VSCs are not incapable of change but do exhibit a certain resistance to change (Thiel & Meier, 2004). Instrumental functions are increasingly regarded by VSCs as part of what it means to be a VSC. This seems not, or only for a minority of VSCs, to be the case for the practices of professionalism and consumerism and therefore might explain the lack of conformity to these practices. Based on the results of this study, we believe the neo-institutional perspective is a limited view in explaining VSCs' survivability, since the results show that institutional conformity is not related to the organizational strength of VSCs. More research is needed to investigate survival mechanisms based on other theoretical concepts in order to understand, monitor and improve the survivability of VSCs.

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A COMPARATIVE STUDY OF THE SOCIAL RETURN ON INVESTMENT OF SPORT IN FLANDERS AND THE WALLONIA-BRUSSELS FEDERATION

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Aim and Research Questions

Measuring and valuing the wider contribution of sport to society is becoming increasingly important to sports organisations, policy makers and government, to identify impact, evidence investment and advocate for the sector. This study aims to measure the social value of sport in Flanders and the Wallonia-Brussels Federation, using a Social Return on Investment (SROI) framework. It seeks to answer the following research questions: (1) what is the social value of sport in Flanders and the Wallonia-Brussels Federation and (2) how does the social value in each region differ?

Theoretical Background and Literature Review

Historically, European nations have used National Income Accounting and the Sport Satellite Account approach to measure the value of sport at the population level (Kokolakakis et al, 2019). These frameworks typically measure the market value of sport using traditional economic indicators such as Gross Value Added, employment and consumer spending. However, they do not capture the wider economic value of the sector in terms of health and wellbeing.

In recent years, Social Return on Investment (SROI) has emerged as a credible and transparent 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 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 The Netherlands in 2017 (Rebel and Mulier Institute, 2019).

Research Design, Methodology and Data Analysis

A standardised and consistent approach to SROI was adopted in Flanders and the Wallonia-Brussels Federation, to enable the return on investment for sport to be presented in a comparable way. The core principles of SROI were used to guide decision-making throughout the research process (Nicholls et al, 2012) which consisted of the following six stages: (1) identify key stakeholders; (2) map inputs, outputs and outcomes in a logic model; (3) measure and value outcomes; (4) establish impact; (5) calculate the SROI and conduct sensitivity analysis; and (6) report.

The study year was 2019, reflecting the most recent pre-pandemic year for which data were available. The scope included all adults aged 16+ in each region. Twelve outcomes were measured including nine health outcomes; subjective wellbeing; social capital and the non-market value of volunteers to organisations that utilise their labour (volunteer productivity).

Secondary data were gathered to estimate the inputs (investment), outputs (participation and volunteering), health outcomes and volunteer productivity. A bespoke population survey (n=5000) was utilized to measure and value subjective wellbeing and social capital. Health outcomes were valued by calculating the number of cases prevented as a result of the reduced risk of illness from participating in sport. Subjective wellbeing and social capital were valued using the income compensation approach, and volunteer productively was valued using the opportunity cost approach.

Results/Findings and Discussion

The study found that community sport in Flanders generated €12.28bn of social value from €3.45bn of inputs; and €2.04bn of social value in the Wallonia-Brussels Federation from €1.69bn of inputs. For every €1 invested in sport in Flanders, €3.56 worth of social impact was created for individuals and society, compared with €1.21 for the Wallonia-Brussels Federation. In both studies, sport-related investment yielded a positive SROI.
For Flanders, the largest element of social value was created through social capital (€5.89bn), which accounted for 48% of the overall value, followed by subjective wellbeing (€3.98bn) at 32%. In contrast, for the Wallonia-Brussels Federation, the largest contributor to social value was from health (€759.35m) at 37%, followed by volunteer productivity (€505.51m) at 25%. The survey revealed that the subjective wellbeing and social capital values for the Wallonia-Brussels Federation were considerably lower than in Flanders, partly explaining the overall lower value in the Wallonia-Brussels Federation and the variation in relative importance of the outcomes. Another reason for the lower overall value in the Wallonia-Brussels Federation is the sport participation rate. Overall, 19.9% of adults in Wallonia and 23.8% of adults in Brussels achieved 150+ minutes of moderate intensity activity per week compared with 37.1% in Flanders.

Conclusion, Contribution and Implication

The findings have implications for both practitioners and scholars. For practitioners it provides evidence that sport for all generates a net positive value to society, and that it generates significant social value across multiple outcomes. This helps sports organisations, government and other stakeholders support the case for investment in the sector, although further investigation may be needed to understand the different values for the two regions within the same country. For scholars, the study presents further evidence of the transferability of the SROI framework to other European nations, creating the possibility of working towards and establishing an international consensus on social value measurement in sport.

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A CROSS-COUNTRY EXAMINATION OF THE ATTRIBUTED PUBLIC VALUE OF ELITE SPORT

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Aim and Research Questions

This research aims to lay a foundation and develop more in-depth knowledge about public perception of the potential positive and negative societal impact of elite sport across European countries and possible inter-individual differences that may affect the perception of the population. The cross-country examination will create an overview which allows policymakers to compare and learn from other European countries.

Theoretical Background and Literature Review

Policymakers argue that investing in elite sport not only leads to a greater likelihood of medal success, it would also bring a range of beneficial societal outcomes (De Rycke & De Bosscher, 2019). These societal outcomes are used to justify high investments; nevertheless, much uncertainty remains about the origins of these outcomes. Recently, research emphasized that elite sport will not automatically translate into positive outcomes for society. De Rycke and De Bosscher (2020) highlighted that there is a range of mechanisms in between, such as the correct marketing, financing, management and use of elite sport. It is therefore recommended to focus on how those outcomes can occur rather than 'if' elite sport can lead to societal outcomes (De Bosscher et al., 2021). It is here that our research seeks to contribute. Through a comparative study of the perceptions about the positive and negative effects of elite sport on society, we seek to provide a foundation for policymakers and a basis for further research. The research by van der Roest and Dijk (2021) emphasizes that mapping the perceptions of the population around these outcomes can be a valuable tool for policymakers.

Research Design, Methodology and Data Analysis

The research is part of a broader Erasmus+ Sport project 'Athletes4society'. A population study is conducted in seven European countries (Finland, Portugal, Poland, Czechia, The Netherlands, France and Belgium) to assess the expected public value of elite sport. The survey was translated in six languages (Czech, Dutch, Finnish, French, Polish, Portuguese). In each country 1400 people were surveyed via an online survey, with the exception of Belgium where 2000 people were surveyed (Total N = 10404). The samples are representative for each population.

For this research, we use the MESSI scale. The MESSI scale is based upon the MESSI framework. De Rycke and De Bosscher (2019) created a comprehensive framework of all the possible positive and negative effects, clustered in 10 dimensions. These dimensions summarise the public value that elite sport can generate. Within the MESSI scale we plotted 70 items on a bipolar 7-point Likert scale. Following De Rycke and De Bosscher (2019) these items were thematically clustered into 10 dimensions: (1) Social equality and inclusion, (2) Collective identity, connection and pride, (3) Ethics and fair play, (4) Happiness and experiences, (5) Fans and media, (6) International image and political power, (7) Athletes

quality of life and competences, (8) Sport participation and inspiration, (9) Economic development and partnerships and (10) Local consumption and environment.

Results/Findings and Discussion

A positive MESSI-score is measured in each country. All countries perceive a positive influence of elite sport on societal outcomes. European citizens are most convinced that elite sport can have a positive impact on 'Happiness and experiences' (average = 76%), 'Collective identity, connection and pride' (average = 74%) and Economic development and partnerships (average = 73%). On the negative side of the scale negative effects are mostly perceived on 'Social equality and inclusion' (average = 26%), 'Athletes quality of life and competences' (average = 26%) and 'Local consumption and environment' (average = 25%). Comparing countries, the population of Portugal is more convinced that elite sport can generate positive effects than the populations of other countries. Citizens of France are the least convinced of the positive effects and perceive negative effects of elite sport more likely in comparison to other countries. In all countries we see an impact of watching the Olympics. The overall MESSI-score of citizens that (frequently) watched the Olympics is significantly higher than the overall MESSI-score of people who did not (frequently) watch the Olympics ($p < 0.05$). In Belgium, France, The Netherlands, Czechia and Finland a significant difference was found between the overall MESSI-score of female citizens and male citizens ($p < 0.05$). In Belgium, Czechia, Finland, Poland and Portugal having an athlete role model leads to a significantly higher MESSI-score ($p < 0.05$).

Conclusion, Contribution and Implication

This study aimed at developing a broader understanding of public perception of the potential positive and negative societal impact of elite sport across European countries and possible inter-individual differences that may affect the perception of the population. Research findings might create a foundation for policymakers to compare and learn from other European countries. Additionally, findings might guide organisations in their search for how positive outcomes of elite sport can be fostered and managed. From a research perspective, our study lays the groundwork for further research on 'how' elite sport can generate societal value.

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EQUITY, DIVERSITY AND INCLUSION IN SPORT MANAGEMENT

Chair: Inge Derom

IS THE FUTURE FEMALE? EUROPEAN POPULATION PERCEPTIONS TOWARDS FEMALE ATHLETES AS ROLE MODELS

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Aim and Research Questions

The general aim of this study is to investigate public perceptions in Europe towards female athletes as role models. To this end, it is tried to find an answer on the following three research questions: (a) To what extent are European citizens fan of female athletes? (b) To what extent are European female athletes regarded as personal role models? and (c) Which characteristics are attributed to female athletes as role models?

Theoretical Background and Literature Review

Increasingly, major international sport governing bodies invest in the development of women's sports in European countries. Still, gender equality within elite sport is rated rather low. A potential valuable resource put forward by research (e.g., Grix & Carmichael, 2012) to increase gender equality includes the use of female role models by sport organisations and institutions. In general, athletes can become a role model through social power, competence, expertise, fame, sporting success and above all by exhibiting 'model' and inspiring behaviour (Hoebeke et al., 2011). Nevertheless, according to former research, the concept of 'gendered heroism' in sports might not only result in fewer female athletes being recognized as role models, but also in people tending to have more requirements for female athletes as role model than for male athletes as role model (Meier, 2015; Vescio et al., 2004). Given the gender-stereotyped nature of elite sport, it seems that society traditionally tends to gravitate more toward male athletes than female athletes. However, targeted research on public perceptions in Europe toward female athletes as role models and the expected requirements of female role models is limited (Funahashi et al., 2015). Insights in those perceptions might be of importance in the pursuit of gender equality in sports.

Research Design, Methodology and Data Analysis

Literature research and input of consortium members of the 'Athletes 4 society: Empowering the public value of elite sport through athletes as role models' project, co-funded by the Erasmus+ Programme of the European Union, resulted in the development of an online survey covering different topics in the context of perceived societal impact of elite sport (e.g., sociodemographic data, athletes as role models, consuming elite sport, trust in elite sports policy makers). The online survey was translated into 6 languages (Czech, Dutch, Finnish, French, Polish, Portuguese) to be able to run the questionnaire among the population from seven different European countries (Belgium, Czechia, Finland, France, Poland, Portugal, the Netherlands). In total, 10404 participants completed the survey (49,4% female; 19,2% Belgians, 13,5% Czech, Dutch, Finnish, French, Polish, Portuguese). Independent samples T-tests were used to get insights in the significance of differences in order to formulate an adequate answer on the research questions. SPSS was used to facilitate data analysis.

Results/Findings and Discussion

In total, 41,3% of participants are fan of an Olympic athlete of which 46,8% is fan of a female athlete. Within those participants who are fan of a female athlete, 45,9% are men. Women are significantly more likely to be a fan of a female athlete than men (p < 0,001). In total, 21% of female participants indicated to be a fan of a female athlete. In contrast to former research (Meier, 2015), our results show that male athletes are not significantly more often seen as a role model than female athletes. Nevertheless, results indicated that participants with a favourite female athlete find certain characteristics for athletes to display significantly more important than people with a favourite male athlete, namely: athletes are committed to a good cause, athletes live a healthy life, athletes behave in an exemplary manner during and apart from sporting competitions, athletes share messages that can be inspiration to initiate behaviour change, athletes actively engage in inspiring/supporting young sporting talents, athletes actively promote the integration/social equality of young people in vulnerable positions, and athletes speak out on social, environmental, or economic issues that are important to them. During the presentation more detailed research data will be presented.

Conclusion, contribution, and implications

Current research aimed at developing a broader understanding of public perceptions in Europe toward female athletes as role models. A better understanding of those public perceptions might lay the groundwork for sport policy to continue working toward gender equality in sport. Based on the findings of the current research, future studies could focus on building capacity within sport organisations to develop successful female role model programmes and consequently foster gender equality in elite sport.

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ENGAGING MEN AS GENDER EQUITY ALLIES IN COMMUNITY SPORT IN REGIONAL VICTORIA, AUSTRALIA

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Aim and Research Questions

To date, we know little about how to support males in regional community sport to develop the long-term relationships and behaviours that best support women and girls and the advancement of gender equity. This research is a collaboration between the Centre for Sport and Social Impact at La Trobe University and GippSport, funded by the Victorian State Government (Change Our Game Research Grant). It aims to develop an approach to engage, develop, and retain male allies for gender equity in community sport settings to establish a wider support base for advocacy and action. This presentation will focus on the initial stages of the research, guided by three research questions:

- What are the positive behaviours of gender equity male allies in the community sport setting?
- How effective and how easy is each behaviour in the community sport setting, and how often are they being displayed?
- How can gender equity male allies best be engaged and retained in the community sport setting?

Theoretical Background and Literature Review

Making progress toward gender equity in community sport settings requires the efforts of many, including those who directly experience inequity and those who sit in roles of privilege and influence. GippSport (the regional sport assembly in Gippsland, Victoria, Australia) has been developing the capacity and confidence of women and girls to lead and participate in community sport in the Gippsland region. This has led to some success; however, some women and girls continue to experience barriers.

Coaching females to acquire confidence and enhance their capacity can be part of the solution to gender equity, but these strategies can unfairly shift the burden of reducing gender bias exclusively to females and neglect the opportunity to *change the game* in community sport. This research aims to develop findings that can best support males to share the burden. It is based in the premise that male allies can reduce systemic bias within sport organisations by challenging stereotypes and that *"..people who otherwise would avoid listening to a message about sexual harassment or discrimination from a woman can be persuaded by that message if it is delivered by a man"* (Sotiriadou & de Haan, 2019; Williams, Testa, Britzman, & Hibbing, 2021, p. 12).

Understanding male ally behaviours is important as not all male behaviours supporting gender equity are perceived as positive. For example, paternalistic behaviours can do more to fuel the narrative that women need protection (Estevan-Reina et al., 2020). This research will therefore seek feedback on behaviours from all genders.

Research Design, Methodology and Data Analysis

There are two components to this initial stage of the research.

The first is Concept Mapping (CM). CM is a structured conceptualisation method designed to organise and represent ideas from an identified group. It is a participatory mixed-methods approach that integrates qualitative individual and group processes with multivariate statistical analyses to help a group of individuals describe and prioritise ideas on any topic of interest and represent these ideas visually through a series of related two-dimensional maps. For this study, stakeholders who had experience in gender equity in community sport were accessed through the GippSport Gender Equity network (N=29). The multi-phase CM process requires participants to conduct three activities.

1. Stakeholders of community sport in Gippsland were asked to brainstorm as many ideas as they could to the prompt: *To support gender equality in community sport, a male could. They generated 87 individual behaviours through this process.*

2. The list was then *cleaned* and reduced to 52 individual behaviours and sent back to participants to *sort* into *piles* based on perceived similarity of meaning.

3. Participants were then asked to *rate* each behaviour on:
    1. How effective it is to achieving gender equality
    2. How easy it is to do
    3. How frequently you see it happening

The second stage will be an electronic survey sent to the broader Victorian sport community based on the behaviours identified through the CM activity, and questions around how males can best be engaged to support and advocate for gender equity.

Results/Findings and Discussion

The CM activity identified eight clusters of positive behaviours that men could engage to achieve gender equity in community sport. These were: Showcase Behaviours; Support and advocate for women in decision making; Support and advocate for equal visibility and voice of women; Support and advocate for equal participation; Support and advocate for appropriate policy; Genuinely value gender equality; Volunteer; and Develop their understanding. The survey will be completed in July 2022.

Conclusion, Contribution and Implication

The findings from this research should provide a compressive understanding of the behaviours of gender equity male allies in the community sport setting. This information can be used to develop resources and guidelines for community sport stakeholders to better engage, develop, and retain males as allies to gender equity.

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ENHANCING PARTICIPATION PATHWAYS FOR FEMALE COACHES

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Aim and Research Questions

A recent review (Baxter, Hoye & Kappelides, 2021) revealed that more research is needed on **policy and governance, coaching pathways, recruitment practices, and support systems**, for female volunteer sport coaches. To better explore the complexities of participation pathways for female coaches, this study took a two-stage approach focusing on the following research questions:

Stage 1 Questions.

- How are females represented in the governance networks that oversee community sport coaching?
- What recruitment strategies do sport organisations use to attract female coaches and are they designed in relation to the motives of female coaches?

Stage 2 Questions.

- How do female coaches navigate coaching pathways in comparison to their male counterparts?
- What education, training and support programs are required to support the development of female coaches?
- What relationships (e.g. mentor, peer-support) are critical for female coaches to feel supported in their role?
- What supports are needed for female coaches of various identities to overcome potential biases (age, race, ability etc.)?

This study aims to improve the environment for female coaches in three major sports that have a predominance of males in coaching roles – football, basketball and Australian rules football – by moving beyond just identifying barriers to involvement of women in coaching, to identifying what forms of support are needed to overcome the barriers to help women succeed as sport coaches (LaVoi, McGarry & Fisher, 2019).

Theoretical Background and Literature Review

Drawing on the work of LaVoi and Dutove's (2012) application of ecological systems theory to the context of female sport coaching, this study seeks to identify organizational and societal supports needed for female volunteer sport coaches. Modifications to LaVoi and Dutove's (2012) model has led to the development of the ecological-intersectional model (EIM) (LaVoi, 2016) to include factors of power and intersectionality. The use of EIM as a developmental model has helped to unpack the complexities of female sport coaches' experience and behaviour as influenced at the individual/intrapersonal level, interpersonal level, organizational/structural level, and socio-cultural level (e.g. Kubayi et al., 2020, Banwell et al. 2021). Previous research has focused heavily on the barriers and supports needed for paid female coaches at competitive or elite levels of sport, but limited research has been conducted at grassroots levels of sport considering in many countries (e.g. Australia,

Canada, United Kingdom) the majority of coaching roles are predominantly voluntary in nature (Baxter et al., 2021).

Research Design, Methodology and Data Analysis

Data collection for this study occurred in two stages. The first stage involved a detailed content analysis of the policies and practices of each sport organisation in relation to the governance of sport coaching and their recruitment strategies for female coaches. Structured interviews of key organisational managers and staff from each organisation (4 interviews x 3 organisations = total 12 interviews) of 60 minutes duration each focused on the efficacy of current recruitment practices for female coaches and their understanding of the barriers faced in increasing participation rates for females in coaching roles. In the second stage of the study, semi-structured face to face interviews with 20 current female coaches from each sport (20 interviews x 3 organisations interviews = total 60 interviews) of 90 minutes each, focused on their individual experiences in sport coaching, the barriers faced in their development, their perceptions of organisational support required for their development, and the nature of the relationships required to support them as a coach. The sample of coaches included individuals across Victoria, Australia, from different cultural and linguistic backgrounds, ages, length of coaching experience, and standards of competition. Data was analysed using an iterative process following Braun & Clarke (2006).

Results/Findings and Discussion

The study revealed the lack of organizational support and recognition of female coaches at the introductory levels of sport. Governance structures within male dominated sport focus predominantly on supporting elite coaches, often neglecting to provide the unique supports needed for volunteers coaching within the vastly different grassroots sport system. Strategic recruitment of female coaches is non-existent; however, some clubs provide additional mentorship and training supports to the female coaches volunteering within their club. The study also revealed that females seek out not only mentorship for skill-based instruction and navigating stakeholder relations, but they also seek support from sport governing bodies to increase female representation amongst sport coaches and provide opportunities for current the current community of female sport coaches to be brought together.

Conclusion, Contribution and Implication

Findings reveal the need for more purposeful and intentional interventions to recruit female volunteer coaches and support their chosen coaching endeavours. Particularly the focus on grassroots female volunteer coaches has practical implications for understanding the supports needed for the development of coaches at differing points along the sport coaching pathway.

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OLYMPIC LEGACY SHAPING PROCESSES IN LIGHT OF SOCIAL SUSTAINABILITY AND INCLUSION OF MARGINALIZED GROUPS – CASES OF VANCOUVER 2010, SYNDEY 2000, AND LILLEHAMMER 1994

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Aim, research questions:

In sport management literature, social legacy and social inclusion as the impact of mega sports events are often disconnected and contested terms among academics and practitioners and encompass a range of interpretations. In this regard, scholars have underlined the importance of the context.

In order to widen our understanding of how social inclusion and legacy from sports events are connected, this study aims to analyse how social sustainability and inclusion of marginalised groups are constructed in the legacy-shaping process of past Olympic events: Lillehammer 1994, Sydney 2000 and Vancouver 2010.

As there are many possible areas of inclusion, the following will be prioritised: socioeconomic status, culture, geography, gender, sexual orientation, age, physical and mental health/ability, and status regarding unemployment, homelessness and incarceration.

Theoretical background, literature review:

The theoretical framework of the study is based on combining the concept of legacy by Preuss (2015) and translation theory through which the legacy-shaping processes is constructed(Andersen & Røvik, 2015). Translation can be understood as a process in which the engaged actors change the idea of inclusion for their own use. The translation process functions as the game "whisper down the lane", where each host city's interpretation diverges from the original idea. Local actors translate the idea into a world they know, based on appropriateness and sensemaking.

In the analysis, translation theory will help to shed light on which ideas in connection to social sustainability and inclusion are constructed and how they are developed and translated to the local context over time, by whom and why.

The previous systematic reviews on legacies and mega sport events show that most of the research has been done within a relatively short time frame around the actual events (Koenigstorfer et al., 2019; Thomson et al., 2019) while Gratton and Preuss (2008) argue that the legacies from hosting a large-scale sport event might be obvious only after 15-20 years. This is one of the reasons for choosing the cases that lean back to 12,22 and 26 years and can provide insight into the practices and legacy-shaping processes that were practised before/during 'legacy' started gaining importance in the academic discourse (Preuss, 2015). Moreover, there is a deficiency of research that addresses legacy planning, guidelines and policy (Thomson et al., 2019).

Research design, methodology, data analysis:

The paper is based on a multiple case study examining the official documents such as Candidature Files, Official Report, Olympic Games Impact (OGI) study, relevant IOC's legacy related documents, and policy documents that are relevant to social inclusion of marginalised/disadvantaged groups at the Atlanta, Sydney and Vancouver Games. Data will be analysed in light of the theoretical framework stated above by a multiple cycle-coding combing both inductive and deductive approaches.

Results/findings, discussion:

Findings are not yet fully available but will be acquired and processed by the time of the conference. Following are some of the preliminary results:
Not much attention is given to the definition of 'social legacy' and 'social inclusion' in the documents prior to the adoption of the Olympic Agenda 2020 and worldwide attention towards social sustainability and UN's SDGs. One of the topics of most interest are social development through sport as well as gender and inclusiveness (minorities, people with disabilities, LGBTQ+, etc.). The focus of topics weighs differently when comparing the cases. Vancouver 2010 was more concerned with social sustainability as well as the inclusion of aboriginal people, their participation in decision-making in the organisation of the Games as well as the inclusion of the athletes. There were programmes and initiatives mentioned in the documents that are solely directed towards marginalised groups and their inclusion.
One of the core findings is that the 'translation' happens not only in one direction – interpretation of legacies by the IOC and previous Games' editions – but that the IOC's definition of legacy connected to social sustainability and legacy is also influenced by each of the Games. This relational impact of the understanding and adopting of terms reveals factors that influences the legacy-shaping processes and factors for changes in policies and research towards social legacy approach.

Conclusion, Contribution, Implication:

As the chosen editions of the Games happened before/during the process of 'legacy' concept gaining importance, this paper will shed the light on the legacy-shaping processes over a longer period time that hasn't been established or examined before.
Our study provides an outset for future research and creates a possibility to map out the intersection of inclusion policies and the marginalised groups that were prioritised during the period of preparation for the Games, during and after the Games. As social inclusion can have a wide range of definitions in different contexts this layout will contribute to acquiring more insight not only into the context of the host cities but also into the difference in 'translation' of the social Olympic Legacy.

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THE SOCIETAL VALUE OF ELITE SPORTS FOR BELGIANS WITH A MIGRATION BACKGROUND

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Aim and Research Questions

The purpose of this paper is to analyze the impact of elite sports on Belgians with a migration background. There are three research questions: (1) Do Belgians with a migration background perceive happiness and national pride through elite sports? (2) What are the perceptions about the societal value of elite sports among Belgians with a migration background? Are these perceptions different from Belgians without a migration background? (3) Do Belgians with a migration background feel that sports events and sports successes help with social integration?

Theoretical Background and Literature Review

In many Western countries, integration of migrants with diverse cultures is a government objective (Smith et al., 2019). Sports and elite sports could be tools to lead to integration. Previous research in Belgium has shown that the Belgian population perceives a positive societal impact of elite sport. In the sample of 1102 participants, the migration background did not seem to affect individuals' perceptions (De Rycke & De Bosscher, 2021).
In contrast, research on 2006 participants in Germany concluded that certain population segments benefit more from national sports achievements. Having a migration background had a positive impact on perceived happiness with sporting success. Therefore, Hallmann and colleagues (2013) stated that elite sports and elite athletes can be used by policy to strengthen social integration.
There is no convincing evidence in large samples about the societal value of elite sports among Belgians with a migration background. This study aims to fill this gap.

Research Design, Methodology and Data Analysis

In a national study, data were collected from randomly selected Belgians via an online survey. Data were collected at three distinct moments: July 2021, August 2021, and March 2022. A total of 5595 individuals participated in our study, of which 865 (15%) had a migration background. A migration background was defined as a parent and/or grandparent of non-Belgian origin/nationality. These 865 people were compared with our total sample.
Each respondent indicated the extent to which he/she perceived happiness and/or pride after elite sports success at the Tokyo 2020 Olympic Games.
Perceptions about the societal impact of elite sports were measured with the Mapping Elite Sport's potential Societal Impact scale (MESSI) (De Rycke et al., 2019). Two items were of specific interest to people with a migration background. Respondents could assign a negative or a positive value to the items: 'elite sports bring people of different religions, cultures, and origins closer together/drive these people further apart' and 'elite sports could counteract racism/promote racism'.

Independent samples t-tests were used to compare the perceived benefits and perceptions of respondents with a migration background with those of respondents without a migration background.

Results/Findings and Discussion

The results showed that 64% of the immigrant respondents felt happy when the Belgian Olympians performed well. A large majority of 69% felt proud when the Belgian athletes were successful. No significant difference was found compared to the general Belgian population.

The first item of the MESSI scale shows that almost half of the individuals with a migration background (45%) think that elite sports bring people of different religions, cultures, and origins closer together. In contrast, one in four (24%) believe that elite sports drive these people further apart. The perceptions of inhabitants with a migration background are less positive than Belgians without migration background (p<0,001).

The second item reveals that the respondents with an immigrant background are less positive about the effect of elite sports on racism. Another 45% indicate that elite sports counteract racism. On the other hand, 23% indicate that top-level sports actually promote racism. In particular, the negative impact is more frequently expressed by the immigrant group (p=0,023).

Results showed that 62% of the migrants felt connected to Belgium during the Olympics. Similar results were found for Belgians without migration backgrounds.

Further analysis on the migrant group, found differences between migrants who had a Belgian nationality and those who did not. These results will be presented in detail at the EASM Conference.

Conclusion, Contribution, and Implication

The results show that individuals with a migration background have slightly less positive perceptions of the impact of elite sports than Belgians in general. Still, 45% of the migrants believe that elite sport brings people of different religions, cultures, and origins closer together. Another 45% indicate that elite sports could counteract racism.

Belgians with a migration background experience the same perceived happiness and national pride as the general Belgian population. Large elite sports events, such as the Olympics, also lead to a sense of belonging to the country. Therefore, it is suggested for sports policy institutions to develop strategies using elite sports for social integration. Our findings are in line with the results of a German study (Hallman et al, 2013), and suggest that elite sports can play a role in promoting the integration process in different countries.

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GENDER EQUALITY WORK IN SPORT ORGANIZATIONS IN A GENDER 'EQUAL' CONTEXT LIKE FINLAND

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Aim and Research Questions

Discourse analysis is utilized to investigate how gender equality is understood in sport organizations and how gender equality work is done in these organizations in the Finnish context. We are keen to think in Finland that we are fore runners in gender equality by holding top positions in many gender equality ratings. Officially many Finnish sport organizations have adopted gender equality as an espoused value, yet many inequalities exist and these organizations seem to remain as a last male bastion. We know from previous studies that i.e. women receive a fewer share of operating budgets and women are paid less than men, women are promoted less often to top positions, and they have less access in networks (see for example Turpeinen & Hakamäki, 2018). For Finnish sport organizations this all leaves a paradox between the 'gender we think' and the 'gender we do' (Gherardi, 1994, p. 591).

Theoretical Background and Literature Review

Previously, much work have been done on understanding gender distribution or gender relations in the field of sport (e.g. Mikkonen et al., 2021). Here the emphasis is on organizational level seeing gender equality work as an continuous process with its pittfalls and potentials. Gender equality is then understood as something that cannot be achieved once and for all, but rather it should considered as an on-going work with issues of gender equality in sport organizations. This means an active process of developing ideas, methods and evaluation tools for promoting gender equality (Hoeber, 2007). The theory of decoupling (Bromley & Powell, 2012) is used to explain the gap between adopted policies and practices as well as means and ends in gender equality work in sport organizations. This theoretical lens will sensitize why and how sport organizations may dedicate themselves for gender equality work that may have little impact on the intended goals in practice.

Research design, methodology and data analysis

The study applies discourse analysis to understand how leaders working management or honorary member position in the field of top sport in Finland make meaning and talk about the topic. Discourse analysis enable to analyze the meaning of language in and through social practices related to gender equality work in sport organizations (Phillips & Hardy, 2002). It is seen that discourses not only describe and construct social reality, but they also act as a powerful force in organizational life to serve particular ends. Qualitative interviews were conducted altogether for 49 people. The selected interviewees worked at several federations and organizations, primarily public organizations or NGOs but some private organizations as well. The data included 17 women and 32 men from 33 to 66 years of age, with a mean age of 49.8. Each interview lasted between 55 and 110 minutes. The data was analysed in two-phases: a content analysis, and a discourse analysis.

Results and discussion

The dominant discourse constructed gender equality in these sport organizations as comparing women with men and lifting up the women to the same 'level'. Even in organizational level gender equality work was mobilized most often as an invidual responsibility and viewed as a equal share of each genders. The policies and practices for gender equality work were often mentioned in the data, but the responsibility of the sport organization for doing gender equality work was often dispelled by mixing the means and ends of gender equality work. For building legitimacy, it was common that gender equality was also constructed as the 'new' and wanted change, yet even in a Finnish context, gender equality work raised feelings of confusion and hesitation leaving policies and practices decoupled. The talk about gender as a 'fixed ' problem provided also little space for a dialogue about stagnancies and reproduction of inequalities in this field.

Conclusion, Contribution and Implication

The study suggest that there is a need to address gender equality work as an active, and ongoing-process in organizational level and to understand the gaps of the means and ends of gender equality work in sport organizations. For future studies it is important to investigate how sport organizations can be uniquely equipped to 'do' gender equality work and to promote inclusion.

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DIFFERENCES IN MATERIAL CONDITIONS BASED ON PARTICIPATION SYSTEMS: A COMPARISON OF WOMEN'S FOOTBALL PARTICIPATION BETWEEN FRANCE AND QUEBEC

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Aim and Research Questions

The last two Women's World Cups were held in Canada (2015) and France (2019). This event, which represents the pinnacle of elite participation by women, is symbolic of the development of women's soccer in both countries. As a result, this contribution, which is part of a bigger research project, aims to compare women's football participation in France and in Quebec. Through this work, we question the conditions of access, treatment and recognition of women footballers in their practice according to the geographical and cultural territory in which they evolve, and the organisation of sports. We wonder to what extent two systems make the football space two different gender regimes.

Theoretical Background and Literature Review

In France, football is organized in a pyramidal system, whereas in Quebec it is practiced in a multitude of private leagues. The organization of sport in France is therefore considered to be top down, whereas in Quebec it is bottom up (Black, 2017). The players in France are members of clubs, which themselves depend on decentralized structures belonging to the French Football Federation (i.e. the committees at the departmental level and the leagues at the regional level) (Bayle, 2010). The players involved in these clubs commit themselves for a season which generally lasts from September to June. In Quebec, players play for short seasons. The main season is from May to October. Then, the rest of the year, they can join teams in leagues to play short seasons of a few months, or sporadically. Moreover, a player can belong to different teams at the same time and therefore play in several leagues (MacIntosh, 2017). Thus, in these differentiated contexts, we can look at the material conditions of women players by invoking the notion of gender regime (Connell, 2006). Our theoretical framework of analysis is that of materialist feminism from which we borrow particularly the notion of gendered division of labor, by applying it to leisure. We are interested in the mechanisms of division and hierarchization of practice between men and women. To do this, through a series of interviews, we focus on different factors that work towards conditions of access, treatment and differentiated recognition: access to a team, access to the fields, access to a changing room, the jerseys offered, the equipment offered, the representation of women within the club, etc.

Research Design, Methodology and Data Analysis

Our investigation is based on a micro sociological approach from interviews and observation of the players. In France we conducted 25 interviews (20 with amateur players and 5 with high level players) and 23 (20 with amateur players and 3 with high level players). In Quebec, 30 hours of participant observation were carried out in different teams in Montreal. All interviews were analysed using a manual thematic analysis.

Results/Findings and Discussion

The results of this analysis show that the conditions of access and treatment are favoured by the Quebec system. Indeed, by having access to participation through different leagues, many teams are created. Moreover, the system favors the creation of teams on a short term, which allows players to easily create practice spaces. However, the practice of women remains disadvantaged compared to that of men (less good practice slots are allocated to them, they have less equipment, less recognition by the leagues, etc). In France, the current pyramid system disadvantages the conditions of women to the benefit of men, both at the elite and grassroots levels. Indeed, the clubs do not always have teams to welcome the players. Therefore, they either play in mixed contexts (up to 15 years old) and have to perform very well to be accepted and valued by their teammates and coaches. Moreover, they have to travel many miles to get access to a team. In addition, women's teams in men's clubs are often disadvantaged in terms of access to club facilities and treatment and recognition by club leaders.

Conclusion, Contribution and Implication

This contribution fills a sociological and managerial gap by linking practice systems to material conditions. On the one hand, this work makes it possible to study the conditions of practice of women in both countries, which has never been done before. On the other hand, it allows us to highlight the advantages and disadvantages of a practice system in which women are a minority, and often disadvantaged.

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HOW CANADIAN NATIONAL SPORT ORGANIZATIONS ARE ADDRESSING EQUITY, DIVERSITY, AND INCLUSION

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Relation to Professional Practice

Recent calls to action regarding social injustices (e.g., Me Too, Black Lives Matter, maltreatment in sport) have further showcased underrepresentation at leadership levels in sport organizations. As a result, organizations have committed to implementing equity, diversity, and inclusion (EDI) statements (e.g., Maple Leaf Sports and Entertainment, USPORT, Canada Basketball, Europe active). Tamtik and Guenter (2019) conducted a study analyzing policy documents that committed to EDI in 15 Canadian universities. The results of the author's analyses showed inconsistencies in definitions across policy documents. It was concluded that although a commitment to EDI is seen through policy documents, it takes several practices to develop an organizational culture that is equitable, diverse, and inclusive. Culture can be understood through examining symbols, stories, rituals, values, beliefs, and practices that make up the organization (Schein, 2017). It is important to understand organizational culture, particularly when engaging in organizational change efforts. A strategic leadership tool to strengthen organizational culture can be adopted through a values-based perspective and is known as a Management by Values (MBV) approach (c.f., Dolan & Garcia 2002). MBV gained traction in the early 20th century when leaders moved away from management by instruction and objective approaches, to remain competitive in the organizational market (Dolan & Garcia, 2002). MBV allows leaders to implement values into their organizations' mission, vision, and culture (Kerwin et al., 2014). Examples of values can include EDI and MBV can be used to enhance National Sport Organization's (NSOs) responses to EDI by embedding these values within the organization's culture.

Aim

An EDI Matrix will be developed by the researchers to capture how Canadian NSOs are addressing EDI concerns. This matrix will allow for a comparative analysis across NSOs. The matrix will display both the strengths and weaknesses of NSO responses. Through the information presented, the matrix will highlight if improvements are necessary in how NSOs are addressing EDI. This matrix will inform an additional study where the researchers will partner with an NSO who could benefit from implementing a MBV approach in their organization. Through this partnership, the current state of the organizations EDI response will be evaluated.

Purpose and Background

Although discussions on the topics of EDI have encouraged change in the sport community, terms like equity and equality are often incorrectly defined, used interchangeably, and as a result, they are misused in practice (Tamtik & Guenter, 2019). For an organization to be diverse, it must also be inclusive, equitable, and equal.

Data has been collected on NSOs in Canada to highlight the gender equity disparity in NSO leadership positions (E-Alliance, 2022). Specifically, in NSOs women hold 27.9% of board

president positions, 37.7% of CEO positions, and 41% of senior staff positions (E-Alliance, 2022). The gender equity score card provides further insight to highlight inequities. However, it doesn't provide details on how NSOs may or may not be addressing EDI concerns and strategies for paving a better way forward through incorporating the values of EDI into a NSOs culture. Our work will analyze how NSOs are addressing EDI concerns, and aid in understanding the gaps that exist in current EDI efforts by NSOs.

Design

The following step-by-step process to creating the matrix will be followed when analyzing Canadian NSO websites to ensure consistency in what is captured from the websites. The categories that will be captured within the EDI Matrix are if NSOs have: (1) a diversity statement; (2) an inclusion statement; (3) an equity statement; (4) policies that outline EDI efforts; (5) an outline of current organizational values; (6) information that states if (and how) the organization supports EDI through recruitment, hiring, and training practices; and (7) definitions of key terms (i.e., equity, equality, diversity, and inclusion). The information collected will be recorded into the matrix (e.g., recording of values indicated and yes/no reports with explanations to what is observed on the website). In addition to a yes/no report in the matrix, EDI statements, policy documents, recruitment processes, and definitions will be loaded into NVivo for qualitative analysis using the Braun & Clarke (2006) six-step framework to thematic analysis. Data collection and analysis of the matrix will be completed by August 2022, and thus, the results will be presented in this professional practice presentation.

Outcomes

This presentation will address the current state of EDI initiatives within the Canadian NSO landscape. A discussion will focus on what is being done well and what requires improvement regarding NSOs responses and actions to EDI. The strategies of knowledge management – use, create, and share knowledge – will then be used to ensure that NSOs are aware of and understand how they can improve their response to EDI. Overall, strategies will be suggested to help NSOs improve their organization's reactions to EDI through a MBV approach to assist in embedding values in their mission, vision, and management practices.

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AN INVESTIGATION OF CHARITY SUPPORT AS A KEY ENABLER OF SUCCESS IN PARA-TRACK AND FIELD.

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Aim and Research Questions

The role of charities as a significant factor in contributing to international sporting success has not previously been identified by research attempting to define factors attributing to international para-sporting success. In order to achieve World Class Programme (WCP) selection and subsequent financial support, para-athletes in the UK must achieve certain selection standards. This study aims to explore the role of charity support in the achievement of WCP selection in the UK.

Theoretical Background and Literature Review

Appropriate funding and financial support are consistently noted as an essential component for elite parasport development (Peake and Davies, 2022). UK Sport prioritises funding based on likely medal success by achievement of WCP performance standards (Shibli and Bingham, 2008). Misener and Darcy (2014) reflected on the many challenges and barriers specific to international parasport success, including lack of funding, coaching provision, accessibility, and training and competition opportunities. The support of charities can help overcome lack of funds. A notable example, SportsAid, supports athletes by providing them with a financial award to help towards training and competition costs.

The concept that charity is an essential enabler in international para-track and field success is contentious. The Charity Model of disability sees people with disabilities as victims of their impairment, needing special treatment, because they are different. The disability movement calls for 'rights' not 'charity' (Marks, 1997). Peake and Davies (2022) identified that the factors determining international para-track and field success are influenced by three variables; the nature of impairment (acquired or congenital); support and care need level and equipment need level. Specifically, charity support is essential in event classifications with high equipment needs.

Research Design, Methodology and Data Analysis

The study used a mixed methods research design. Research participants were recruited at a national training camp for the Athletics National Para squad, facilitated by the UK Athletics Para Head Coach. The squad is comprised of athletes that have competed internationally and accessed support services in the last paralympic cycle. The athlete population was therefore limited to the number of athletes at that level (n = 52). Quantitative surveys were completed by para-athletes (n=42) and coaches (n=38). In addition, qualitative semi-structured interviews were also conducted with athletes (n =7) and coaches (n = 5).

An independent sample t-test was used to establish whether the nature of impairment (e.g., congenital/acquired) and importance of charity were statistically significant. Further analysis of the quantitative coach and athlete data, using one-way analysis of variance (ANOVA), was used to determine whether there were any statistically significant differences between independent (unrelated) groups. Participants were grouped for this study by event group

(Throws, Jumps, Sprints and Endurance), classification group and nature of impairment (congenital or acquired). Interviews undertaken were analysed thematically using template analysis.

Results/Findings and Discussion

The study found that charity support is a significant enabler in the achievement of WCP selection and consequently international para-track and field success. Of the athlete respondents, 40% stated that they wouldn't have reached the level they are at, without the support of a charity. Further to this, 55% of participants stated that they would be unable to participate in the event at all, without the support of a charity (or charities). The one-way ANOVA revealed that there was a statistically significant difference between how athletes reported their involvement and reliance on charities and the event groups ($F_{(3, 36)}$ 6.656, $p = .001$). Different event classifications require varying levels of financial support for essential equipment. A further one-way ANOVA found a statistically significant difference in the level of involvement and dependency on charity across the various impairment classification groups ($F_{(5, 34)}$ 5.073, $p = .02$).

The interview participants cited that involvement in para-track and field often requires expensive equipment, and additional costs are incurred to support athletes in certain classification groups with specific needs. Charities awarding of grants, and significantly as the principal provider of essential equipment, enabled participation prior to WCP selection. Furthermore, charities were cited as a significant factor in determining athlete development and consequent success, most significantly pertinent for athletes with high support needs.

Conclusion, Contribution and Implication

The findings of this study have implications for both practitioners and academics. They indicate that charities provide essential funding and equipment, enabling para-athletes to achieve international success. Practitioners should ensure that para-athletes are aware and able to access this essential support. For academics, the study provides a rationale for further investigation to determine the barriers and enablers for para-athletes to achieve WCP status and subsequent international sporting success in other parasports and in non-disabled sport.

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COPING THROUGH SPORTS?

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For refugee minors, the migration process constitutes a unique challenge; even more so if they are unaccompanied. Being without their families, they have to face multiple diverse difficulties. The Covid-19 pandemic further increased these due to do the social isolation. Hence, it is crucial to better understand possible coping mechanisms to systematically support unaccompanied asylum-seeking minors (UASC) in their acculturation process. While sports can potentially support acculturation and integration processes, governments enacted sports club and studios to a shutdown for almost two years in Germany and Austria. Yet, it remains unknown and is in the center of this study, if and how sports activities were an important coping mechanism for the UASC in this extreme situation of social isolation, if and how sports activities supported them in their personal development and how the professionals who take care of them could assist them in this.

Theoretical Background

Without their families UASC are confronted with novel cultural norms, values plus a complex set of facets of the new legal framework of the host country (Menjívar & Perreira, 2019). In addition, many minors experienced traumas in their home country or during their flights (Keles, 2016). While these aspects were already found to hinder integration (Jore et al., 2020), transition to adulthood makes it more complex: UASC experience increased stress, uncertainty and vulnerability as they approach adulthood (McDonald, 2016).

In the host culture, UASC often times receive little or less social support than before. The professionals are not able to adequately address this vulnerable population's needs (Menjívar & Perreira, 2019). However, sports were found to be a coping mechanism for acculturation difficulties and may facilitate personal development, such as mental and social development. It offers opportunities for social networking, a sense of belonging and social inclusion (Stura, 2019). However, due the Covid-19 pandemic sports clubs and studios were almost completely brought to a standstill. Hence, this study examines, if and how sports activities were an important coping mechanism for the UASC in this extreme situation of social isolation as well as if and how it supported them in their personal development as part of their acculturation process. Furthermore, this study assessed, how the professionals who take care of them could assist them in this. The overall objective is to develop guidelines based on empirical assessment to better match the needs of UASCs and support them in a successful acculturation and integration process.

The framework of this study specifically builds on Abur (2016) who found that engagement in sports can be stabilizing for an individual's psyche and may offer routines, structures and stability and Stura (2019) who identified how sports can play an important role in a successful integration process of refugees.

Methodology

A qualitative approach was applied. Semi-structured interviews were conducted with 32 professionals who mainly deal with the minors (after the first reception), such as social

education workers, psychologists or cultural mediators. In addition, the perspective of 14 UASC and former UASC who turned 18 were assessed via interviews as well.

The interview guides were based on previous research on migration, sports and integration, acculturation as well as intercultural competence, such as Stura (2019) or Müller (2019). The interview guides addressed the UASC challenges in daily life during the pandemic, how they handle them, applied strategies in coping and how their new support system assists them in coping from both perspectives - UASC and professionals. Data was collected in Austria and Germany. A qualitative content analysis was applied to analyze it.

Results

The data is currently analyzed and will be fully available by June and, therefore, would be presented at the conference.

A preliminary data analysis shows that sporting activities played an important role for the UASC before the pandemic. During Covid-19, they missed the connection to the sports club, which gives them a certain structure in daily life. While the connection to clubs or sports facilities also helped the UASC to set feasible goals, to manage stress better and served as a place where they can learn a lot about daily life in their host country, the pandemic had let many unaccompanied minors to distance themselves from sports, which required to bring themselves to get active again and, as a result, they no longer pursued any sports. Main coping strategies were peer-to-peer support as well as support by professionals, such as their social workers. An environment similar to their primary family seems to constitute a refuge for most UASC.

Conclusion

This study examined how unaccompanied asylum-seeking minors, already facing numerous challenges during acculturation and integration in their new host country, who consider sports to be an important coping mechanism, were affected by the Covid-19 pandemic and its social distancing guidelines. It exemplifies the impact and coping mechanisms under these extreme circumstances of this vulnerable population.

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IMPLEMENTING TRANSGENDER INCLUSION POLICIES. WHAT HAVE WE LEARNED FROM LIA THOMAS AND THE NCAA SWIMMING FINALS CONTROVERSY?

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Aim and Research Questions

The aim of this study sets out to better understand the contemporary and rapidly evolving topic of transgender inclusion in elite-level sport, with a particular focus on (university/collegiate) swimming. The main research question is, 'in the wake of the Lia Thomas NCAA controversy, what is the fairest transgender swimming competition inclusion policy, according to elite-level coaches and governing body officials?'

Sport governing bodies around the world are currently scrambling to develop new policies that enable transgender athletes to fairly take part in sporting competitions. Recently, there have been fierce, high-profile, debates around transfemale athletes taking part/attempting to take part in cis female (the gender assigned at birth) category sporting contests. For example, in cycling (Emily Bridges in the 2022 British National Omnium Championships) and swimming (Lia Thomas in the 2022 National Collegiate Athletic Association (NCAA) Swimming Finals), the debates have focused on the suitability of current competition rules and inclusion policies. Given the significant impacts on athletes, coaches, and teams involved in these disputes, it is important to help modernise dated policies, improve policy acceptance and reduce conflict among stakeholders. Therefore, this research utilises Matland's (1995) policy implementation theoretical framework to guide the analysis to identify what – if anything – has been learned from the Lia Thomas case, that can help shape future sport policy.

Theoretical Background and Literature Review

Jones et al. (2017) conducted a systematic review of the literature relating to sport participation and competitive sport policies. The findings concluded that the majority of policies unfairly alienated transgender athletes because they were based on an assumption – rather than based on scientific studies – that transfemales held an unfair advantage, due to the 'commonly held belief that androgenic hormones (especially testosterone) confer an athletic advantage in competitive sport' (Loughborough University, 2017, para. 5). The conclusion stated that there was no consistent research suggesting athletic advantages for transfemale individuals at any stage of their transition and, therefore, competitive sport policies that place restrictions on transgender athletes needed consideration.

Since that publication, there have been several studies looking at that very issue. However, there is not yet a clear consensus. One general argument is that hormone treatments do not counter the (perceived) benefits of cis male development (e.g., puberty) for transfemale athletes, which provides an unfair advantage when competing against cis female athletes. Yet, a recent prominent study suggests that strength benefits are only preserved in transfemales during the first three years of hormone therapy (Harper, O'Donnell, Khorashad, et al., 2021). So, as scientists are racing to find consensus, several sport governing bodies have been

criticised for their responses - and for reacting slowly - to new evidence, and, hence, not updating/revising their policies accordingly.

Current implementation of several sport national governing body's (NGBs) policies would be located between political and symbolic implementation (i.e., there is high conflict and a range of levels of ambiguity) (Matland, 1995). For example, the case of Lia Thomas is well documented (The Guardian, 2021). Lia has recently competed – for now, within the NCAA rules and policies (e.g., NCAA Policy for Transgender Student-Athlete Participation), – yet Lia, her teammates, and her coaches at Penn State University have faced considerable scrutiny, criticism, and – in some cases – verbal and written abuse. The United Kingdom's equivalent NGB for higher education sport is British Universities & Colleges Sport (BUCS). Although there has not yet been a high-profile transgender debate within the BUCS swimming context, it is vitally important that key stakeholders are cognizant and fully aware of current transgender inclusion policies to effectively deal with any situations that may arise.

Methodology, research design, and data analysis

This study adopts a qualitative approach (semi-structured interviews and document analysis) to analyse the contentious debates surrounding transgender inclusion within the elite-level (university/collegiate) swimming context. Interviewees include coaches (who have coached BUCS champions, British, European, and world medallists) BUCS officials, and the president of the World Swimming Coaches Association. Analysis of the interview data and policy documents are guided by Matland's ambiguity-conflict model of policy implementation.

Results, discussion, and implications/conclusions

The analysis has commenced and will continue throughout the summer months. Findings and managerial implications for this critical topic will be completed in time for the conference in Innsbruck. Given the rapidly evolving subject of transgender inclusion, and the wide-reaching implications of this topic, it is imperative we, as sport management academics, develop our prevailing understanding. The analysis will likely demonstrate that sport organisations must improve their employees' transgender knowledge (and more quickly) and be far more proactive in designing (fair/balanced) inclusion policies in response to scientific developments, impacts of new rules/policies of the International Olympic Committee/swimming's international federation/NGBs, and the ever-changing political landscape.

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DISCRIMINATION IN EUROPEAN FOOTBALL FAN-SHOPS.

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Aim and research questions

Sport Merchandising is an important source of revenue for a sport club and also a tool for fan identification. Over the years, the number of female fans in particular has increased significantly, making them an increasingly important fan group, also in economic terms. (Krech, 2020). Fans buy fan merchandise because they want to identify with a team, integrate into the group of fans, and express their affiliation (Derbaix et al., 2002). The purpose of this study is to investigate and evaluate the extent to which there is a gender bias in textile offerings for female fans and to discuss the implications of this situation.

Theoretical Background and Literature Review

Our systematic literature research revealed six different publication categories of gender studies in sport management. Gender equality in sport governance and management and fandom has been extensively researched by previous studies and from a variety of perspectives. The representation of female athletes across the media has also been studied by researchers, as well as gender bias and sexism in sport in general. Other research directions with less publications are the categories gender bias in eSports and journalistic reporting. Nearly all studies have identified a gender bias in their findings highlighting the extensive nature of the issue. Thirteen key studies were identified in the context of fandom and gender bias, with only a few addressing the wearing of textile fan merchandise (Sveinson, Hoeber, & Toffoletti, 2019). None of the studies investigated gender bias in the fan shops' assortment and thus a research gap can be committed here.

Research Design, Methodology and Data Analysis

To answer the research questions of this project, we consider an explorative empirical study. More precisely, we apply a quantitative comparative content analysis of football club merchandising shops. For the study a total of 118 football club fan shops from 7 leagues from 6 countries were analysed. The data collection was conducted in 2020. We want to investigate countries, leagues and clubs that are significant for the European football community, so the chosen sample is made up out of the "Big Five" which are Spain, England, Italy, Germany, and France. In addition, a country was added which is further down in the ranking in order to control a possible ranking bias.

The comparative content analysis is made up out of 3 sections with a total of 12 basic variables and 25 variables to calculate. The variables were developed and operationalized with the coding of the first league. Two authors independently assigned a random sample, one league was selected and coded. The agreement rate was above 98% (Krippendorff´s alpha = .932), and inconsistencies were resolved by discussion. Across the 118 merchandising fan shops, we cover, in total 15.253 textile articles. The fan shop assortments were statistically analysed and compared across nations in terms of gender bias.

Results, Findings and Discussion

The results show that there is a gender bias in soccer merchandising. This effect exists across nations in Europe and female merchandising textiles are underrepresented. Overall, only 8.6% of textiles offered are female. Furthermore, there is evidence of discrimination in the way the merchandise is presented. For example, only 40% of the female items are presented with female models, but significantly more with male models.

Conclusion, Contribution and Implication

The descriptive statistics of our study gives a clear indication that the appreciation of female fans is not adequately expressed in the offer of suitable merchandising articles. The study contributes to gender research in sports management by revealing the previously unexamined gender bias in merchandising. By doing this, we contribute to theorizing about gender bias in sport management, respectively in merchandising. Furthermore, we point out that this kind of gender bias may be caused by implicit disrimination. We discuss that discrimination of female fans in sport may also exist in merchandising and what research questions arise from this and what is to be done in practice to counteract possible discrimination.

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RETHINKING WOMEN'S PROFESSIONAL TEAM SPORT: EXPLORING NOTIONS OF GENDERED ORGANISATIONS

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<u>Aim</u>

As the initiation and expansion of professional women's team sport leagues gathers momentum across many nations; associated media and public interest, and feminist empirical research and scholarship has increased (Taylor et al., 2020). Studies of associated labour market conditions, the process of transitioning to professionalisation and gender-specific inequities all point to the precarity and uncertain employment terms for players (Culvin, 2021). This research aims to contribute new insights on gendering in organisations by drawing on Acker's (1990) framework of interacting gendering processes to critically examine: the lived experiences of women athletes' physical, cultural, workplace conditions and interactions; and the nature of gendering practices and organisational structures.

<u>Theoretical Background / Literature Review</u>

Acker's (1990) gendering processes framework comprises five interacting aspects: (1) practices/structure, (2) culture, (3) interactions, (4) identity, and (5) organisational logic-illustrating a distinction between men and women, masculine and feminine, in which the men/masculine are advantaged. The male ideologies upon which major professional and elite sport conceptualisations and practices are based are under increasing intense scrutiny by feminist scholars looking for innovative ways to conceptualise, structure and practise women's elite sport (Andersen & Loland, 2016) and break down gender inequalities and associated ideological assumptions. Nevertheless, ways to approach conceptualising an inclusive and empowering model of women's professional sport are under-developed theoretically. Recent work has demonstrated that women are not just passive receptacles of male privilege within their sport organisations but have (or can have) agency; the right of equal treatment (Taylor et al., 2019), and use professional sportswomen 'roles/jobs' as a catalyst for advocating women's rights, interactional justice and challenging institutionalised gender norms (Li et al., 2020).

<u>Research Approach</u>

A case study approach was adopted to draw on the lived experiences of players in three Australian semi/ professional women's team sports. Thirty-six women players were interviewed across the three sports, (ethics requirements prohibit further identifying characteristics). This was complemented with contractual agreement documentation, collective agreements and annual reports.
Semi-structured interviews were undertaken, with the interview guide informed by extant literature (notably Acker, 1990) and internal document analyses. Women discussed their lived experiences of gender, sexuality, ethnicity, team culture, career aspirations, and perceptions (positive and negative) of their club and league. We explored how they understood gender, its underlying values and assumptions, and how these might relate to gendered practices. Interviews were digitally recorded, transcribed, and de-identified.

Acker's (1990) multi-level gendering processes was used in an iterative process to draw out contextual and structural factors. The initial analysis scanned for recurrent words, phrases, and metaphors. Listening to the interviewees' description of structural and organisational factors that were constraining or enabling framed the analysis. For example, the women spoke about: feeling grateful; dealing with a 'balancing act' of commitments; experiencing a sense of obligation to family and other players; and being under-resourced. Family obligations were notably strongest in players with young children.

Findings and Discussion

Organisational logic was adopted as the organising principle to demonstrate how structure, culture, interactions and identity were constituted in underlying gendered assumptions, arrangements and practices. Collectively, the prevailing *organisational logic* were 'being a professional athlete' (e.g. commitment to excellence on and off the field, public/media appearances, accept sacrifices for the good of the game's development), and 'being responsible'(e.g. being grateful, accepting inequalities between the men/women players). These logics highlight dominant organisational femininities and masculinities, notably expectations about women's bodies, roles, and the ways in which masculine leadership dominates these sport workplaces.

Gendering practices were evident in the hierarchical ways the ideal of masculinity structured and legitimised gender relations – as demonstrated through expectations of 'being a professional athlete'. In 'being responsible' the players largely embodied and accepted unequal conditions (e.g. contract terms, access to high quality coaches). However, while enactment of power was embedded and routinised, some players noted that gaining more control could provide opportunities to rethink and reframe current ways of being and doing. *Gendering cultures* emerged in the form of acceptable behaviour, e.g. putting up with sexism and denigration of the standard of the women's game, and being 'good' women (e.g. role models for girls). *Gendering interactions* were displayed in the coach/player relationship, and 'doing subordination' (Acker, 1990) in relation to men's control over women's jobs. *Gendered identities* appeared as public impression management, highlighting femininity and subversion of 'otherness'.

Conclusion

Gendered organisations in professional women's sport are (re)produced through interrelated processes, which can collectively be understood through Acker's (1990) framework. Interviewees were, to varying degrees, aware of the structural, cultural and relationship constraints and opportunities in the professionalising journey with some players actively contesting the status quo. This research highlights the need to challenge gendered power imbalances, privileged masculinised cultures to effect change, and more positive futures for women professional athletes.

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CONSTRAINTS OF GYM-BASED SPORT PARTICIPATION PERCEIVED BY PEOPLE WITH DISABILITIES

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Aim and Research Questions

The aim of this study is to investigate the intrapersonal, interpersonal, and structural constraints of gym-based sport participation perceived by people with disabilities. The study examines both current gym-based sport participation (revealed preferences) and people's willingness-to-pay (WTP) for a gym membership and their willingness-to-travel (WTT) to the gym (stated preferences). The research questions are as follows: What constraints affect gym-based sport participation of people with disabilities? How do these constraints affect WTP for a gym membership and WTT to travel to a gym?

Theoretical Background and Literature Review

This study draws on leisure constraints theory (Crawford et al., 1991) distinguishing between intrapersonal (e.g., age, gender), interpersonal (e.g., relationships with others), and structural constraints (e.g., income, time) which might hinder individuals' participation in all sorts of leisure activities. This theory has already been applied to leisure-time sport participation by people with disabilities (Sotiriadou & Wicker, 2014). Previous research has shown that the extent of the restriction by the condition, female gender, and old age represent intrapersonal constraints of gym-based exercise, while low education was a structural constraint (Sotiriadou & Wicker, 2014). A scoping review by Sharon-David et al. (2021) summarized the barriers to gym-based exercise participation of people with physical disabilities, with lack of gym accessibility and social support as well as oppressive attitudes within gyms being the most frequently reported constraints. Another scoping review identified various structural constraints as barriers to gym-based exercise for people with physical disabilities (Nikolajsen et al., 2021). Collectively, previous research focused on revealed preferences in terms of current gym-based sport participation or lack thereof, neglecting individuals' stated preferences in terms of WTP and WTT.

Research Design, Methodology and Data Analysis

Data were collected from July 2021 to March 2022 using an online survey which was accessible for people with disabilities. Altogether, 479 people started the survey and 303 completed it. After data cleaning, the final sample includes n=301 respondents with different types of disabilities. The survey asked for respondents' gym-based sport participation and various intrapersonal, interpersonal, and structural constraints. WTP and WTT were assessed with a hypothetical scenario followed by a payment card where respondents were asked to state their likelihood for different membership fees and travel distances (Whitehead & Wicker, 2019). The empirical analysis consists of a set of regression analyses for current gym membership (logistic regression), WTP, and WTT (both linear models).

Results/Findings and Discussion

Respondents are on average 45.6 years old and 54.2% of respondents are women. Participants have mainly physical disabilities in terms of limited mobility due to loss of limbs or paraplegia (48.8%), followed by impaired vision/hearing (34.2%), chronic diseases like cancer or rheumatism (22.9%), and mental disabilities including addictions (21.6%). Most respondents have a degree of disability of 80 or higher (50.2%), while 35.9% of respondents have a degree between 50 and 79. The average perceived restriction by the condition is 2.92 on a five-point scale.

The results of regression analyses show that respondents with impaired mobility are more likely to be gym members, while female gender and fear of violence in the gym represent intrapersonal constraints and lack of time and transport opportunities represent structural constraints. Intrapersonal constraints including mental disability, being born disabled, a high perceived restriction by the condition, and female gender were associated with significantly higher WTP. Training with partners without disability and high income increased WTP, while financial constraints and living in a small city or village decreased WTP. WTT is significantly higher for respondents with impaired vision/hearing or mental disability and those appreciating interpersonal support through training partners and coaches, while fear of violence and shame in the gym as well as time and transport constraints reduced WTT.

Conclusion, Contribution and Implications

The findings suggest that a number of constraints are at work when it comes to present gym membership of people with disabilities as well as their preferences with regard to WTP and WTT. Especially intrapersonal constraints and to some extent also structural constraints are significantly associated with gym-based sport participation and respondents' preferences for future gym exercise. The findings can inform sport policy and fitness centers in terms of which constraints need to be reduced to enhance inclusion in the gym for people with disabilities. At least in Germany, gyms have been a neglected area of inclusion, although the inclusion of people with disabilities in all parts of the sport system is stressed in the United Nations' Convention on the Rights of Persons with Disabilities (United Nations, 2022).

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SPORT MANAGEMENT EDUCATION

Chair: Anna-Maria Strittmatter

THE GLOBAL SPORTS LEADERSHIP PROGRAM: EVALUATION OF EFFECTIVENESS AND FUTURE DIRECTION

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Statement that abstract relates to professional practice and purpose

In 2017, the faculty members of the Department of Sport Management at University of Florida jointly launched Global Sports Leadership Program (GSLP) with the Korea Sports Promotion Foundation (KSPO) to develop effective global sport leaders in South Korea. The project team proposes an intensive and comprehensive six-month educational program targeted to retired elite athletes, referees, and administrators in Korean sport organizations. KSPO carefully selected and recommended talented sport leaders who possess high self-motivation and positive attitude and vision for their sports, organizations, and community. The overarching goal of GSLP is "Developing Global Sports Leaders" who possess professional knowledge in sport management and advanced level of English skills. Specifically, GSLP has five specific measurable goals to meet the aims of GSLP; (1) to obtain a working knowledge of the foundation of the American sports culture, (2) to obtain a working knowledge of the US sports industry and develop business networks, (3) to obtain a working knowledge of advanced business models, strategies, and tactics in sport, (4) to develop a vision and strategic direction for their sport in the global sport community, and (5) to develop an adequate level of English language ability and effective communication skills. GSLP activities include sport management and business workshops, cultural understanding and English education, mentoring, case studies and readings, academic study tour and field experiences, and group discussions. Sport management workshop includes four components including administration, marketing/revenue, communication, and risk management/law. The purpose of the current study was twofold: (1) to evaluate the effectiveness of the program outcomes of GSLP run from August 23, 2017, to February 29, 2020 and (2) to provide meaningful implications for this and similar programs around the world.

Design and Implementation

For the purpose of the current study, the authors employed exploratory case analysis method to analyze three-year data ($N = 43$). During pre and post-test, participants were asked to respond to a survey questionnaire which was composted of scale items related to global competency (substantive knowledge, perceptual understanding, & intercultural communication; Olson & Kroeger, 2001), career planning self-efficacy (self-efficacy, career goals setting, & career planning), intercultural sensitivity (denial, defense, minimization, acceptance, adaptation, & integration; Olson & Kroeger, 2001), and English language proficiency. At the end of the program participants also completed a questionnaire assessing other outcomes, including cultural learning, usefulness and understanding of sport management seminars, word-of-mouth (WOM) recommendation intention, and overall satisfaction. All items were measured with 7-point Likert-type scale (1 = strongly disagree,

dislike a great deal; 7 = strongly agree, like a great deal), except for English proficiency (1 = no ability at all; 14 = proficiency equivalent to that of an educated native speaker) and understanding of sport management seminar (1 = strongly disagree; 10 = strongly agree).

Outputs and Outcomes

A series of ANOVA was performed by using composite scores of three years pre vs. post data. First, the results showed significantly increased post test scores of global competencies (M_{pre} = 3.32 vs. M_{post} = 3.72, $F(1, 84)$ = 18.75, $p < .001$) and career planning self-efficacy and goal attainment (M_{pre} = 4.86 vs. M_{post} = 5.36, $F(1, 84)$ = 15.638, $p < .001$). Second, the index based on Bennett's stages showed that the program significantly improved participant's level of intercultural sensitivity. Specifically, participants improved their ability to integrate cultural differences (M_{pre} = 3.19 vs. M_{post} = 3.61, $F(1, 84)$ = 15.505, $p < .001$). Third, the results indicate significant improvement in the adequate level of English language ability and effective communication skills (M_{pre} = 7.00 vs. M_{post} = 9.19, $F(1, 84)$ = 25.956, $p < .001$). The results of descriptive analyses also showed high mean scores on cultural learning (M = 6.12, SD = .85), usefulness of seminars (M = 5.97, SD =.86), understanding of sport management seminars (M = 8.41, SD = 1.10), WOM (M = 6.56, SD = 6.56), and satisfaction (M = 6.33, SD = .57).

Conclusion and Reflections

In consideration of goal attainment of individual participants and GSLP, we conclude that GSLP is a highly effective program which helps accomplish its mission and goals to produce competent global leaders in the sport industry. Based on the results of self-reported survey and in-depth interviews, participants showed significant improvement in all aspects of measures at the end of the program. Their satisfaction level was also very high. In addition to sharing specific contents and outcomes of this program, the authors will address overall managerial aspects of the program and evaluation protocols. The presentation will benefits audiences in two ways: (1) to understand basic elements of global sports leadership programs and (2) to offer useful insights to design and implement a leadership program aiming to develop global sports leaders. More detailed information and future direction will be addressed.

THE ACADEMISATION OF SPORT MANAGEMENT IN SWEDEN

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Aim and Research Questions

The aim is to study and discuss the academisation of Sport Management in Sweden. I.e. the process by which scientific knowledge within Sport Management expands in importance for the area of knowledge in general. Studying the academisation process also entails studying the state and development of knowledge within the three arenas of research, education and the field of practice (practice-field) (Dellgran & Höjer 2000).

The research questions is: What scientific knowledge, of relevance to Sport Management, is produced within sport research, mediated through sport management educations, and demanded on the sport managers practice-field? How does these entities of knowledge relate to each other? And how can one understand and explain the above mentioned?

Theoretical Background and Literature Review

The concept of academisation, explained above, is a central point of departure and the research design is partly a consequence of its definition.

Institutional and sociological theory have been adopted in the analysis and discussion. Implementing an institutional perspective have meant focusing on those patterns of behaviour that are repeated and taken for granted by actors (Berger & Luckmann 1991). Path dependency is a key concept in the study (e.g. Powell & DiMaggio 1991). Academisation can also be viewed as a certain type of institutionalisation process. Sociological theory is used to interpret and explain the content and change of scientific knowledge within the different arenas, and their relations to each other, in terms of ideological trends and discursive shifts (e.g. Baumann 1998).

This study is a continuation of the work in my dissertation (Åkesson 2014). It was about the academisation of sport in Sweden and included data until year 2009. The present study has a more narrow focus on Sport Management and includes data up until year 2019. There has been other, more limited initiatives, in this area in Sweden. For example focusing on research or education. There have also been some research on the professionalisation of sport (e.g. Peterson 1989), including aspects of scientific knowledge, but not with scientific knowledge at the centre of attention.

Research Design, Methodology and Data Analysis

The study applies a mixed methods research design, combining qualitative and quantitative methods of collecting and analysing data in four part-studies - three empirical and one synthesizing.

The empirical material consists partly of documents, such as dissertations (n=90), journal articles (n=924), educational curriculums (n=22), and job listings (n=231), and partly of secondary data, such as statistics of research grant allocation, enrolment and employment. The key information in the documents have been identified, extracted and inserted into databases and analysed using descriptive statistics. The documents have also been analysed qualitatively, where emphasises and directions within different types of research, education

and professional roles has been analysed, through a combination of thematic, content and discourse analysis.

Results and Discussion

Sport Management research is still rather scarce in Sweden. Most relevant scientific knowledge has been produced within history, pedagogy, and psychology. Even though sport research in Sweden is expanding and differentiating, researchers from other disciplines are still remarkably few. This can be interpreted as a consequence of the instutionalisation of the area – the research reproduces itself and obstructs outside researchers to "enter the field".

The first Sport Management educations appeared in Sweden in the early 21st century. And in 2018 there were seven of them. The educations mediate knowledge in areas such as leadership, organisation, economics, law, and communication. However, a substantial part of the mediated knowledge is imported from other cultural and economical contexts and often concern how to manage big businesses – not voluntary sports clubs.

The Sport Managers field of practice consist of different organisational types, such as sport clubs, federations, companies, and public administrations dealing with sport. These comprise different professional roles, for which different kinds of knowledge is needed. However, to what extent sport organisations actually demand scientific knowledge is yet to be examined.

In summary, there are clear discrepancies between produced, mediated, and needed scientific knowledge in the area of Sport Management in Sweden. An interpretation of observed differences is that research, education, and the practice-field have formed and become institutionalised under different time-eras, with different dominating ideas and ideals, which they have incorporated to different degrees. And as a consequence of their different institutionalisation processes, together with the mechanisms of path dependency, they have become hard to change and integrate.

Conclusion, Contribution and Implication

Sports management as an area of scientific knowledge in Sweden has unrealized potential. The extend contextual knowledge that this research provide, enables stakeholders and decisionmakers within sport-research, -education, and the field of practice to better understand themselves and each other, and as a consequence, develop more purposeful strategies and make more informed decisions, towards a more integrated area of scientific knowledge.

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RESPONSIBLE SPORT MANAGEMENT EDUCATION: HOW, WHERE AND WHY?

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Aim

The aim of this paper is to discuss the importance of responsibility in sport management education. Scholars have consistently advocated for more diverse and inclusive sport organizations, but ethical dilemmas, inequities and injustices continue to prevail in sport organizations (De Waegeneer et al., 2016; Taylor et al., 2017; Riivari & Heikkinen, 2021) and in programs teaching sport management as well (Taylor & Paule-Koba, 2020). It is a well-known effort that sport management education should focus more on becoming responsible and ethical, and increasing students' consciousness about inequities in the field to create positive sustainable transition.

Purpose and Background

Current cases in many countries have shown that ethical issues exist in all three sport sectors, namely the public, private and voluntary sport sectors (see e.g. Laine & Vehmas, 2017), and sport managers confront similar ethical challenges and choice situations as in any organisations (De Waegeneer et al., 2016). However, sport as a field offers a unique combination where there is special need for high-profile professionals and management competence. In this field the amateur, professional, and commercial logics of sport can coexist and mix, and there are strong expectations of the sporting success which in fact can result in the amount of sponsor deals, state support, number of spectators and even to the number of sport participants. This all can create challenges or even confuse the responsibility of sport organizations. For this reason it is essential for the future sport management education, that it should increasingly concentrate on graduates' awareness and sensitivity on ethicality, but also put emphasis on responsible knowledge production and decision-making.

Design and Implementation

As a response to these needs an international master's degree programme in Responsible Management and Business of Sport (RESPO) has been launched at the University of Jyväskylä. The programme is established based on the unique collaboration of the two highly recognised faculties: 1) Faculty of Sport and Health Sciences, and 2) School of Business and Economics (JSBE). The first mentioned is the only university-level institute in this field in Finland and it was founded in 1968. The second mentioned is an AACSB-accredited business school founded in 1967. In order to be able to develop research-based sport management education in responsibility, it is necessary to initiate joint projects within scholars in the field to increase knowledge and understanding of the subject-matter. Responsibility-related problems are visible in contemporary sport in different parts of the world, and they seem to occur in all earlier mentioned three sport sectors. However, they have not been yet adequately investigated. Therefore, we seek to analyse the blog texts written by the first year students how they perceive responsibility in the context sport organizations, and how it can be managed. To further deepen the knowledge an empirical data will gathered from different

countries how the responsibility is perceived in different contexts to produce an international book. With this approach sport management students' knowledge in responsibility is increased, and inclusive learning and teaching with a multicultural approach with diversity and equity will be enhanced. Within the 120 ECTS in the programme responsibility is integrated in various courses of sport and management, and in the United Nations' Sustainable Development Goals.

Outputs/Outcomes, Reflections and Future Development

This will benefit students and graduates of the field who have varying backgrounds, interests and career aspirations, and help them in the future to gain positions as high-profile professionals and those holding management positions to act in a responsible and ethical way. Having gained an academic education offers graduates career options as CEOs, development managers, sustainability managers, project managers, media and communication officers, sport directors or independent entrepreneurs are prospected in private, public and non-profit sectors in a globalized world.

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BRIDGING THE RESEARCH-PRACTICE DIVIDE IN SPORT MANAGEMENT EDUCATION

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This presentation relates to professional practice, as it focuses on best practices to help bridge the gap between academia and the sport industry.

The divide between research and practice is a historical and ongoing challenge across a multitude of disciplines. Scholars struggle with extending theoretical knowledge beyond academia, and practitioners seldom engage with research in their respective disciplines (Barrett & Oborn, 2018). This divide is apparent within the sport management field (Schaillee, Spaaij, Jeanes, & Theeboom, 2019; Gerrard, 2015). Schaillee et al. suggest bridging this divide is necessary, as research funding organizations require knowledge translation practices that promote contributions beyond academia.

One area where knowledge translation can be developed is within sport management education, where scholars engage with future practitioners in the formative stages of their career development. These programs can act as a laboratory to cultivate the importance of connecting theory to practice. Therefore, the purpose of this presentation will be to explore best practices for bridging the research-practice divide within sport management programs to provide tools for sport managers that will guide the long-term direction of the discipline. Knowledge translation is commonly used in health-related professions and refers to an exchange of information and interaction between scholars and practitioners (Estabrooks, Thompson, Lovely, & Hofmeyer, 2006). Within sport management, knowledge translation can strengthen industry operations by informing policy and enhancing programming (Schaillee et al., 2019). The types of knowledge transferred and how to best utilize scientific knowledge to inform practice is the current challenge facing the sport industry.

To help bridge theory and practice through sport management education, the authors explore program initiatives to enhance knowledge translation. Possible best practices for minimizing the perceived divide between academics and the sport industry include 1) inclusion of industry experienced faculty in department and/or program make-up; 2) the development of industry specific research centers or consortiums within the academic department; and 3) the support of continued industry related work experiences for faculty (i.e., long or short-term faculty externships).

The use of professional faculty in concert with tenure-track faculty provides a more holistic learning environment. For example, a sport management department faculty consisting of approximately 65 percent tenured or tenure track faculty focusing on research, teaching and service while 35 percent is made of professional track faculty focusing on industry relationships, teaching and service provides an opportunity to integrate research and practice into student initiatives. Professional track faculty can include former professional and amateur executives, venue managers, athlete/entertainer agents, attorneys, athletic directors, and conference/association commissioners. Professional faculty bring experience and knowledge beyond the classroom and help explain how theory taught by tenure track faculty informs

practice. Professional faculty instruction must be student-centered, connecting learning outcomes with skills needed in the field.

The second suggested best practice recommends partnering with sport organizations for mutually beneficial research projects and opportunities. This may occur through the development of specific research centers or an individual faculty member's scholarship. Research faculty can help sport organizations solve organizational problems or provide insight into marketing or financial data. By working with these organizations, theory and practice can be linked in the classroom as a professor reflects upon experiences working with the sport organization(s) while lecturing on topics from a textbook or journal article (Seifried et al., 2020). Additionally, these relationships open the door for internship opportunities that leverage the research developed through partnerships to enhance practical application for students.

Lastly, the encouragement and support of academic faculty to gain additional experience and insight into various aspects of the sport industry may be achieved through involvement in externships which give faculty members industry specific experience. This also provides faculty with the opportunity to gather insight into the current practices of a sport organization or industry segment, and to share with the organization through onsite work assistance, new methods, or strategies to conduct business (Gillentine, 2012). These externships enhance content that centers around student development. This presentation will provide detail on these proposed best practices, which have been implemented by various programs.

As teachers and scholars, is our obligation to further explore methodologies to improve our discipline (Gillentine, 2012). Through the suggested best practices, the perceived gap between academia and the application of knowledge in the sport industry workspace can be minimized. These practices can strengthen relationships between academia and the sport industry through collaboration and mutual understanding. They can also breakdown barriers for students that are common obstacles to knowledge translation in the field (Barrett & Oborn, 2018). This environment provides deeper engagement with students who will shape sport policy, services, and the future of the discipline.

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THE SIGNIFICANCE OF VARIOUS STUDY DEVELOPMENT PROGRAMS TO THE ENTREPRENEURIAL INTENTIONS OF SPORTS SCIENCE STUDENTS

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Aim and Research Questions

Many student development programs, such as student mobility and exchange programs, training programs, seminars, or working practice, can provide a good background for developing professional competencies. This study examines the differences among students in their entrepreneurial intentions based on their participation in development programs.

Theoretical Background and Literature Review

Statistical reports revealed the high unemployment rate in youth (Eurostat 2020a, Eurostat 2020b). This fact launched the topic and attracted the scientific focus of many researchers with the intention to develop entrepreneurial intentions of future graduates through many study development programs (González-Serrano, Crespo, Pérez-Campos, & Calabuig, 2017). It is evident that opportunities for students' career development are on the rise in the last two decades. Thus, career development for sports science students is enabled through study development programs such as international mobility programs, training programs, and working experience. All of these career development options create opportunities to travel to developing and developed countries with the intention to acquire a better level of education (Abbas, Alturki, Habib, Aldraiweesh, & Al-Rahmi, (2021). Consequently, it is very important to determine whether and to what extent the participation in different study development programs supports their entrepreneurial intentions.

Research Design, Methodology, and Data Analysis

A sample of respondents included sports science students (91 males and 36 females) from the final year of Bachelor's studies at the University of Novi Sad, Serbia (N=127). This study was based on the Theory of Planned Behaviour, one of the most frequently used theories in predicting human behavior. For predicting entrepreneurial intentions, the proposed theoretical model included: External dimension: Entrepreneurial Skills – 6 items (different skills related to entrepreneurship), Mediators: Attitude toward behavior (ATB) – 5 items; Subjective norms (SN) – 3 items, Perceived Behavioural Control (PBC) – 6 items, and dependent variable: Entrepreneurial intentions - 6 items (e.g., I am ready to do anything to be an entrepreneur). All scales were measured with Likert-type scales, ranked from 1 (strongly disagree) to 7 (strongly agree). The evaluation of acquired experience was calculated based on the respondent's participation in Erasmus mobility programs, training programs, or working experience (yes/no). Differences in entrepreneurial intentions based on students' previous experience in development programs were calculated, for each factor separately, using a multi-group moderation test in IBM SPSS (Statistical Package for Social Sciences), using AMOS 26.0.

Results/Findings and Discussion

Descriptive indicators showed that only three students (2.4%) participated in the Erasmus student exchange program, while 124 (97.6%) did not experience the mentioned mobility program. This finding is not enough for any kind of conclusions and comparisons. It is clear that this type of development program should be better promoted at this institution. Better results were obtained in concern with training programs (outside the study programs related to business creation or management). Almost every 4th student from the sample participated in this training program (23.6%), while 76.4% did not have that experience. According to work experience, 59.8% of students confirmed previous work experience, while 40.2% did not. Statistical indicators emphasized that work experience was the main factor contributing to the highest differences in entrepreneurial intentions. Thus, students with more working experience showed more ATB, PBC, ES, and EI ($p<0.01$). Further, the training program determined PBC differences ($p<0.05$), while participation in mobility programs didn't cause the differences among participants.

Conclusion, Contribution, and Implication:

This study is conducted to reveal the significance of different study development programs to the entrepreneurial intentions of sports science students. The working experience was the most influential indicator of entrepreneurial intentions with higher scores in many components of planned behavior (ATB, PBC, ES, and EI). From a practical point of view, it should be considered that student development programs should be promoted from the starting point of the academic life (especially student mobility programs which were at a low level). These results are in line with Matic (2021) who emphasized that university education and policymakers should actively promote the development of students' entrepreneurial intentions. In a broader context, sports entrepreneurship needs a lot of common cooperation and effort from individual organizations and governments (Ratten, 2018). This study has been done within a project titled "The importance of the promotion of sports entrepreneurship: an analysis of the entrepreneurial intentions of sports science students" (register number: 142-451-2258/2021-01), which was conducted by the Faculty of Sport and Physical Education and financed by the Provincial Secretariat for Higher Education and Scientific Research, as well as in line with the COST Action's objectives CA20115 "European Network on International Student Mobility: Connecting Research and Practice". The results of this research will be used in the ERASMUS+ PROJECT KA2 STRATEGIC PARTNERSHIPS 2020, Cooperation for Innovation and the Exchange of Good Practice entitled „Development of the Master level of Sports Management with special emphasis on the field of Sports Economics-MOSMEN".

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DEVELOPING SOFT AND ENTREPRENEURIAL SKILLS IN SPORT MANAGEMENT CLASSES THROUGH TED TALKS: A PRACTICAL APPROACH

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Statement that Abstract relates to professional practice

The authors confirm that the educational experience presented in this work is of a practical nature, being valuable for the congress attendees by sharing a pedagogical proposal to introduce TED talks in sport management classes that other professors can apply.

Aim

The aim of this work is to share a practice-based educational proposal where TED Talks were introduced to develop the soft and entrepreneurial skills (e.g., leadership, creativity, empathy, public speaking, synthesis capability) of sport management students. It is intended that the presented approach can inspire sport management faculty to introduce TED Talks as a valuable resource in sport management lessons.

Purpose and Background

The development of soft and entrepreneurial skills in university students is one of the priorities of universities (Ansari et al., 2020). This set of skills, competencies and attitudes facilitates students' professional development, whether finding employment or generating new ventures (Gao et al., 2021). The growth and expansion of the sports industry require the introduction of entrepreneurship education in the classroom (Ansari et al., 2020). Among the abundant materials and resources available today freely on the internet, TED Talks are perhaps one of the most popular elements linked to soft skills and entrepreneurship (López-Carril et al., 2020). TED Talks are videos of less than 18 minutes in length, where a speaker seeks to inspire the audience (Romanelli et al., 2014) on a wide variety of topics (e.g., education, health, technology, business, communication, science, politics). Unfortunately, although in the literature we can find works highlighting the potential of using TED talks in the classroom to develop students' soft skills and entrepreneurial orientation (Stout, 2020), in sport management education, the literature except for the works of López-Carril et al. (2020) and Symons (2022) is still scarce.

Design and Implementation

The educational proposal through TED Talks was developed between October and December 2021 with undergraduate students (subject: "Resource Management in Sport") and Master students (subject: "Ethics and Corporate Social Responsibility" of a Spanish university. An educational proposal was designed in three phases:

- **Phase 1.** Introduction to TED talks and analysis. Ten TED Talks were presented to the students chosen by the teaching staff on topics related to soft skills (e.g., leadership, time management, motivation management). The students had to analyze each TED Talk, through questions posed by teachers, reflecting on how the content of the

speaker's speech and his or her delivery (verbal and non-verbal communication) can be helpful to entrepreneurs.

- **Phase 2.** The students chose a topic related to their professional passion to record a short TED Talk of up to three minutes. A practical workshop was held in class to train students to prepare for the TED Talk. This workshop consisted of role-playing and elevator pitch dynamics. Through these activities, students worked on key issues, namely, time management, selection and hierarchy of ideas, non-verbal communication, and the use of tone and rhythm of the voice. Both teachers and students provided feedback on the execution of the different activities.
- **Phase 3.** All videos were shared among the students for viewing. The students voted for their favourite TED Talks. The top five TED Talks selected from the teaching staff, and the students, respectively, received the right to participate in a final gala where the students performed the TED Talks live in front of the rest of the class and a jury. This event was used as a closing event for the course. The class and the jury voted on the final top 3 TED talks. These students received an extra mark in the final grade of the course.

Outputs/Outcomes, Reflections and Future Development

Based on the feedback provided by the students during the educational innovation and on the discussion held by the teachers involved in the proposal, we consider that TED Talks have a great educational potential to be integrated into sport management classes. Depending on the needs of the teachers, we can define several levels of integration into the curriculum, depending on how deeply we want to use TED Talks. At the first level, they can be audiovisual resources to support the course content given by the lecturer, both before starting a topic and afterwards. They can also be the focus of students' analysis, discussing the TED Talk content in groups, or proposing essays. Finally, students can be asked to develop their own TED talks, which will multiply the opportunities to develop their soft skills and target the content of their TED Talks towards their professional interests. All in all, we recommend that more similar experiences be developed in the future, incorporating research designs to determine the learning impact of these experiences.

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INTRODUCING PINTEREST IN SPORT MANAGEMENT EDUCATION: A GENDER PERSPECTIVE

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Aim and Research Questions

This work aims to present the results of an educational innovation where Pinterest was introduced as a tool in sport management classes. According to Statista (2022), with over 430 million active users worldwide, in January 2022, 76.7% of Pinterest users were female, 15.3% male and 8% unspecified. Based on Pinterest's uneven distribution of users by gender, this work explores whether the gender of the sport management students can influence the perceptions regarding the educational potential of this tool. Consequently, the following research question is formulated:

RQ. Are there gender differences regarding students' perceptions of the use of Pinterest as an educational tool in sport management classes?

Theoretical Background and Literature Review

Social media have emerged as new socialisation heterogenic platforms (e.g., Facebook, WhatsApp, TikTok, Instagram or YouTube), becoming a widespread social phenomenon integrated into our personal and professional spheres (Manca, 2020). The educational field has embraced the arrival of these digital tools, permeating the teaching-learning process (Krutka et al., 2019), particularly in a pandemic where COVID-19 has prompted online or blended methodologies.

The sport management sector has not been unaffected by the growing importance of social media, which are essential tools for sport managers at a time of substantial technological developments (Hull & Abeza, 2021). Due to their multiple and vital applications (e.g., sports marketing, sponsorship, fan engagement), it is valuable for sports management students to learn how to use them professionally.

One of the up-and-coming social media is Pinterest. In it, the photographic component is the central element. Pinterest allows for saving, commenting on pictures and videos (pins) and archiving information in spaces (boards) created and organised individually or in a shared way (Knake et al., 2021). While the educational potential of social media such as Facebook or Twitter has been explored (Manca, 2020), to the best of the authors' knowledge, there are no known studies that specifically explore the educational potential of Pinterest in sport management education. This work provides a first approximation that allows assessment of its use in the classroom.

Research Design, Methodology and Data Analysis

A quasi-experimental research design with a convenience sample was used. Seventy-two Spanish students (81.90% male and 18.10% female), with a mean age of 22.62 (SD=4.13), participated in the study by completing a pre-test (March 2021) and a post-test (May 2021) to measure the impact of the educational experience.

The research instrument used is an adaptation to the Pinterest context of the scale designed by Adams et al. (2018) to assess the impact of Twitter in teaching. A six-point ascending Likert scale was used to measure the items, where one meant strongly disagree and six meant strongly agree. The scale showed good reliability indices (Cronbach's alpha=.96). The questionnaire was administered through the LimeSurvey platform, with all participants signing an informed consent form.

The introduction of Pinterest consisted of a 2-assignments, where the students had to go to two different sports facilities to map them with their mobile phones via photographs. Subsequently, the students had to upload them to Pinterest to create pins, organising them in thematic boards and sub-boards, where they had to connect the theoretical part seen during the classroom sessions with the practical part discovered when visiting the two facilities.

Results/Findings and Discussion

Overall, the students' perceptions of the use of Pinterest in class were positive, with all items scoring over three and a half points. This is in line with the studies of Manca (2020) and Knake et al. (2021) that point to the educational potential of this social medium. However, notwithstanding these results, being aware of the importance of social media in the sports industry (Hull & Abeza, 2021). Future studies are needed to deepen the matter and make new educational proposals to take advantage of all Pinterest learning potential.

In addition, concerning gender, females had significant ($p<.05$) higher mean scores than males in all the items. As women use Pinterest more than men in the general data of Pinterest usage prevalence, it is recommended to investigate further the possible underlying factors behind these results to understand better this relationship.

Conclusion, Contribution and Implication

Based on the results obtained, it seems that the gender of the students influences the students' perceptions of the use of Pinterest in sport management classes, with higher ratings for women than for men. Nevertheless, this study has limitations in terms of sample size and sample selection method that prevent generalisations. It is, therefore, necessary for future studies to be carried out on the subject under investigation. Despite the results should be taken with caution, this study is the first to investigate the use of Pinterest in sports management education, contributing both at the research and teaching level with a novel educational proposal that can be used by faculty in their classes.

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KNOWLEDGE AND SKILLS OF MIGRANT SPORTS PROFESSIONALS IN ITALY

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Aim and Research Questions

This study aimed to evaluate the effectiveness of a customized training for managerial skills development based on the principles of "Education through Sport" in Italy.
Specifically, the study sought to answer the following queries: 1.What is the level of Knowledge and Skills of the Migrants as reflected in the Pre-test and Post-test?; 2.What is the overall Knowledge and Skills of the Migrants as reflected in the Pre-test and Post-test?; 3.What is the level of the trainer's expertise as reflected in the Post test?; and 4.Is there a significant difference in the level of knowledge and skills of the migrants as potential sport managers?

Theoretical Background and Literature Review

According to the European Commission, there were 447.3 million inhabitants living in the EU. 23 million were non-EU citizens, 5.1%.
In 2020, about 8.6 million non-EU citizens were employed as "essential workers".
These migrant job-seekers need to determine what they need to reskill and upskill in order to optimize their chances of landing a job and participating in any sport-related industry.They are widely considered an integral part of the workforce of any sports-related activities.
It is generally believed that ETS as a non-formal educational approach that works with sport and physical activities and refers to the development of key competencies of individuals and groups, contributes to personal development and sustainable social transformation.
However, this methodology has not been tested on foreigners and transnational sports managers, coaches, and trainers.
In this study, the sports operators involved have no prior learning outcomes embedded in the training format before the experiment.They are between 21 to 65 years old. On the other hand, the migrants involved in the local activities do not have the knowledge, skills, and competences characterizing high-quality sport manager profiles before the experiment. They are between 19 to 45 years old.
Hence, this study was conducted to assess the knowledge and skills of the migrant sports professionals in Italy and to determine the expertise of the trainers involved in the program.

Research Design, Methodology and Data Analysis

In this study, the quasi-experimental research design was utilized. In the same way, experiential learning was adapted to improve the sports skills of the sports professionals in Italy. The study's theoretical foundation focused on the experiential learning cycle of the sports professionals measured quantitatively by a survey questionnaire. Semi-structured interviews and observations were conducted to triangulate the quantitative data. The use of intervention through the ETS program determined their level of improvement.
Mean was used to determine the level of knowledge and skills using the 5 Point Likert scale. Standard deviation was also used to determine the variations of the responses of the

respondents. Paired sample T-test was employed to determine whether the ETS program enhanced the level of knowledge and skills of the migrant's potential sport managers. Likewise, ANOVA was used to determine the significant difference among the migrant's potential sport managers.

This study utilized a multifaceted approach in developing alternative programs that enhanced the essential skills of foreign nationals or migrants engaged in sports management. This research study comprised three phases.

Phase 1 explored the needs and issues surrounding the sports sector and the foreign sports specialist. It contributed to the development of the relevant training program to improve professional and personal skills.

Phase 2 consisted of the development and validation of the proposed program and evaluation instruments. After the development and validation of the ETS based instructional program, the researchers conducted experimental activities to determine the effectiveness of the program.

Phase 3 ensured that the program developed will have a positive impact on the professional and personal skills of foreign sports specialists.

Results/Findings and Discussion

Respondents from Italy shows acquisition and improvement of their knowledge and skills in administration and human resource management in sport.The respondents also rated their trainers high with a mean of 3.9000; SD=0.93614.

There is also a significant difference between the respondents' knowledge and skills before and after the infusion of ETS program as intervention, p=0.000.Hence, ETS was effective in developing the knowledge and skills of the migrants in Italy as potential sports managers. The ETS methodology using the 104 format was effective in developing the knowledge and skills of the migrants in Italy as potential sports managers.

Conclusion, Contribution and Implication

This study reveals that ETS is an effective intervention program to enhance the knowledge and skills of migrant sports professionals as potential sports managers. Trainers delivering the ETS program in Italy also showed a high level of expertise resulting in the effective acquisition of knowledge and skills by the participants.

104 developed and tested as a training format of ETS affected the development of Sport Manager Profiles in migrants, providing a solution to their under-representation in leadership roles.

This methodology should be continuously used as a new strategy to advance sports management skills.

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DECISION STRATEGIES IN PRACTICE: UTILIZING VIDEO BASED BRANCHED CHAIN SCENARIOS IN SPORT MANAGEMENT EDUCATION

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Statement that Abstract relates to professional practice (mandatory)

This abstract relates to professional practice in the field of sport management education, encouraging educators to creatively develop video-based decision making tools for students to gain practice.

Aim

Increasingly, the sport industry requires a sport management curriculum be designed to train managers and leaders for effective decision making. In a world where a single uninformed decision can be catastrophic, students require opportunities to practice high stakes decision making in a low stakes environment. The aim of this project was to create ways in which simulations of these high stakes situations could be created to allow students to effectively and realistically practice their decision making skills.

Purpose and Background

A common concern among sport management faculty is student engagement and subsequent achievement, or lack thereof, of established course learning outcomes. As technologies evolve, we have more of an opportunity to create quality tools for engaging our learners. Gillespie (2022) indicates two theories that drive the development of more interactive tools for learning - engagement theory and self-determination theory. Engagement theory indicates people learn best when they can (1) relate their learning by connecting with others, (2) create something as a part of the learning process, and (3) utilize their knowledge and learning outcomes in the service of others. Self-determination theory indicates students are more inclined to be intrinsically motivated to learn when they are given opportunities to be (1) competent, (2) connected, and (3) autonomous. Each of these learning theories supports greater development of creative learning technologies in the field of sport management.

Design and Implementation

A team of two faculty members in sport management, one with expertise in the course content (sport law) and one with expertise in learning technologies, worked in partnership with a Director of Security for a professional sports franchise, an instructional designer, and a videographer to ideate this concept. We decided to use a video based branched chain scenario to be utilized in a graduate sport management course to allow students an opportunity to interact with a realistic situation that would occur in a sports stadium and allow them to take action based on the information they were provided.
In a video based branched chain scenario, students are presented with a story or a challenge. In this case, they viewed a video of a realistic situation that might occur when security is called because of problematic fan behavior in the stadium. The brief video allows them to understand just enough of the situation and then prompts them with an opportunity to make a choice. Upon selecting their choice, a consequence occurs, informed by the branched chain.

Students can see how their choices impacted the outcome and caused the consequence they experienced. Of critical importance is the ability of students to go back and make different choices to see the new consequences.

Our experience creating this learning tool emphasized three critical components. We prioritized (1) a sport industry partner's input into the design of a situation requiring important decisions, (2) opportunities for students to work autonomously, and (3) opportunities for students to then discuss their experiences with a larger group for increased understanding based on different considerations students may have had when making their decisions.

<u>Outputs/Outcomes, Reflections and Future Development</u>

Overall, this is a unique learning tool for involving students in the practical application of content and to gain greater experience in decision making. Students provided positive feedback of the experience at its conclusion stating they enjoyed the exercise and felt they learned the material on a deeper level. Additionally, class discussion allowed for students to discuss the rationale behind the decisions. For example, some students questioned why sending an usher and a police person was the appropriate first step, especially because of different groups' responses to police. These discussions allowed for different perspectives to be highlighted and students hear different considerations in decision making. In total, the goal of creating opportunities for students practicing high stakes decision making in a low stakes environment - with critical reflection - was achieved.

Reflecting on this exercise, it was important to have a collaborative group of professionals working on this together to ensure it was accurate and realistic. Students need to feel the exercise could potentially occur in order for them to be invested in the exercise, in accordance with both Engagement and Self-determination theories. (Gillespie, 2022)

It would also be engaging and support further learning outcomes if increased opportunities were available for students to self-reflect at various points throughout the exercise. It would also be beneficial to have an industry professional provide video feedback after each choice or consequence to help students understand what might happen or to share personal stories of their own decision making experiences related to the selected choice or resulting consequence.

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SPORT LAW AND ETHICS

Chair: Mark Dodds

VENTURE CAPITAL IN SWEDISH SPORT: THE SWEDISH 51 %-RULE – AN OBSTACLE OR POSSIBILITY?

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Aim and Research Question

The main reason for introducing Sport Ltd. as an organisational form in Sweden in 1999 was that it would provide improved chances for Swedish sport to compete at an international level, among other things through increased opportunities to bring in external venture capital (Swedish Sports Confederation, 2012). However, even though the Swedish sport movement has become increasingly commercial and professional, as Sport Ltd. is an indication of, little is known about how a Sport Ltd. and an increased number of shares can increase capital inflow, especially considering the 51-percent rule. By analysing this from Swedish corporate and tax law, this research will contribute to the limited body of knowledge on Swedish sport law in general and on Sport Ltd. in particular.

Theoretical Background

The concepts of utility maximization and profit maximization will be used as a theoretical point of departure. According to Vamplew (1988), utility maximization 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. However, if the organizations would make financial profit, this would be reinvested in their sporting activities. The principle of profit maximization, in turn, is characterized by a strive from the owners and shareholders for the greatest possible financial profit, i.e., sport is a means of doing business.

Research Design, Methodology and Data Analysis

This study is based on what is often described as legal method, i.e., a form of document analysis. In this research, this means that Swedish legislation (in particular corporate law and tax law), preparatory work, case law and doctrines are analysed, as well as relevant research, documents and publications from the Swedish Sport Confederation and associations, and newspapers. These sets of data will provide knowledge on Swedish sport clubs' possibility to gain and attract venture capital from investors.

Results and Discussion

According to the Swedish Companies Act [ABL] (SFS 2005: 551), the purpose of a Ltd. is to generate profit for the owner(s) (Chapter 3 § 3). Furthermore, a Ltd. is a parent company and if there is another legal entity subsidiary, the Ltd. must hold more than 50 percent of the votes or shares in the subsidiary (Chapter 2 § 11). If this is the case, a so-called parent company groups exist. If this criterium is not met, a spurious group has been established instead. In Sweden, all Sport Ltd.'s are spurious as the parent companies are non-profit. This is problematic because, according to Swedish Income Tax Act (1999:1229, chapter 35 § 2), if the parent company group is to be regarded as genuine, the parent company must own more than 90 percent of the shares, i.e., the number of votes is not enough (see RÅ 2002 ref. 24).

Consequently, if the parent company group is not genuine, the parent company cannot make any intercompany profit adjustment.

In Sweden, a Ltd.'s is allowed to issue shares with different voting rights, but no share may have a voting right that exceeds ten times the voting right of any other share (SFS 2005: 551, chapter 4 § 5). For example, by owning A-shares (10 votes/share), an owner/investor can retain the majority of voting rights and stay in control over the Ltd. This despite the number of B/C-shares (1 vote/share) widely exceeds the number of A-shares. Consequently, one investor/several investors can own more than 90 percent of the capital value of the shares (B/C-shares), but still not be in control of the Ltd.

In Swedish sport, the Swedish legislation, as aforementioned presented, creates tax advantage for investors that own more than 90 percent of the capital value of the shares in a Sport Ltd, and may as such act as a catalyst for venture capital (see Nyman, 2002). An illustrative example of this is the non-profit club Växjö Lakers Hockey, VLH. VLH has a total of 91 A-shares and 909 B-shares with a distribution of voting right of 1:10 in Växjö Lakers Sport Ltd. In total, this means that there are 1819 votes, of which the non-profit association of VLH owns 910 votes (i.e., all 91 A-shares), all in accordance with the 51 %-rule (Växjö Lakers, 2021). In sum, undoubtedly, Swedish legislation expands the possibility for Sport Ltd.'s to attract venture capital.

Conclusion, Contribution and Implication

This research shows that the logic of profit-maximization has, since the millenium, been incorporated in Swedish sport. By utilizing the benefits of Ltd.'s and the possiblity to have shares with different voting rights, sport clubs' can increase their financial position vis-á-vis sport clubs that only are non-profit. As such, this study contributes to the limited knowledge on Swedish sport law in general and on Sport Ltd.'s in particular.

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FEMALE RIGHTS TO PHYSICAL EDUCATION IN THE UNITED STATES: AND THE INTERPRETATION OF CO-EDUCATIONAL CLASSES

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Aim of the research project

Since the Title IX law was enacted, physical education classes in the United States have generally become coeducational in nature and have allowed boys and girls to participate in similar activities. It is suggested that physical educators and district leaders acknowledge the provision as a must-have coeducational experience but still implement curriculum based on content knowledge as opposed to policy.

Title IX was passed in 1972 and addresses gender discrimination in education. The law states that "no person in the United States, on the basis of sex, can be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance (Education Amendments Act of 1972, 2018). This law has been used to increase female opportunities in many educational programs. Although the law generally prohibits single-sex classes or activities at the kindergarten through grade 12 levels, there are exceptions to this rule. For a physical education course, the main exceptions allow for gender-based separation if the class or activity involves bodily contact, grouped by skill or ability (34 CFR § 106.34, 2012), or if the school itself is a single-sex institution.

This study examines the Title IX law, and its impact on co-educational physical education classes.

Theoretical background / literature review

This paper considers how the Title IX law impacts physical education courses. This law prohibits sex-based discrimination in educational opportunities that receive federal funds. The desired outcome of the law would be increased diversity amongst all educational programs. This law has been used to increase female participation in school sponsored athletic programs, student services and counseling, STEM (science, technology, engineering, and math), medical, business, and legal programs. For male students, Title IX has increased opportunities in teaching and nursing programs. Title IX also provides measures to prevent sexual assault and harassment.

The law requires that physical education classes be coeducational, unless grouped skill and ability, or involve a contact sport like American tackle football, rugby, or wrestling. However, if this objective standard leads to an adverse impact on a gender group, then the school must use another standard (Findlaw, 2016).

Unfortunately, the benefits of the co-educational classes are mixed. According to Smith et al. (2014), arguments for or against coed physical education are typically based on concerns for equality, socialization, physical and emotional safety, and student and teacher preferences even though limited objective empirical evidence related to student participation in PA currently exists. Results of existing studies vary depending upon the subject-matter content of classes and student grade level. In some cases, the co-educational classes led to negative

outcomes such as feelings of embarrassment, lack of confidence, body image concerns, and male dominance of competitive activities, which decreased female enjoyment and participation (Murphy et al. 2014). Even still, "PE teachers understand the potential sociological advantages of coed classes and comply with state standards" (p.128).

Methodology, research design, and data analysis

Qualitative methodology, or more specifically, a case study design was selected because of the nature of the research problem. Interviews were conducted with 7-12th grade teachers. The researchers used purposive sampling for participant selection. Data representation was meant to contribute to a better understanding of the teachers/administrators perception of Title IX in their decision making (Bernard, 2002). Teachers were asked to interpret the classroom environment, instructional methods, and curricular decisions. Data collection and data analysis occurred simultaneously (Merriam, 1998) using constant comparison. Simply, the researcher(s) decided to select a representation of teachers and administrators across career stages as opposed to geographical area, gender (even though different), or ethos/ context of the school including urban, rural, suburban etc.

Results, discussion, and implications/conclusions

The data will indicate the percentage of required physical education programs that are co-educational thus complying with the law. Because the nature of the methods, the teachers' training, administrator training, and experience the results would not be generalizable. However, the trustworthiness of the results will be framed upon teacher career stage. The appropriateness of career stage is reflective of Title IX throughout the years as implicated by teachers in schools. Specifically, the evolution of interpretation in the PK-12 environment. Despite the Title IX requirements, many individual physical education classes fail to meet the legal (and moral) obligations. Further, rule modifications should be utilized to decrease contact sport dangers. For instance, teaching ice hockey at the high school level should not allow any body contact (checking) to occur, and American football could be taught using non-contact, flag football rules.

Additional analysis will show what activities are preferred by male and female students. Schools can meet the legal requirements and improve outcomes by offering activity choices to the students. This option allows students to pick activities that are interesting to them while allowing the co-educational requirements to be satisfied.

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A RACE OFFICIAL'S MISTAKE AND AN ECONOMIC LOSS. IS IT NEGLIGENCE?

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Background and Research Questions

Perhaps the most unique feature of motorsport is the awarding of prize money based on the competitor's place of finish. When a race official misapplies the rules and that misapplication determines the winner, the team loses more than the race; it loses money.

The 1981 Indianapolis 500 and the 2021 Abu Dhabi Grand Prix ended under controversy when race officials misapplied the rules of the sport, determining the outcome of the race and potentially costing the second place team economically.

The purpose of this research is to determine if a race team has a legal claim for negligence in the United Kingdom or the United States for an economic loss caused by the misapplication of the rules by a race official.

Methodology

This legal research examined primary and secondary legal sources in the United Kingdom and the United States. Primary legal sources included case law in the UK and the US; secondary legal sources included legal scholarship.

Findings and Discussions

In the UK and the US, a claim of negligence rests on four elements: the plaintiff suffered an injury, the defendant owed a duty to the plaintiff, that the defendant breached that duty, and that the breach caused the injury to the plaintiff.

In the UK, a defendant has a duty to take reasonable care to protect against an economic loss when it is reasonably foreseeable that the plaintiff might suffer an economic loss, when the parties are in a reasonable degree of proximity, and it is fair, just, and reasonable to impose a liability. A sporting official duty rests on whether or not it is reasonably foreseeable that a competition might suffer an economic loss. In order to meet this criteria, the official's decision would need to influence the outcome of the race. Whether or not a defendant has breached that duty is dependent on the facts of the case. Finally, the actions of the defendant have to cause the economic loss to the plaintiff (*Caparo Industries Plc v. Dickman*, [1990] AC 605; Muller, 2016)

In the US, a defendant has a duty to protect others from an unreasonable risk of harm. In a pure economic loss case, a defendant owes a duty to a plaintiff when the "defendant knows or has reason to know [the plaintiff is] likely to suffer such damages from its conduct" (*People Express Airlines, Inc. v. Consolidated Rail Corp.*, 495 A.2d 107, 116 (1985)). A sporting official has such a duty if she knew or should have known that a competition would suffer an economic loss. While courts in the US have consistently held that a sporting official does not owe such a duty, these cases were brought by third parties not involved in the competition. A defendant would breach that duty by failing to act as a reasonably prudent person under the same or similar circumstances. Finally, the defendant's actions have to either directly or

proximately cause the economic loss to the plaintiff (Lewis & Forbes, 1990; Szczerban, 2007).

Conclusion, Contribution and Implication

A negligence claim brought by a race team for a pure economic loss based on a misapplication of the rules is likely to hinge on two elements: did the official owe a duty to the team and did a breach of that duty cause an injury to the team.

A sporting official's duty in the UK rests on whether or not it is reasonably foreseeable that the competitor might suffer an economic loss. In order for this criteria to be met, the official's decision would need to influence the outcome of the competition (Muller, 2016). In the US, a sporting official would have a duty if they knew or should have known that a competitor would have suffered an economic loss. While courts have consistently held that a sporting official does not owe such a duty, these cases were brought by third parties not involved in the competition. A competitor who has suffered an economic loss has not brought a negligence claim based solely on the economic loss.

Secondly, teams would need to show that the actions of the official caused an injury, that is an economic loss. The teams would need to show that their economic loss was directly caused by the misapplication of the rules and that there was not an intervening event that caused them to lose the race.

Much of the research into negligence claims for a pure economic loss due to misapplication of the rules by the official focuses on team sports (Muller, 2016, Szczerban, 2007). In team sports, any economic loss is difficult to directly attribute to the negligence of the office due to the lack of prize money. Researchers can use this framework to expand this research into other sports, such as tennis or golf, that award prize money.

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A COMPARATIVE ANALYSIS OF LAWS GOVERNING NFTS: THE E.U., U.K. AND U.S.

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Professional Practice

This Abstract relates to professional practice.

Aim

This presentation will provide a comparative analysis of laws governing NFTs in the European Union, United Kingdom and United States to identify synergies, divergences and areas for necessary regulation.

Purpose and Background

A new form of collectible has infiltrated the sport industry: the non-fungible token ("NFT"). An NFT is a unique token traded on the blockchain that possesses individual, independent value determined by the marketplace. The trading of NFTs on blockchain technology allows for the existence of a global marketplace for any NFT, as an individual in one nation can easily purchase an NFT produced by a creator in a different nation (Fisher, 2019).
The sport industry is increasingly globalized, with top athletes focused on building global fanbases and teams and leagues strategically hosting events across borders to generate higher revenues (Jackson, 2022). The proliferation of NFTs in a global sport economy necessitates a thorough analysis and understanding of individual nations' laws to understand how they regulate the minting and distribution of NFTs, the intellectual property rights of creators and the ownership and transferability rights of purchasers. This presentation will examine laws governing NFTs from the European Union, United Kingdom and United States to identify synergies and divergences.

Design and Implementation

The infancy of blockchain technology and NFTs means that robust regulatory systems for the technologies do not exist. Rather, nations are either enacting new regulatory systems for the technology or amending existing regulatory systems to address the legal issues surrounding the technology. This presentation will explore the major legal issues surrounding NFTs from three lenses: (1) legal issues surrounding the minting and distribution of NFTs; (2) NFT creators' intellectual property rights; and (3) NFT purchasers' ownership and transferability rights.
Related to the minting and distribution of NFTs, two major bodies of law must be considered: securities laws and anti-money laundering laws.
Globally, questions exist over whether NFTs are securities. Individual nations have addressed the issue differently. Some, like the United States, have not codified into law that NFTs are securities. Others, like Germany and the United Kingdom, have enacted national laws treating some NFTs like securities, necessitating the registration and licensing of entities offering said NFTs. Presently, the European Union is considering a sweeping cryptocurrency bill, the Markets in Cryptoassets Regulation ("MiCA") Proposal, which could come to regulate some

NFTs as securities. The lack of a global standard for whether an NFT is a security creates compliance logistical concerns for global sport entities issuing NFTs (Clifford Chance, 2021). Divergence across global anti-money laundering laws also poses legal concern for sport industry entities issuing NFTs. Art historically has been used as a tool to launder money. NFTs may present an even more streamlined method to use launder money. Nations like the United Kingdom and Germany have adopted anti-money laundering laws governing cryptocurrency and in some cases, NFTs. These laws mandate registration for NFT issuers. While European nations have proactively enacted or amended anti-money laundering laws to specifically regulate cryptocurrencies and NFTs, the United States has not done the same, instead relying on century-old laws to regulate the innovative space. This divergence of registration and reporting requirements creates business concerns for global sport industry entities (Clifford Chance, 2021).

Consideration must also be given to the different intellectual property rights NFT creators possess across countries. Nations like France, Portugal and Spain, which recognize moral rights and thus, fiercely protect the intellectual property rights of creators, have greater safeguards for NFT creators. In contrast, the United States' Copyright Act has not been amended to specifically address NFTs, causing questions over what rights NFT creators have to the NFT's subsequent reproduction and adaptation (Gide, Gleiss Lutz, Chiomenti, & Cuatrecasas, 2022).

Finally, related to intellectual property rights, questions exist across borders over what an NFT purchaser owns and how they can control that ownership. Countries like Portugal and France protect exploitation rights, creating greater safeguards against the future removal of royalty sharing smart codes. In contrast, the United States' failure to regulate around NFTs means questions persist in the nation over what rights a creator has to secure royalties after an NFT is transferred (17 U.S.C. §109, 2021).

Outputs/Outcomes, Reflections and Future Development

This comparative analysis will highlight the need for individual nations to not merely regulate NFTs from an individualistic perspective, but rather, to recognize the global marketplace for them. As such, the paper will call for the development of a global framework for regulating NFTs that protects both creators and consumers.

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Limitations on exclusive rights: Effect of transfer of particular copy or phonorecord, 17 U.S.C. § 109 (2021).

INTERNATIONAL STUDENT-ATHLETES, F-1 VISAS, AND NAME, IMAGE, AND LIKENESS

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Aim and Research Question:

College athletics in the United States underwent a substantial change in 2021 after a number of states enacted laws permitting student-athletes to legally monetize their name, image, and likeness (NIL) without the fear of losing either their athletic scholarship or eligibility. These new laws now allow college athletes to earn compensation from brands, marketing firms, broadcasting and social media companies, or any other entity that wishes to retain their services. However, U.S. federal immigration law restricts opportunities for international student-athletes who are studying in the Unites States on an F-1 or student visa from working and earning an income while enrolled in a college.

Therefore, since federal immigration laws in the United States narrowly tailor how international students are allowed to work and earn income while attending a college or university, can the approximately 12% of NCAA Division 1 student-athletes participating in college athletics on an F-1 student visa, now, in accordance with these newly passed name, image and likeness (NIL) laws, legally monetize their name, image or likeness without risking their immigration status?

Theoretical Background:

This paper will examine whether or not international student-athletes are allowed to monetize their NIL in the same manner as a U.S. born student-athlete by attempting to answer the following questions: Since the NCAA's position is that student-athletes are not employees of the college from which they play, can international student-athletes capitalize on their athletic notoriety by signing NIL agreements without violating federal immigration law when it comes to work and employment status? Are international-student athletes who sign NIL agreements employees or independent contractors of the brand or company with which they partner – and does this matter when it comes to immigration law? Does federal immigration law apply if an international student-athlete signs a NIL agreement with a brand or company from his or her home country? If an international student-athlete signs a NIL agreement with a brand or company from his or her home country, will they be allowed to monetize such while they are in the United States or only when they are in their home country during semester or summer breaks? How will the interpretation of federal immigration law and its relation to NIL agreements affect the recruiting of international athletes by U.S. colleges and universities? If federal immigration law bans international student-athletes from monetizing their NIL, is this fair and equitable compared to U.S. born athletes who can use their athletic notoriety to capitalize on their name, image or likeness? This article will discuss whether or not *passive income* can be used as a means in which international student-athletes can earn compensation without violating their F-1 visa status.

Literature Review:

This paper with analyze various immigration laws, legal cases, and case studies surrounding the various rules and regulations that allow international students to work *on-campus* during their first academic year, but at the same time prohibit them from working *off-campus*. From there the paper will examine how, after their first academic year, F-1 students may then secure off-campus employment, if such employment is related to that student's area of study, be authorized by a designated school official, and be in accordance with any of the following limited forms of employment:

Curricular Practical Training: A program which temporarily allows international students to gain work experience directly related to their major through employment, paid or upaid internships, or cooperative education.

Optional Practical Training: A program which allows international students in the United States to work temporarily up to 12 months and can be completed by a student both before or after completion of studies.

Science, Technology, Engineering, and Mathematics Optional Practical Training Extension: A program which allows international students completing degrees in 'STEM' areas to apply for a 24-month extension of the post-completion Optional Practical Training.

Additionally, we will review how F-1 students may also be eligible, in addition to the above, to work off-campus on a case-by-case basis as a result of special situations such as severe economic hardship or what is deemed an 'emergent circumstance' by the Department of Homeland Security. Finally, this article will discuss and analyze the concept of *passive income* since international student-athletes are not prohibited, nor do they violate their F-1 visa status, when they earn such form of compensation.

Research Design, Methodology and Data Analysis:

The authors will utilize a case study method for its analysis. Specifically, the authors will discuss how one particular international student athlete, Oscar Tshiwbwe, basketball player for the University of Kentucky, has been able to legally monetize his name, image and likeness.

MAPPING AND EVALUATING THE HARMS OF MATCH-FIXING

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Aim and Research Questions

Match-fixing (i.e., sport competition manipulation) remains one of the most topical and pressing sport integrity issues (Constandt & Manoli, 2022). Practitioners, journalists, and academics regularly refer to the scale and severity of the harms of match-fixing to highlight the urgency of anti-match-fixing initiatives (Hill et al., 2020). However, relatively little scientific evidence remains present about the exact nature and extent of the harms caused by match-fixing (Kihl et al., 2017). The present study therefore aims to map and evaluate the harms of match-fixing, based on the application of Greenfield and Paoli's (2021) Harm Assessment Framework.

Theoretical Background and Literature Review

Sport management's attention into studying match-fixing has increased significantly over the past decade. In addition to research in which match-fixing is defined, conceptualized, and linked to different types (see e.g., the work of Declan Hill), numerous prevalence studies have been executed in a wide variety of countries and sports across the globe. In recent times, calls are increasingly made to further expand this field of study, by implementing theory-informed approaches to not only describe but also better understand and/or explain match-fixing (Constandt & Manoli, 2022; Moriconi & de Cima, 2021).

One particular area of match-fixing research that requires further theory-informed examination relates to the consequences and harms of match-fixing (Kihl et al., 2017). Many different types and bearers of harms of match-fixing are regularly suggested, including adverse effects on the health, integrity, reputation, and financial status of sport and its stakeholders (e.g., players, coaches, board members, referees). Nonetheless, a sound scientific, evidence-based, and holistic take on the characteristics and scope of the harms of match-fixing is still lacking (Manoli et al., 2020).

Research Design, Methodology and Data Analysis

To fulfill this study's aim to map and evaluate the harms of match-fixing, this study applies Greenfield and Paoli's (2021) Harm Assessment Framework (HAF). The HAF is a seminal theoretical model – rooted in criminology – that has been employed extensively to understand and explain different sorts of crime, including cocaine and human trafficking (Greenfield and Paoli, 2021). Despite its potential to study sport-related crime, the HAF has not yet been used to shed light on sport integrity issues.

Three methodological steps are implemented to apply the HAF to any kind of crime. First, the business model underpinning the crime is outlined, with a focus on the underlying activities and perpetrators. Second, the dimensions of harm (i.e., functional integrity, material support, reputation, and privacy and autonomy) and their bearers (i.e., individuals, private sector, government, environment) are exposed by means of a taxonomy, including incidence and severity rates. Third, the HAF enables to evaluate whether or not the identified harms are a

direct effect of the activities— match-fixing in this case – and to what extent policies play a role (Greenfield & Paoli, 2021).

Results/Findings and Discussion

Applying the HAF requires the consultation and integration of different types of sources, including policy documents, criminal proceedings, case studies, media reports, academic studies, and both quantitative (e.g., statisstics) and qualitative (e.g., interviews and focus groups) primary sources (Greenfield & Paoli, 2021). Within the context of the Prevention Of Fraud in Sports (PrOFS) research project (2020-2024), we are currently analyzing all these kinds of data to construct our match-fixing application of the HAF. For instance, media reports of the 2018 Belgian match-fixing case 'Operation Zero' are being examined, next to interviews with key stakeholders, such as members of the National Anti-Match-Fixing Platform.

Preliminary findings point to (a) two different types of match-fixing (i.e., gambling and non-gambling related) with mostly direct and inherent harms (i.e., not due to policy), (b) various possible accompanying activities, including corruption, (threats of) violence, and money laundering, and (c) harms for individuals (e.g., "perpetrators", fans, bettors), private sector entities (e.g., the sports sector and their sponsors), and generalized harm to the government due to non-enforcement effects and the state funding misuse. Final findings will be ready for presentation at the EASM 2022 conference.

Conclusion, Contribution and Implication

This study will contribute to the fields of sport management and sport ethics and integrity, by offering a holistic and theory-informed framework to map and evaluate the harms of match-fixing. While doing so, this study also responds to several academic calls – including the ones of Kihl et al. (2017) and Constandt & Manoli (2022) – to better describe, understand, and explain the consequences of match-fixing. Furthermore, this study will provide policy-relevant knowledge (e.g., on incidence and severity rates of different types of harms and their bearers) to inform match-fixing prevention and thus to better safeguard sport and its stakeholders.

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A MULTI-STAKEHOLDER PERSPECTIVE ON MATCH-FIXING

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Aim and Research Questions

Match-fixing, the manipulation of sport competitions, can occur in a wide variety of forms, and involve many and different actors. Despite the increasing literature on match-fixing, empirical research to date has mainly focused on the vulnerability of athletes (e.g., Tak et al., 2020) and referees for match-fixing (e.g., Visschers et al., 2020). However, fixers may also decide to approach other people involved in sport (e.g., coaches or board members) to manipulate a sport event. Moreover, sport actors may even be the instigators themselves (Holden & Rodenberg, 2017). While Van Der Hoeven et al. (2021) suggested that various stakeholders may also perceive match-fixing differently, a multi-stakeholder perspective has barely been used in the study of match-fixing.

Therefore, this present study examines various stakeholders' perceptions of match-fixing, and to what extent they are vulnerable to be approached for a match-fixing proposal. Consequently, the two research questions read as follows:

RQ1: How do different stakeholders perceive match-fixing in their sport?
RQ2: Which stakeholders are vulnerable to be approached for match-fixing?

Theoretical Background and Literature Review

Although multiple match-fixing scandals have already shown that various stakeholders in sport can be involved, a stakeholder approach has rarely been applied to study match-fixing. Freeman (1984, p. 49) identified stakeholders as "those groups who can affect or are affected by the achievement of an organization's purpose." In the context of match-fixing, Spapens (2021) made a distinction between "outsiders" (e.g., organised criminals) and "insiders" (e.g., athletes, coaches, officials), who can affect or are affected by match-fixing. In this study, we focus on the "insiders" stakeholders, as they actively participate in sport and are also the ones who can perform the manipulation on the field. By applying a stakeholder approach to study match-fixing, an interesting lens is provided to gain insights into the perceptions and vulnerability of various stakeholders.

Research Design, Methodology and Data Analysis

Data stem from a research project within the Erasmus+ Programme which was co-funded by the European Union. Data were collected in Austria, Belgium, Croatia, France, the Netherlands, Switzerland, and the United Kingdom, using an online questionnaire. The online questionnaire ran for approximately six months, and focused on three sport disciplines per country. The questionnaire examined the characteristics of the respondents, their perceptions of match-fixing, whether they personally knew someone who had been approached to fix, and whether they had been confronted themselves with a match-fixing proposal. When respondents testified of match-fixing cases (of themselves or acquaintances), further details about the match-fixing proposal were examined. In total, 5014 adult actors (i.e., 60,2% athletes, 17,4% referees / (video) assistant referees / (fourth) officials / jury members, 8,4%

coaches / trainers / assistant coaches, 5,8% board members / assembly members / managers of sport clubs, 0,9% medical staff, and 7,4% others) who are/were involved in various sport disciplines (i.e., football, tennis, basketball, hockey, handball, cricket, and other sports) across seven countries completed the questionnaire. Data analyses were performed using SPSS 24 software.

Results and Discussion

When it comes to the respondents' perceptions of match-fixing, the results showed a significant difference between the different stakeholder groups regarding (a) the estimation that match-fixing is a real problem in their sport discipline in their country; (b) the assessment that they could be approached themselves for match-fixing; their attitudes when they hear that someone has been involved in (c) sporting-related or (d) betting-related match-fixing; their perceptions when they hear that someone has not been punished for engaging in (e) sporting-related or (f) betting-related match-fixing; and the acceptability of (g) sporting-related and (h) betting-related match-fixing (one-way MANOVA: Wilks' = .903, $F(40, 21558) = 12.796$, $p <$ .001, = .020). The eight significant univariate effects and the specific differences between the various stakeholder groups will be discussed at the EASM conference, when the data analysis will be completed.

Conclusion, Contribution and Implication

Building on stakeholder theory, this study enriches the sport management literature on match-fixing by providing an explicit perspective on various stakeholders in an international sample. Exposing the different perceptions and vulnerabilities of the various stakeholders, this study's results could navigate future match-fixing prevention initiatives.

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INCLUSION VS. COMPETITIVE FAIRNESS: THE 2021 IOC TRANSGENDER ELIGIBILITY GUIDELINES AND THEIR IMPACT ON FUTURE PARTICIPATION IN ELITE SPORT

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Statement

This paper can assist sport governance professionals in their attempt to address and regulate transgender participation in elite sport under the new 2021 IOC guidelines.

Aim

The paper examines the impact of recent updates to transgender eligibility policies in international sport. It will additionally explore the complexities that occur when these sports implement their rules while balancing science, public opinion, law, and inconsistent conclusions developed when international federation (IF) and national governing body (NGB) policies are not aligned. After the first openly transgender athletes participated in the 2020 Olympics, their presence was met with praise and scorn in equal measure. In a compromise to balance inclusion while allowing for consideration of the potential competitive advantages, the International Olympic Committee (IOC) issued a new transgender eligibility guideline in November 2021. This new policy gives international federations the freedom to establish a policy that considers the standards of their sport where "the general principle of inclusion and non-discrimination…should be promoted and defended at all levels of sport" (IOC, 2021). The flexibility provided under IOC guidelines leaves room for ambiguity and inconsistent regulation. Recent examples, such as cyclist Emily Bridges, have exposed the problems with adopting what could be considered a three-prong policy approach – IOC, IF, and NGB – when such policies are not in alignment. This paper explores the IOC's history on this topic and then looks at the potential legal ramifications if such policies are challenged going forward.

Purpose and Background

In April 2022, transgender cyclist Emily Bridges was denied the right to participate in the female category by British Cycling after the NGB suspended its recently ratified transgender policy, citing "concerns" that its policy did not match the "science" that informed the Sports Council Equity Group's (SCEG) guidance (Ingle, 2022a). British Cycling's statement also addressed the differences between the current transgender policy and cycling's international federation, Union Cyclist International's (UCI) policy in regards to licensing, therefore creating a situation where it would be "unfair" for trans athletes to accrue domestic ranking points while their cases were pending with the UCI (British Cycling, 2022). UCI argued that Bridges was still registered as a male cyclist and was therefore ineligible until her male UCI ID expired (Ingle, 2022b). Bridges consulted both British Cycling and UCI to ensure that she was able to meet the standards for participation – maintaining a testosterone level of less than 5 nmol/L for at least twelve months prior to competition. Bridges had begun hormone therapy last year, but had still raced in men's events until February. She was planning to race in the

female category for the first time until being blocked by UCI. Further, this denial occurred at the same time as cisgender female cyclists in Britain wrote a letter threatening a potential boycott if Bridges was allowed to compete. The resulting confusion then led British Cycling to suspend their policy. Similar conflicts are likely to occur as national governing bodies grapple with their own policy development and the potential to be overruled at a later date. This situation demonstrates how the potential policy conflicts between IFs and NGBs, exacerbated by a lack of IOC guidance, can lead to inconsistency regarding transgender eligibility.

<u>Design and Implementation</u>

The IOC has changed the eligibility standards for transgender participation three times. The initial policy went into effect in 2004 with updates in 2015 and 2021. Prior to the 2021 guidelines, the IOC established baseline policies surrounding testosterone levels for transgender women. Studying these three policies and how they've been utilized by sport governing bodies will be the focus of this paper using three central questions. First, if an international federation has not yet created a policy, can they still deny eligibility to those athletes approved by their national governing body? Second, does a more open interpretation of eligibility standards by the IOC instead lead to potential discrimination and resulting legal challenges? Finally, what are the consequences for a national governing body that chooses to follow a more inclusive policy than what is provided by the international federation?

<u>Outputs/Outcomes, Reflections and Future Development</u>

The 2021 guidelines ask international federations to conduct research to determine the impact of testosterone as a competitive advantage in their sport. How many of these federations have this information readily available to develop policies in a timely manner? Future development on this issue will be focused on science, law, public opinion, and how sport governing bodies choose to implement that information. The lack of definitive explanation or answer created under these categories will continue to be problematic and a cause for inconsistent regulation. As seen with the Bridges' case, British Cycling considered the SCEG study, but further calls for a "coalition of organisations" to come together to find a "better" answer (British Cycling, 2022). Whether that better answer is available remains to be determined.

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PUBLIC HEALTH AND PHYSICAL ACTIVITY MANAGEMENT

Chair: Karin Book

ON-LINE EXERCISE FOR PATIENTS WITH CARDIOVASCULAR DISEASES DURING THE COVID19 PANDEMIC: THE DEVELOPMENT OF AN ON-LINE PLATFORM FOR MONITORING THEIR VITAL SIGNS DURING EXERCISE

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Aim and research questions

This study is part of a bigger project which aims to examine how an on-line platform can be developed for monitoring on-line exercise of patients with cardiovascular diseases. The final outcome of the project will be the development of such a platform for research and commercial purposes. The research objectives were to examine: a) patients' attitudes towards on-line exercise programs; b) health professionals' views about the cost and the benefits of developing such an on-line monitoring platform; and c) the required specifications of such a platform, in order to effectively monitor patients' on-line exercise.

Theoretical Background and Literature Review

The cost of cardiovascular diseases in the EU is estimated to be over 210 billion euro, (Timmis et al., 2020). It is well documented today that exercise training is one of the main strategies for secondary disease prevention and also follow-up integration of these patients. Considering that during the covid19 pandemic these patients are among the vulnerable groups, they have to avoid exercising in group settings. On-line exercise can provide alternative sources of income for rehabilitation centers.

The context of chronic cardiovascular diseases has been the last few years a favorable one for the development of on-line health applications. This market is estimated to have a total economic activity of 1 billion euro (Research2Guidance, 2017). There are several applications in the market for monitoring health and exercise related indicators of mainly general population and limited for patients with cardiovascular diseases.

Research Design, Methodology and Data Analysis

The data were collected during the autumn of 2021. Fifty patients with cardiovascular diseases and twenty six health professionals with expertise on treating patients with cardiovascular diseases participated in the study. Two questionnaires (one for patients and one for health professionals) were developed, using as a base the tri-component attitude theory (Funk, Alexandris & McDonald, 2016). Five bipolar adjectives were used to measure the affective component of attitudes towards on-line exercise (aerobics, Pilates and yoga). The questionnaires included also information related to health professionals' views about the specifications of the on-line monitoring platform. A snowball sample was used for both the groups, with a combination of on-line and printed questionnaires. This non-probability sample is a limitation of the study. A cluster analysis was conducted following by a cross tab in order to evaluate the relationship between the categorical variables.

Results

Patients Study: Most of the patients expressed a clear positive intention to participate in on-line training (54.5%). Those who were skeptical about it reported "safety" (54%) as the main barrier to their participation. It is significant that the majority of the patients (63%) believed that on-line exercise can be safe, if the appropriate conditions were provided.

In terms of their attitudes towards on-line exercise, the mean scores of both the affective and cognitive components were average to high (4.6 for the cognitive and 3.5 for the affective components on 5-point scales). A cluster analysis, based on the attitude scores, revealed two groups, which had statistical significant differences in their mean scores (p<.001). The first group (N=24) had high scores in both attitudes dimensions (4.8 for the cognitive and 4.1 for the affective), while the second group (N=26) had high scores in the cognitive dimension (4.3) and low scores in the affective dimension (2.8). A cross tab with the two clusters as the independent variables and their intention to participate in on-line programs (nominal variable, yes / no) indicated statistical significant differences ($x^2 = 17.22$, p<.001), which shows that attitude change is an important strategy for convincing these patients to start exercise on-line with the parallel monitoring of an on-line platform.

Health professionals study: The vast majority of health professionals (61%) were favorable for their patients to exercise on-line, with a parallel monitoring of their vital signs and possible symptoms. The technological skills of the health professionals and the lack of on-line health applications in the market were cited as the two most important reasons. In terms of the platform specifications, they proposed a real time monitor of the following health variables: heart rate, electrocardiogram, blood pressure, oxygen saturation, respiratory rate, and body temperature. These are necessary specifications to ensure safety of and effective exercise programs

Discussion and Conclusion

The results of the study revealed that most of the patients are positive towards on-line exercise, with real time monitoring of their vital signs parameters by the health professionals. This is important, especially during the covid-19 period, in which they are not allowed to exercise in gyms and group settings. The health professionals were also positive towards on-line exercise of their patients, if the safety protocols are followed. They would like to see such an on-line monitoring platform with clear health related specifications. The on-line exercise mode can facilitate patients' exercise, which is necessary for their health recovery and integration within social and professional life.

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SPORT IN PRISON: SOCIAL AND HEALTH OUTCOMES OF DIFFERENT SPORT PROGRAMS

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Aim and Research Questions

Sport can generate various social and health outcomes and is, therefore, also an important activity during prisoners' resocialization process. However, potential outcomes of sport programs for prisoners have mainly been researched referring to one single sport program, physiological outcomes, or single social and health outcomes so far (e.g., Amtmann & Kukay, 2016). The aim of this study is to examine the effect of four different sport programs on various social and health outcomes of prisoners.

Theoretical Background and Literature Review

Sport represents the most popular leisure activity of prisoners (Kuhn, 2019) and yields, when practiced appropriately, several positive effects. For example, Battaglia et al. (2015) found a significant positive effect on prisoners' well-being. This finding is echoed by Bilderbeck et al. (2013), who documented increased well-being among prisoners after taking part in a yoga program. In addition to health outcomes, social outcomes such as self-esteem and self-confidence can be generated through sport participation in prison (Leberman, 2007). However, different sport programs might yield different outcomes (Griera, 2017), though these outcomes have not yet been studied systematically.

Research Design, Methodology and Data Analysis

In a German open-prison, four different sport programs were provided between November 2020 and June 2021, including endurance (functional high-intensity interval training), strength, dance-based martial arts, and football. Each program was offered by qualified sports scientists three times per week over a six-week period. The quantitative surveys included questions about different social outcomes (enjoyment of physical activity scale, self-efficacy scale, interpersonal trust, personal contacts) and health outcomes (subjective health status, satisfaction with health, subjective well-being scale).

The prisoners completed at least one survey of the eight measurement points (pre-, post-survey of four sport programs), resulting in n=134 cases. The data were organized as a vertical panel as participant volatility was relatively high. However, this is in line with existing prison-related studies (e.g. Battaglia et al., 2013, Amtmann & Kukay, 2016). A set of linear regression analyses was estimated to test the effect of sport-related (endurance, strength, dance-based martial arts, football; weekly sport hours before imprisonment), imprisonment-related (period of imprisonment served, period of imprisonment upcoming, youth offender as participation in the sport programs was mandatory for them), and sociodemographic factors (body-mass-index [BMI], migration background, educational level) on the above social and health outcomes. To ensure robust results, only participants who completed more than 80% of the training sessions were considered for the post survey. Furthermore, the independent variables were checked for multicollinearity and variance inflation factors. Given the relatively small sample size, an α-level of 0.1 was used for all

statistical tests. The included scales demonstrated appropriate internal reliabilities, all exceeding the 0.7 threshold for Cronbach's alpha by a margin.

Results/Findings and Discussion

Starting with social outcomes, the regression model for enjoyment of physical activity reveals no significant effect for the four sport programs, but a significant positive effect of weekly sport hours before imprisonment and a significant negative influence of being part of the youth offender project. It appears that enjoyment of physical activity is rather driven by previous sport participation patterns rather than by the sport programs provided. Referring to self-efficacy, the sport programs were insignificant, while four other factors had a significant positive association: The period of imprisonment before the survey, being in the youth offender program, BMI, and education. The model for interpersonal trust reveals a significant positive effect of the endurance program and a significant negative effect of the football program. Personal contacts are significantly and positively affected by the number of weekly sport hours before imprisonment, being part of the youth offender program, having a migration background, and a prisoner's educational level.

Turning to health outcomes, subjective health is significantly negative affected by the weekly sport hours before imprisonment, the period of imprisonment before the survey, and being a youth offender. Likewise, satisfaction with health is negatively influenced by the weekly hours of sport before imprisonment and the period of imprisonment before the survey. Furthermore, having a migration background (positive) and BMI (negative) significantly affect health satisfaction. The subjective well-being model reveals significant positive effects for two sport programs (strength and football), while the period of imprisonment before the survey and prisoners' educational level have a negative association.

Conclusion, Contribution and Implications

This study showed that social and health outcomes among prisoners can be affected by different sport programs, but these are not the only factors. Specifically, imprisonment-related factors play a role as well. This work contributes to the literature by systematically analyzing the effects of four different sport programs for prisoners on various social and health outcomes, revealing differences across sports and outcomes. The findings assist sport and prison managers to design more targeted measures for prisoners and offer insights that help public authorities to better account for prisoners' circumstances during their resocialization.

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PREDICTING THE EFFECT OF PARTICIPATION OF ELDERLY SPORTS ON THE MEDICAL COST REDUCTION: ARTIFICIAL NEURAL NETWORKS AND LOGISTIC REGRESSION APPROACH

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Purpose of Study

Korea is expected to enter the super-aged society category, as the ratio of the elderly population is expected to rise to 20.6% in 2025 (Statistics Korea, 2019). The aging population problem in Asia has many side effects, such as high morbidity, disability, and medical utilization rates (Mansfield et al., 2019). Lobelo et al. (2018) found that the participation of the elderly in physical activity in the US and the UK can reduce social costs, especially medical spending. This study aimed to segment sports elderly sports participants based on their demographic characteristics and exercise practice behavior of elderly sports participants and applied artificial neural networks and logistic regression models to these segments in order to best predict the effect of medical cost reduction.

Theoretical Background

Elderly sports participation contributes positively toward their mental and physical health. An objective indicator that can measure the effectiveness of physical activity and elderly sports participation is the effect of reducing medical expenses (Ozemek, Lavie, Rogmo, 2019). In addition, the elderly are often considered a group with homogeneous characteristics and desires. However, given that the category comprises a wide variety of sub-groups based on their health and employment status, among other things (Notthoff, Reish & Gerstorf, 2017). In many previous studies, regular exercise participation and demographic characteristics have attracted attention as significant variables for predicting medical cost reduction(Furukawa, 2018). Therefore, classifying the elderly based on their demographic characteristics(gender, age, educational background, marital status, number of household members, children, income) and exercise behavior(exercise frequency, health status recognition, sports facility awareness, sport for all course training experience, exercise prescription service, accompanying participants, club membership, and activity) is necessary to estimate the reduction of medical expenses. The artificial neural network models are extensively widely used for prediction and pattern recognition. In addition, in the healthcare field, through repeated learning through comparison and analysis using existing statistical methods, patterns for data are found and generalized to predict results. On the other hand, logistic regression analysis, a representative prediction method based on statistics, refers to a method of analyzing whether one variable is expanded or predicted by another variable, unlike general regression analysis. Therefore, comparing predictive power, it is possible to introduce a predictive method suitable for predicting the most medical cost reduction effect of the elderly.

Method

This study used the original data from the 2019 National Sports Survey conducted by the Ministry of Culture, Sports and Tourism. The original sample size of the 2019 National Sports

Survey was 9,000 people were sampled as a population. In this study, the elderly aged 50 years or and above older were separated from the original data of the 2019 National Sports Survey and set identified as the subjects of this study. Finally, a total of 1,770 samples from this study were used for analysis. The data were processed using SPSS 23 and Modeler 14.2. First, cluster analysis was performed by combining the first and second stages of hierarchical and K-means clustering, respectively. Third, in order to identify the group with the highest classification accuracy rate in medical cost reduction, the artificial neural network and logistic regression models were applied to each group. Finally, a Chi-square test and one-way ANOVA were conducted to identify the characteristics of the group with the highest classification accuracy rate in medical cost reduction, and Scheffe's post-hoc test was conducted to verify significant differences among the groups.

Results, Discussion, and Implications/Conclusions

The artificial neural network model by cluster was found to be highly likely to reduce medical costs in the order of Cluster 1(a group of women in their 70s, living alone, 60.45%), Cluster 2 (a group of married women in their 60s who actively participated in sports. 79.1%), Cluster 3 (a group of married men in their 60s with insufficient exercise, 66.8%), Cluster 4 (a group of married women in their 60s who exercised regularly, 68.3%), and Cluster 5 (a group of married women in their 70s, 61.3%). The logistic regression analysis for each cluster indicated that 64.0% for cluster 1, 74.6% for cluster 2, 70.2% for cluster 3, 67.4% for cluster 4, and 59% for cluster 5. Both models identified cluster 2 as the group with the highest possibility of reducing medical expenses. The comparison of the two models showed that the artificial neural network had the best predictability power with 79.1%. Cluster 2 is a group that has significantly higher experience in daily sports courses, exercise prescription services, and club membership and activities than other clusters. Therefore, targeting women in their 60s who actively participate in sports (cluster 2), the government should expand the supply of local gymnasiums, community centers, and sports programs. These research results can be considered in follow-up studies and establishing the government's sports policy for the elderly.

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LEISURE SICKNESS – WHAT IS IT ALL ABOUT?

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Aim and Research Questions

The aim of this study to gather a comprehensive, evidence-based description of the phenomenon of people feeling unwell during their holiday time. As part of a larger research project, this specific study addresses the following research questions: a) Can the phenomenon be described based on (patterns of) symptoms? b) How long is it occurrent? c) when during time off does it start? It is not the aim of this study to assess antecedents or differentiate it from other sickness.

Theoretical Background and Literature Review

Time off work is considered a valuable addition to life, during which people consciously engage in leisure and holiday activities with the intention to increase their well-being (Voigt & Pforr, 2014). What if this time does not bring the desired recovery effects, but leads to negative health effects?

For a specific group of people, these negative effects manifest themselves in health complaints (e.g. headaches, muscle aches etc; Van Huijgevoort & Vingerhoets, 2001). Van Huijgevoort and Vingerhoets (2001) called this phenomenon „Leisure Sickness". Loads of speculations predominate the discussion about leisure sickness and currently, there is no homogeneous scientific basis for the description and classification of this phenomenon. Results of a recent scoping review (Schlemmer et al., submitted) support the above and indicate that leisure sickness is not an unknown phenomenon, but has fallen into oblivion, and is not classified under current framework conditions. An evidence-based definition is yet needed to collect data to validate its distinct existence, to determine the prevalence and risk and protective factors, to validate causes and to develop preventive measures.

Research Design, Methodology and Data Analysis

A qualitative research design, a focused-interview analysis (FIA), was used. FIA offers the potential to capture such phenomena from the perspective of those affected. Participants were selected based on in/exclusion criteria: recreationalists (people who used ≥ two days for recreation based on the UNWTO (2001) definition of tourism either at or outside their home), between 25 and 65 years, employed, off work for ≥ three days (two nights) and no longer ago than 2 months, experienced negative health-related symptoms, without chronic diseases. Fifteen semi-structured interviews were conducted and recorded between December 2020 and January 2022 via videoconferencing tool, transcribed, and analysed using the MAXQDA software and guided by FIA principles. The interview asked for socio-demographic data, general and last holiday behaviour and its context, and symptoms (including timing and duration) FIA has been effective in describing new phenomena and for theory building (Kuckartz & Rädiker, 2000). It can be considered similar to Braun and Clarkes' (2006) thematic analysis.

Results/Findings and Discussion

Based on the FIA, different categories and subcategories developed. The most frequently mentioned symptoms referred to problems with the respiratory tract, headache, feeling unwell and fever with an intensity between two and ten on a ten-point scale. Symptoms were comparable to those described in earlier studies (Vingerhoets et al., 2002) but also add new symptoms (e.g. ear problems) arose that should be considered when categorizing people affected by leisure sickness.

Timing of the symptom occurrence varied between the second/third day and the end of the holiday. Noticeably, those affected towards the end of the holiday had complaints for a very short time only. The duration of the symptoms was between one and 21 days (lasting beyond the holiday). Most of the recreationalists, who experienced symptoms at the beginning of their holiday could not enjoy their holidays. Duration and starting time should be considered when defining the phenomenon and building categorization criteria.

Conclusion, Contribution and Implication

This study contributes to the scarce literature on the phenomenon of leisure sickness and includes in-depth narrative interviews with recreationalists who might be affected. Findings offer a basis to classify and define the phenomenon to provide grounds for future research that should focus on the prevalence of the phenomenon, if it can be differentiated from other sickness and thus deserves to be classified as disease (such as for example burnout) and if so, to assess risk and protective factors to develop prevention initiatives. The latter would be of great importance for the tourism and public health industry because tourism activities per se can be considered a health promotion and prevention activity but only if the positive effects prevail. If so, recreation and vacation can serve as general health promotion strategy to improve general health.

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THE SOCIAL AND MENTAL WELL-BEING EFFECTS OF EMPLOYEE INVOLVEMENT IN SPORTS AND LEISURE ACTIVITIES WITH COLLEAGUES

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Aim and Research Questions

Engagement with sports in a workplace setting can take different forms including participation in company intramural leagues, club sports, and corporate team leagues. Most business professionals endeavor to achieve an improved work-life balance, but many also participate in leisure and sport activities with their coworkers during non-working hours (e.g., running a 5K race, playing tennis). Despite the growing popularity of participation in these activities, the consequences of such involvement have yet to be thoroughly explored with a "management through sport" lens. To fill this gap, the purpose of this study was to illuminate the intersection of work, life, and sport/leisure through employees' experiences gained through participation in golf activities with coworkers. The following research questions were proposed: (1) what are the motivations and facilitators of playing golf with coworkers during leisure time, and (2) how does participation in sports with coworkers enhance the social and mental well-being of business professionals?

Theoretical Background and Literature Review

Many of the key physical activity and sport in the workplace research questions have been investigated in the health science and health psychology fields (e.g., Hill & Jones, 2014; Malik et al., 2014). This line of research has shown that physical activity and health promotion programs can improve the physical health of employees and decrease absenteeism (Joubert & De Beer, 2014). However, few studies have provided meaningful insights into the mechanisms underlying sport involvement with coworkers outside the workplace, particularly in relation to the enhancement of participants' social and mental health. Sport management scholars have largely focused on finding ways to increase sport employees' psychological well-being by using a positive organizational behavior perspective (e.g., Kim et al., 2019; Oja et al., 2019). It is equally important to consider how the psychosocial interactions and well-being of business professionals are advanced through engagement in sport and leisure activities with coworkers.

Research Design, Methodology and Data Analysis

A phenomenological methodology was utilized in this study to construct the meaning of individuals' lived experiences while participating in golf activities with coworkers and business partners. Semi-structured interviews were conducted with seven business professionals who played golf with coworkers and business partners to explore how participating in sports influenced their well-being. Regarding the participants, three were employed in the financial business sector (e.g., finance, accounting), three were employed in the golf industry, and one was employed in the electronic data industry. These interviews lasted between 40 and 70 minutes and included questions such as "How have you seen golf

effect you outside of your office, relationships, or personally?", and "How has golf effected your physical and mental health?" To analyze the data, we used Braun and Clarke's (2006) thematic analysis procedure, which involved the following procedures that were revisited throughout the process: multiple readings of the transcripts, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report.

Results/Findings and Discussion

Two themes were identified in the data. The first theme was *Improved Relationships*. The *Improved Relationships* theme represented how individuals were able to not only extend but enhance their social circles. One participant's experiences consisted of "golf as a pathway to allow these unknown clients to become friends." There was a personal aspect to playing golf with clients and coworkers as they got the chance to tell stories on a more intimate, social level that the normal business environment does not allow. Playing golf with coworkers provided "the opportunity to spend more time with another person and understand what makes them tick, understand their likes and dislikes, how they react, and find ways you can work better together." The second theme was *Enhanced Well-Being*. *The Enhanced Well-Being* theme encapsulated the individual well-being of participants. For example, participants were required to be creative on the golf course to achieve a better score. The development of creative thinking skills represents one mechanism that enhances the experiences of employees when participating in sports outside of the workplace. Golf provided relaxation in a peaceful setting for employees to escape from the rigors of their job duties, while also strengthening interpersonal workplace dynamics. In all, participants experienced improvements to their social well-being through improved interactions and friendship development with coworkers and business partners.

Conclusion, Contribution and Implications

This study was designed to elevate our understanding of participation in sports activities away from a typical office setting. Capitalizing on a "management through sport" paradigm, this study contributes to a new field within which sport organizational behavior and human resource management scholars can investigate workplace dynamics among coworkers during sport/leisure endeavors and the effects on employees' social and mental well-being. Amid the increasing importance of employee social interaction and mental health in highly competitive work environments, the results of this study will provide practitioners with new insights into strategic management through employee sport and leisure activity participation.

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DEVELOPMENT OF A NEW MODEL FOR IMPLEMENTING HEALTH LITERACY IMPROVEMENT PROGRAMS FOR EMPLOYEES OF SMALL AND MEDIUM-SIZED ENTERPRISES LED BY HEALTH INDUSTRY COMPANIES ～ PROCESS AND STAKEHOLDER ANALYSIS THROUGH ACTION RESEARCH～

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Aim and Research Questions

The purpose of this study is to develop a new model for implementing health literacy improvement programs for small and medium-sized enterprises (SMEs). Our hypothesis is that if health industry companies (HICs) offer free health literacy programs to SMEs as part of their marketing activities, this will create a win-win situation for both parties, SMEs being able to engage in improving employee's health, which they have not been able to do actively due to a lack of funds and human resources and at the same time, HICs being able to acquire new customers from SMEs. In this phase, a new model for implementing health literacy improvement programs would be developed, and in subsequent phases, it would examine whether the program offered by HICs improves health literacy of employees working for SMEs and whether improving health literacy could also promote improvements in the behavior change stage model proposed in the 1980s. (Prochaska & Velicer, 1997)

Theoretical Background and Literature Review

Lifestyle-related diseases are a major cause of death in Japan, accounting for approximately 60% of all deaths and 30% of all medical care costs, and the number of patients continues to increase. In addition, the health status of workers is not desirable, with more than 60% of them suffering from anxiety, worry, and stress at work (Ministry of Health, Labour & Welfare, 2020). In Japan, various policies such as "Healthy Japan 21" and "Health Management" have been implemented as solutions to this problem. However, none of these policies has produced significant results. While large corporations with financial resources are actively adopting these policies, SMEs, which account for 70% of the workforce, are reluctant to do so.

Previous studies have shown that improving employee health improves labor productivity and reduces health care costs (Baicker, 2010). In addition, since the importance of health literacy improvement in achieving health promotion has been shown (Sorensen, et. al, 2012, Vozikis, et. al, 2014), it was decided to provide health literacy improvement programs free of charge by health industry companies for the intervention conducted in subsequent phases of this study.

Research Design, Methodology and Data Analysis

This study used an action research to conduct analyses (Dick, 2010). We analyze process to form of the implementation model, the issues and factors that led up to the creation of the model, and how the issues were resolved from both the stakeholder and process perspectives. SOAP (Subject, Object, Assessment & Plan) was used to record for the analysis in this study.

Results/Findings and Discussion

HICs were formed as a consortium of several companies with strengths in the areas of nutrition, exercise, and rest, as well as organizations that acted as introducing SMEs. The participating companies were a major pharmaceutical manufacturing company, a drugstore, and a sports vocational school, while the local government and Chamber of Commerce served as introducing SMEs. The main factors of participation of the participating companies are as follows.

-Pharmaceutical manufacturer company: The company manufactures and sells health foods and beverages with scientific evidence, and therefore, it was judged that improving health literacy would directly lead to the acquisition of new customers.

-Drugstore: The company is working to strengthen its relationship with local governments and has determined that it can strengthen its ties with local governments and chambers of commerce, which will lead to the acquisition of new customers.

-Sport vocational school: The company believes that it achieves this goal in line with the school's desire to increase the experience of qualified students before they begin working in the industry.

It was discussed the biggest challenge was to provide benefits to each company. However, the above three companies had found their own benefits in terms of attractive new customers and education perspective, and therefore, negotiations with the participating companies proceeded more smoothly than anticipated.

SMEs that were thought to be highly interested in promoting employee's health were chosen by the Chambers of Commerce, and a total of 4 companies, 120 employees participated in the program. SMEs that had wanted to implement employee health promotion but had not had the opportunity to do so participated in this study.

Conclusion, Contribution, and Implication

HICs were aware of the benefits and decided their participation very positively. The local government and the Chamber of Commerce played the role of introducing the SMEs to the program, was also effective. The model of forming a consortium of health industry companies and local government/Chamber of Commerce and implementing free health literacy improvement programs, which can be beneficial to both parties, is expected to be one of the models to eliminate health disparities in the future. It hopes that results of this study will help HICs to consider innovative measures in the future.

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THE CONTRIBUTION OF PRIVATE COMMUNITY SPORT TO PUBLIC PHYSICAL ACTIVITY GOALS

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Aim and Research Questions

This presentation considers the potential for private community sport organizations (sport clubs) to contribute to public physical activity goals, through a case study of a single community. The case study addresses the question: How do features of community sport clubs support the strategic goals of physical activity in a community?

Theoretical Background and Literature Review

The study is framed by sport for development and sport for community development theory. Organized sport is widely touted as a mechanism for individual and community development, through physical and psychosocial benefits of participation, and wider social benefits of playing and working together (e.g., Doherty & Misener, 2008; Doherty & Rich, 2015; Downward et al., 2017; Spaaij, 2010). Community sport clubs are often seen as important agents of public policy implementation but their focus on members or clients, sport for its own sake, and pursuit of organizational objectives, may differ from public physical activity goals which are generally for the common good, social benefits, and public objectives (Schlesinger & Doherty, 2020).

This study contributes to the conversation by considering the alignment of features of private community sport clubs with public physical activity goals. The profile of private sport clubs in one community is compared and contrasted with the strategic physical activity goals of the municipality.

Research Design, Methodology and Data Analysis

The case study was built on document-based data collection. The profile of private sport clubs in the focal community (the City) was represented by key features identified consistently in the literature; namely, club goals, structure, and offerings. The population of nonprofit and commercial private clubs within the geographic boundaries of the City was identified through brainstorming and systematic searching. Data on the key features were collected from club websites and tallied. The City's strategic physical activity goals were identified from its most recent Recreation Master Plan. Pattern analysis was used to determine whether the intentions and actions indicated by the club profile and public physical activity goals are similar enough to be considered a manifestation of the same thing.

Results, Findings and Discussion

Private community sport clubs in the City offer 42 different sports, providing a variety of activities in support of the City's goal of "Active Living" through choices from among a broad range of programs, including new activities. Active living in the community is also supported through the clubs' most common goals of quality sport delivery and participant development. However, the clubs are not as supportive of casual or unstructured participation that is a sub-goal of active living in the City, with only 25% offering drop-in or pay-as-you-go

opportunities. Nonetheless, over half of the clubs operate in the nonprofit sector, where a focus on maintaining a reasonable cost for members (Schlesinger & Doherty, 2020) supports the City's goal of "Inclusion and Access" for all residents. That City goal is also supported by the values-based focus of nonprofit clubs in particular on inclusive, safe, and respectful sport. This focus was less prevalent in commercial clubs. The clubs also contribute to the City goal of "Recreation Capacity" by being key providers in the community sport programming landscape. Over half of the clubs deliver their programming at City or school facilities, helping to optimize their use.

Conclusion, Contribution and Implications

The findings suggest that several features of the private community sport clubs support the strategic physical activity goals of the City. While the direct interests of clubs and a municipality may diverge (Schlesinger & Doherty, 2020), their interests appear to align more broadly. The perspective gained in this study may prompt public institutions to realize the contribution that private clubs can make to public goals, with implications for responsive public policy (cf. McPake & Hanson, 2016). It may also prompt clubs to realize their potential for addressing public objectives. The study design provides a framework for the consideration of other key organizational features in the profile of community sport clubs, and a template for the examination of private sport and public goals in other communities.

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STADIUM TRAVEL AND SUBJECTIVE WELL-BEING OF FOOTBALL SPECTATORS

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Aim and Research Questions

The societal development towards more sustainability reached the sport industry within the last years (McCullough et al., 2020). Consequently, the German Football League (DFL) included sustainability as criteria in the licensing regulations for their league competitions from the 2023-2024 season onwards. These criteria are guided by the Sustainable Development Goals (SDG), which include, among others, promotion of well-being and combat of climate change (DFL, 2021). Contradictory, sport events such as football games have rather negative environmental effects (McCullough et al., 2020), including spectator travel (Cooper, 2020). However, spectator travel and environmentally-friendly behavior might not only have climate impacts, but also individual impacts on subjective well-being (SWB) (Wicker & Thormann, 2021). Hence, the study seeks to answer two research questions. First, how many carbon emissions are generated through spectator travel at home games of a German Bundesliga club? Second, what is the effect of stadium travel and every-day pro-environmental behavior (PEB) on SWB?

Theoretical Background and Literature Review

Theoretically, the relationship between PEB and SWB is connected to the pro-social behavior literature (Zawadzki et al., 2020). PEB is characterized as pro-social, because it helps to mitigate climate change and secures long-time survival of natural resources. Similar to other types of pro-social behavior (e.g. volunteering), doing beneficial things for other people creates a warm glow effect, which in turn increases SWB (Zawadzki et al., 2020). The occurrence of this positive SWB effect depends on the perceived costs and benefits associated with the behavior. For example, PEB in public spaces might provide higher benefits than private sphere PEB because of the recognition of others (Wicker & Thormann, 2021).
This study measured PEB with four dimensions, including recycling, sustainable consumption, energy-saving, and mobility behavior. Specifically, mobility behavior was measured through the carbon footprint of football spectators, which contribute to the environmental impacts of sport events (Cooper, 2020). Most empirical evidence showed a positive effect of from pro-environmental behavior on SWB (e.g. Kasser, 2017). However, the effect was sometimes mixed for different pro-environmental behavior dimensions, with consumption behavior showing a positive effect and energy-saving behavior being sometimes insignificant (Kasser, 2017).

Research Design, Methodology and Data Analysis

Data were collected from August 29th to October 31st 2021 using an online survey that targeted spectators of a Football Bundesliga club. The survey was distributed through social media channels of the club and through e-mail dictionaries of the university, resulting in a convenience sample (n=1,605).

SWB was captured with single-item measures for life satisfaction and happiness assessed on an 11-point scale. PEB was measured with two items each on a five-point scale for recycling, consumption, and energy behavior, while spectators' carbon footprint from stadium travel captured transportation behavior. Specifically, the carbon footprint included direct emissions (Scope 1) from up to three transportation means used to reach the stadium. It was measured in carbon dioxide-equivalent emissions (CO_2-e).

The empirical analysis consisted of two steps. First, carbon footprint analysis provided a detailed look into the spectator-related carbon footprint of a German Bundesliga club, including analyses for different transportation means regarding usage, distances, and associated carbon emissions. Second, seemingly unrelated regression (SUR) models were calculated with the two SWB measures as dependent variables. The Breusch-Pagan test for correlation of error terms was significant, suggesting that SUR models are preferred over two separate linear regression models. The models included the four PEB dimensions as main independent variables and control variables for socio-demographics and environmental consciousness.

Results/Findings and Discussion

Traveling to a home game of a German Bundesliga club caused an average carbon footprint of 7.79 kg CO_2-e per fan. Multiplying this value by 24,400 spectators, which represents the full capacity of home fans, the carbon footprint of one home game amounts to 190.4 tons CO_2-e. This emission level is equivalent to the annual CO_2-e emissions of 21 German inhabitants. The SUR models show mixed effects for the four pro-environmental behaviour dimensions on SWB. Sustainable consumption increased both life satisfaction and happiness, while recycling only increased happiness. Energy-saving behaviour had no significant effect, similar to previous research (Kasser, 2017). Stadium travel did not affect SWB either, which might be indicative of the context of Bundesliga game days: Most spectators are probably more concerned about the sporting outcome that might increase/decrease their SWB rather than their travel mean.

Conclusion, Contribution and Implication

The findings have implications for both practitioners and scholars. For practitioners, the insignificant carbon footprint effect suggests that behavioral change in spectator travel would not decrease SWB, but would benefit the environment. Therefore, behavioral change among spectators should be achievable if the associated benefits are increased, for example giving special promotion offers for spectators that came by bike/foot. For scholars, the findings suggest that the inclusion of multiple transportation means is needed, since the majority of respondents switched their transportation mean at least once.

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EXPLORING THE WELL-BEING AND SOCIAL VALUE OF FOOTBALL PARTICIPATION IN EUROPE ACROSS GENDERS

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Aim and Research Questions

Public policy promotes sport participation across Europe because of benefits to health and well-being (Downward & Dawson, 2016) and social capital (Davies et al., 2019). Social return on investment (SROI) analyses have emerged to investigate the case for increased investment in sport aimed at drawing down these benefits beyond the economic impact arising from tangible consumption expenditures (Davies et al., 2019). A key feature of SROI analyses is the need to monetize the non-tangible returns from such investments (Thormann et al., 2022). This study monetizes the contribution of football participation in Europe by answering two-related research questions

How is participation in different types of football associated with male and female social capital, well-being, and health?

What monetary values can be assigned to these associations?

Theoretical Background and Literature Review

The theoretical approach draws on the concept of compensating variation in microeconomic theory (Orlowski & Wicker, 2019). Identifying the contribution of both the football participation and the individual's income to the outcomes of interest allows for the monetization of the contribution of football to that outcome. A large literature has identified the contributions of sport to the outcomes investigated (e.g., Kumar et al., 2019). However, less have identified the monetary values associated with the outcomes associated with sport – with a few exceptions (Downward & Rasciute, 2011; Orlowski & Wicker, 2018; Thormann et al., 2022).

Research Design, Methodology and Data Analysis

Survey data were collected from February 22nd to March 8th 2021 from respondents recruited from online consumer panels. To capture broad segments of European experience, 1,000 individuals – nationally representative in terms of age, gender and income - were surveyed for the UK, Germany, Italy, Poland, Romania, Russia, and Sweden, and 500 individuals from Bosnia. At least 400 footballers, except for Bosnia, were surveyed for each country to provide sufficient observations given the relatively low levels of participation in football.

The questionnaire drew upon questions from existing large-scale surveys e.g. the Taking Part Survey in the UK and the German Socio-Economic Panel to measure the outcomes of well-being, health and trust as a measure of social capital. Respondents' participation in different forms of football (including formal 11-a-side, small-sided at a facility, futsal, informal football in a public space) and walking) were measured alongside their gender, income and other confounding factors (e.g., age, number of children, educational level, being a couple, watching football,). Given the timing of the sampling, respondents answered the questions based on the season before the Covid-19 pandemic arrived.

The empirical analyses consist of regression analyses identifying the associations between the different forms of football and the three outcomes for different genders. Estimated Euro values of the participation were obtained by deriving how much income individuals would be willing to forego to be able to continue participating in different forms of football, while staying at the same level of the outcome.

Results, Findings and Discussion

The results indicate that both organized and informal football are associated with greater well-being, social capital, and health in Europe. However, associations are absent for more organized football for males and health. The largest monetary values are associated with social capital for both males and females. Of particular significance is that even though females participated less in all types of football participation, their well-being, social capital, and health benefits were estimated to be of higher monetary value than males.

Conclusion, Contribution and Implication

This study is the first to systematically explore the gender differences in the social value of grassroots participation in football across genders. The empirical findings of the greater marginal valuation of football participation for females is consistent with the higher marginal values associated with relative scarcity in micro-economic theory. The results highlight the importance of continuously promoting organized football participation for women across national associations in Europe. Collectively, the present findings suggest that investments in women's football at the grassroots level yield high potential social returns on investments, at least at the individual level of football participants and that the social nature of football generally is valued most highly.

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SPORT DEVELOPMENT AND SOCIO-CULTURAL PERSPECTIVES

Chair: Claire Jenkin

TESTING THE MEASUREMENT MODEL OF CONSUMERS' PERCEPTIONS ABOUT CORPORATE SOCIAL RESPONSIBILITY OF CHINESE SUPER LEAGUE CLUBS

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Research Aim

This study aims to develop and test a measurement model for consumers' perceptions about corporate social responsibility (CSR) of Chinese Super League (CSL) clubs. Based on the establishment of the conceptual model with four dimensions and the initial measurement items generated using a qualitative approach, further quantitative evidence for the psychometric properties of the measures is provided.

Theoretical Background

CSR has received attention among both practitioners and academics, with increasing popularity in the sport context, especially professional football. Based on a multidimensional approach, this study applies the concept of 'sustainable development' (SD) to develop a CSR measurement model suitable for CSL clubs. SD is represented by three dimensions: economic, social and environmental (World Commission on Environment and Development, 1987). Economic responsibility refers to a CSL club's business practice to increase revenue and productivity of the club and promote the economic growth of the local communities. Social responsibility is a CSL club's social practice for the purpose of maximising long-term social development. Environmental responsibility is a CSL club's practice to achieve sustainable environmental benefits. Although the nexus between CSR and SD has been widely applied in management fields, few studies have been able to combine two concepts in the sport context. In China, the professionalisation of football has attained increasing attention from practitioners, scholars, and the government. However, CSR is relatively new and there is still little knowledge of consumers' perceptions of CSR. It is noteworthy that the culture domain has become increasingly significant in achieving SD objectives (UN, 2015), and China in particular has distinct socio-economic, political, and cultural systems. Thus, in addition to the SD's three-dimensional approach, this study includes 'culture' as the fourth dimension, based on globalisation (Giulianotti & Robertson, 2009) and the cultural economy theories (Appadurai, 1990). To sum up, the proposed measurement model contains four CSR dimensions: economic, social, environmental, and cultural.

Proposed Research Methods

This study is on-going and expects to collect data from consumers of CSL clubs by July 2022. The methodological process for developing the CSR perception scale follows the standard scale development process (Churchill, 1979). Firstly, an initial item pool will be generated from past literature and developed by the researchers, accommodating contexts and cultures of Chinese professional football. The individual items will be content-validated and modified according to feedback from a panel of experts, including both scholars and practitioners. Then, a questionnaire with a 7-point Likert scale will be prepared for data purification. In the

preliminary analysis, the internal consistency of the measures will be tested, using item-total correlation (> .50) and Cronbach's alpha (> .70). A principal component analysis with an oblique rotation will be used to extract factors, based on Kaiser's (1960) criterion (eigenvalue > 1.00). Only those items which most clearly represent their respective dimensions will be retained (factor loading > .40). As a final step, a confirmatory factor analysis will be employed to test the psychometric properties of the measures retained from the previous factor analysis in terms of the overall model fit (e.g., CFI, NFI, RMSEA), reliability (e.g., composite reliability), convergent validity (factor loading, AVE) and discriminant validity (squared correlations vs AVE).

Expected Results

The results are expected to provide sound empirical evidence supporting the conceptualisation of the four-dimensional CSR perception and the measures for each dimension. The original items will be rectified through rigorous analytic methods, and a list of final items will be presented at the conference.

Conclusion, Contribution and Implication

A sound scale measuring consumers' CSR perception about CSL clubs has been developed. By providing a reliable and valid instrument, this study fills out the gap in the under-researched area of sport-related CSR from the perspective of Chinese sport consumers. It enables future researchers to consider possible antecedents (e.g., perceived fit, previous experience) and consequences (e.g., attitudes, behaviours) to better understand the consumer decision-making process surrounding CSR practices in Chinese football. It also contributes to academics by furthering the CSR research agenda in the Eastern context. Moreover, this measurement scale could be employed by other entities (e.g., Chinese Football Associations, public authorities, and social media) to determine how clubs' CSR practices are perceived among consumers.

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REVISITING SPORTS POLICY REGARDING "SPORTS TALENT CLASS" AND MITIGATING THE NEGATIVE EFFECTS OF STEREOTYPE THREATS

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Aim and Research Questions

The vexing problem of sports talent education in Taiwan has been discussed for many years. The purpose of the present two studies was to revisit sports policy regarding "sports talent class" from a stereotype threat perspective and to mitigate the negative effects of stereotype threats through self-complexity intervention.

Theoretical Background and Literature Review

Stereotyping has received scholarly attention in multiple fields (Pennington et al., 2016) and has been demonstrated to adversely affect learning and performance. The literature indicates that negative stereotypes regarding athletes' academic performance such as poor intellectual ability and inferior grades are widespread and can have significant adverse impacts (Hsu et al., 2021). In Taiwan, gifted and talented athletes would be integrated into a special education program called "sports talent class" from junior high school or elementary school. Since they are very young, these athletes study and train together using specialized curriculum arrangements, which majorly focus on sports training, not academic development. This sports policy was framed in the 1990s and since then, terms such as student-athlete and sports talent class have direct associations with negative academic attitudes and performance and are encapsulated in the dumb jock stereotype. From a stereotype threat perspective, it is important to examine the stereotype effects triggered by negative impressions of "sports talent class" (Study 1). Furthermore, a self-complexity intervention that effectively mitigates stereotype threat in gender and race studies was conducted in Study 2 to combat stereotype threat toward athletes and to bolster their self-affirmation.

Research Design, Methodology, and Data Analysis

In both studies, participants were high school students who consistently joined competitive athletics training and competitions above the interschool level. In Study 1, 98 high school student-athletes were randomly assigned to positive and negative conditions by reading short texts regarding their study and life experiences in sports talent class. A mathematics test was used as an academic performance indicator and the accuracy of the answers and the participants' attempts to answer were calculated.

In Study 2, a focus group interview was first conducted with five experienced teachers from high schools and universities. A high or low self-complexity intervention was established focusing on athletes' identity and "sports talent class". After the pilot study, 110 high school athletes were divided into two groups that received a high or low self-complexity intervention involved the drawing of self-concept maps, a visual representation of the qualities that individuals attribute to themselves. The students were first informed that they could participate in a free learning activity covering various subjects and they were asked to select the difficulty level of the activity (as a pretest). After the self-complexity interventions, the

participants were immediately asked to confirm whether they believed their chosen level to be suitable for their needs (as a posttest).

Results/Findings and Discussion

The research results (Study 1) indicate that the mathematical accuracy of the students who received positive experiences in sports talent class was significantly better than that of those who received negative descriptions about "sports talent class". The research results confirm that student-athletes are indeed affected by stereotype threats regarding sports talent class. These daily experiences of unconcerned academic learning may affect their motivation, interest, and belongingness in school (Pennington et al., 2016; Thoman et al., 2013). In Study 2, as hypotheses and consistent with the literature, the difficulty level chosen by the high self-complexity intervention group increased, whereas that chosen by the low self-complexity group decreased. The drawing of self-concept maps with multiple nodes activated high self-complexity, which may protect athletes from the impacts of negative stereotype threats and may have led them to feel more confident about taking on more challenges. The negative effect of athletes' overly rigid, exclusive self-identity has been established (Willard & Lavallee, 2016). Given that the low self-complexity condition was designed according to represent the context of "sports talent class", facilitating their identity development and cushioning the effects of stereotype threat through identity complexity is essential.

Conclusion, Contribution, and Implication

The findings of the present study indicated that experiences regarding sports talent class may have discouraging effects on the athletes. It appeals to the urgent need to revise the policy regarding sports talent education in Taiwan. Gathering athletes in sports talent classes when they are very young may reduce their motivation, interest, effort, and belongingness in academic domains that they believe to be unsuitable for them. Furthermore, the results of Study 2 indicated that enhancing athletes' self-complexity mitigated stereotype threats. Self-complexity is a less expensive and feasible intervention and could be easily contacted in a general classroom. It could be the start-point for sports policy change regarding sports talent class.

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EXPLORING WORKPLACE LEARNING EXPERIENCES IN SPORT FOR DEVELOPMENT AND PEACE (SDP)

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Aim of Research Questions

Scholars have called for research on Sport for Development and Peace (SDP) sector from a management and human resource development (HRD) perspective to help contribute to the long-term sustainability of SDP organizations. For instance, Svensson et al. (2019) emphasized the role of human resource capacity including skills, knowledge, and training of organizational members to better achieve desired social change missions of SDP organizations. To date, however, no studies have examined how SDP practitioners acquire the necessary knowledge and skills to better implement sport-based social change projects in underserved communities. The purpose of this study, therefore, is to explore how SDP practitioners learn the task and non-task-related knowledge and skills to serve their profession. This study will be guided by the following research questions to achieve the research purpose.
RQ1: How do SDP practitioners learn the necessary skills and knowledge to serve their role?
RQ2: What are the characteristics of learning experiences among SDP practitioners?
RQ3: What factors influence the learning experience of SDP practitioners?

Theoretical Background and Literature Review

Human resource capacity is a key factor for the sustainability of SDP agencies as having sufficient and qualified staff members can help build other capacity dimensions (Hall et al., 2003). In particular, skills, knowledge, and training of organizational members are considered as key factors of human resource capacity (Svensson et al., 2019). Given SDP practitioners are required to play multiple roles that are beyond the requirements for employees in traditional sport organizations (Kang & Svensson, 2019), it is reasonable to advocate the need for the critical reflection of HRD practice in the SDP sector to better understand how practitioners develop such key elements of human resource capacity (i.e., skills, knowledge) in SDP workplace (Shin et al., 2019).
Workplace learning consists of formal and informal learning according to the structure of learning activities and the existence of sponsors and trainers. In HRD literature, considerable attention has been given to informal learning as 70 to 80 percent of learning in the workplace is informal learning. Drawing from experiential learning theory, informal learning highlights that employees improve their professional expertise in the workplace through the process of action and reflection. For example, a social process including communication with others, mentoring, coaching, and collaboration experiences are typical informal learning activities. Given the difficulty of offering continuous formal learning programs by organizations due to limited resources and fast-changing work environments, literature has emphasized that most employees learn needed skills and knowledge from their daily work activities without a formally structured learning environment (Jeong et al., 2018).

SDP organizations are known for limited resources to invest in their workforces. However, little remains known about how staff members in these resource-scarce organizations learn the necessary skills and knowledge to serve their profession and contribute to building human resource capacity for better achieving organizational goals. Thus, this study will contribute to filling the knowledge gap in SDP sector.

Methodology, Research Design and Data Analysis

The interpretive qualitative research methodology will guide this study given the exploratory nature of this research (Merriam & Tisdell, 2016). The global SDP online platforms will be used to identify representatives from SDP organizations. Semi-structured interviews will be conducted from May to August 2022 with purposefully sampled SDP practitioners. The interview guide will be used to elicit practitioners' lived experiences of workplace learning, which are derived from relevant literature on HRD and SDP. Sample questions include: "What do you think about needed knowledge and skills to serve as SDP practitioners?" and "How do you seek and/or learn such knowledge and skills during your career?" Inductive two-cycle coding procedures will be applied for data analysis to identify emerging themes.

Results/Findings and Discussion

Given this study is in progress, detailed findings will be shared during the presentation at the conference. Even so, the researcher expects to identify (a) how workplace learning is manifested in SDP, (b) the characteristics of the workplace learning environment in SDP, and (c) facilitating and inhibiting factors influencing the learning experience of SDP practitioners. Findings from this study will be discussed by reflecting on existing literature.

Conclusion, Contribution and Implication

The findings from this study will unveil the current practice of workplace learning in the SDP sector. Specifically, this study will contribute to the literature by demonstrating unique workplace learning approaches taken by SDP practitioners. By doing so, the current study will suggest ideas for SDP leaders and/or organizations to better facilitate appropriate learning interventions and/or strategies for enhancing human resource capacity. Findings related to influential and inhibiting factors of workplace learning would also become a foundation for discussion among academics and practitioners to create a cost-effective learning environment in SDP organizations.

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PROFESSIONALIZATION OF ACTION SPORTS: THE CASE OF NEW OLYMPIC SPORTS

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Aim and Research Questions

Some action sports (i.e., surfing, skateboarding, and sport climbing) were included in the 2020 Olympics, creating opportunities to increase participation and media coverage of the sports even in countries where action sports have been less popular. Despite such opportunities, action sports organizations are pressured to change within a limited time to meet event standards and establish sound international networks to participate in the Olympics and international tournaments. This study explores the professionalization of action sports that were newly included in the Olympics. Three action sports (i.e., sport climbing, skateboarding, and surfing) in South Korea following the sports' inclusion at the 2020 Tokyo are examined. The following research questions are addressed: (1) How does inclusion as new Olympic sports impact the professionalization of the sports (e.g., permanent systemic and organizational change, *ad hoc* structures/processes)? (2) What domains of sports have been affected by professionalization? and (3) What opportunities and challenges are experienced by action sports during professionalization?

Theoretical Background and Literature Review

While action sports share common characteristics (e.g., risky, alternative, subcultural, and individualistic), each possesses its own history, identity, and development patterns (Thorpe & Wheaton, 2011). Thus, action sports have demonstrated a highly fragmented style and are unorthodox compared to other traditional sports (Bennett & Henson, 2003). The growth of action sports has been demonstrated by the addition of tour events, increased media coverage, and corporate sponsorships (Bennett & Henson, 2003).

Despite the growth, the professionalization of action sports has received less attention. This gap is problematic because action sports personnel and organizations need to adapt to changing environments appropriately (e.g., inclusion in the Olympics) to improve their managerial capabilities and increase their popularity in participation and viewership. To fill this gap, this study examines systemic and organizational professionalization of action sports, using Nagel et al.'s (2015) multi-level framework of professionalization in sports federations. This framework integrated three dimensions (i.e., causes, forms, and consequences) to analyze and specify the professionalization of sport federations based on social action theory. Professionalization in sport is defined as "the process by which sport organisations, systems, and the occupation of sport, transforms … to an increasingly business-like phenomenon" (Dowling et al., 2014, p. 527). Systemic professionalization is a perspective of professionalization that emphasizes the process by which external factors cause field-level changes for a sport, especially a collective change across different organizational domains (O'Brien & Slack, 2003). Inclusion in the Olympics could mean a significant environmental condition that may cause field-level changes necessary for systemic professionalization in

sports. Organizational professionalization explains the processes of change caused by the influx of full-time, business-like professionals who can rationalize and create efficiencies within organizations (Dowling et al., 2014).

Research Design, Methodology and Data Analysis

This research employs a multiple case study approach (Yin, 2017). We investigate three action sports in Korea following the sports' inclusion at the 2020 Tokyo. The three action sports in Korea are valid and timely cases that demonstrate field-level changes in which the sports were previously less established before inclusion. We are currently interviewing officials of main (e.g., national federations) and affiliate (e.g., local organizations) organizations and key individuals in the sports (athletes, coaches, fans, and related business representatives). Archival materials (e.g., annual reports and newspaper articles) and media data (e.g., documentary films and social media) will be used to support the findings from the interviews. For data analysis, thematic analysis will be performed using ATLAS.ti 9.

Results/Findings and Discussion

Preliminary findings of our study indicate that all three sports gained additional resources from government agencies and sponsors due to potential participation in the Olympics. Internally, these sports created more content and programs, resulting in increased media attention and public participation. Expectations and needs from the stakeholders and government agencies pressured the sports to adopt more professionalized structures and processes, which triggered their national federations' to employ more professional members (e.g., accountants and lawyers) and subdivide the organizations into specialized divisions. However, many of these changes did not endure when surfing and skateboarding failed to send any athletes to participate in the Olympics. Also, tensions between existing and new members/organizations threatened the sustainable development of these sports.

Conclusion, Contribution and Implication

The findings are essential to action sports managers and organizations, especially those in less popular countries, who wish to leverage the inclusion of their sports in the Olympics as an opportunity to establish a more systematic structure and process for the sports. Because these action sports are to be included in the 2024 and 2028 Olympics, this study can provide meaningful findings to the action sports practitioners regarding the field-level adaptation that will assist in the efficient management of the sport. Theoretically, employing the professionalization approach, this research will offer implications for future research on action sports by exploring multiple dimensions of sports' professionalization at the field level.

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SOCIAL INNOVATION IN SPORT-FOR-DEVELOPMENT PROGRAMMES: A SCOPING REVIEW ON STRATEGIES AND IMPACTS

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Aim and Research Questions

Social innovation is an emergent field of research within sport-for-development (SFD). With the continuous increase and diversification of publications, this study examines the current state of this research field through a scoping review to identify various social innovation strategies employed in SFD programmes and the extent of impacts in facilitating outcomes. Consistent with our aims, the research questions are as follows; i) how has social innovation been employed within SFD programmes? ii) what are the impacts of social innovation in SFD programmes?; and iii) what are the future directions of research within the social innovation in the SFD domain?

Theoretical Background and Literature Review

SFD programmes are operated worldwide in attempts to leverage sport to achieve desired social change outcomes. The way sport is utilised in SFD programmes to achieve these outcomes can be executed in ways that warrant innovative strategies. Unfortunately, SFD organisations often face challenges in attaining sustainable impacts, which are partly due to environmental and organisational constraints (Shin et al., 2020; Marlier et al., 2020). Given the nature of SFD, this has created added pressure for programme leaders to creatively adapt and develop alternative solutions to fulfil their respective social change missions. This is important, as their social change mission is a distinctive feature of an SFD programme. With that in mind, this closely aligns with the concept of social innovation. Social innovation is framed as the implementation of new and improved ways of promoting social change (Svensson & Hambrick, 2019). Within prior SFD literature, various social innovation strategies have been recognised. However, studies on the impacts of social innovation remain scarce. Further, there are calls for research on the relationship between innovation and sport including the processes and strategies employed by SFD entities (Schulenkorf, 2017). This review will follow Shier and Handy's (2015) social innovation typology, which has been consistently operationalised within SFD literature (Svensson & Hambrick, 2019). It structures social innovation around three key dimensions: product-based, process-based, and socially transformative innovation.

Research Design, Methodology and Data Analysis

Scoping reviews are appropriate in mapping the extent and nature of an emergent research topic. The purpose of scoping reviews includes determining the value of reviews, summarising, disseminating findings and identifying research gaps. This review will follow Arksey and O'Malley's (2005) framework for conducting a scoping review, which consists of five stages: 1) identifying the research question, 2) identifying relevant studies, 3) selection of

studies, 4) charting the data and 5) collating, summarizing, and reporting of results. In line, with previous scoping reviews in sport management literature, both a frequency and thematic analysis will be conducted.

Preliminary Results and Discussion

Early preliminary results indicate that social innovation takes various forms in the SFD field, with a shared emphasis on assisting managers to better achieve their goals and objectives in designing, implementing, managing, and evaluating their programmes. Extant literature suggests a variety of different social innovation strategies are employed by SFD practitioners ranging from new internal practices to creative ways to harness collaborative synergies with external actors for innovation. Many reports of the impacts of social innovation in SFD have been anecdotal, but recent empirical studies indicate a significant relationship between social innovation and organisational performance in the SFD field. To date, however, most prior literature has focused on the types of innovation or exploratory studies of innovation strategies with fewer studies on the impact of innovation on programme participants and organisations' abilities to achieve their intended goals.

Conclusion, Contribution, and Implications

The increased interest in social innovation among SFD practitioners has resulted in a growing body of scholarship on social innovation in the SFD literature (Svensson & Hambrick, 2019). Considering the growing recognition that innovation is critical for the future of SFD organisations (Schulenkorf, 2017), there is a need to organise and synthesise extant knowledge on the topic of social innovation. The expected findings of this scoping review will enable scholars and practitioners to identify various social innovation strategies employed within SFD programmes and critical success factors. This scoping review will provide the first attempt to consolidate findings on the topic of social innovation in SFD and align with other SFD-related reviews by providing programmatic suggestions that can assist SFD programmes to better achieve desirable outcomes. Furthermore, the scoping review will help identify knowledge gaps for future empirical and exploratory research for scholars interested in advancing the body of knowledge on innovation in SFD. Preliminary findings indicate a need for future research linking strategies with innovation outcomes as well as experimental research designs to elicit the underlying preferences regarding social innovation types and strategies among SFD stakeholders.

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A NEW PERSPECTIVE ON PRACTICE AND COMPETITION: CHALLENGES FOR SWEDISH NON-PROFIT FOOTBALL COACHES

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Aim and Research Questions

This paper is a part of an on-going dissertation project related to the Convention on the Rights of the Child. The Convention on the Rights of the Child became Swedish law on January 1st 2020 with the purpose of further strengthening and making visible children's rights.
The ambition of the Swedish sports movement is to promote inclusion and sports for all while declining membership and participation figures occurs among children and youth in Swedish sports. Further the sport activities take place in a context where the activities often are regarded as a preparation for and participation in the organized competitive sports system, which itself can be seen as selective. To reverse the trend of more and more people leaving the organized sport activities within Swedish sport federations at earlier ages and with the purpose to strengthen ties with the members, five prioritized "development journeys" were defined at the Annual meeting of the Swedish Sports Confederation in 2017 (Riksidrottsförbundet, 2019). One of these journeys was called A new perspective on practice and competition, with the aim om giving everyone the opportunity to take part in sports regardless of age, gender, ambition, level of performance or other factors. For that reason, practice and competing should be fun and developing while results should be of less importance.
The aim of this paper is to clarify and explain the meeting, clashes and tensions that occur when a new perspective on practice and competition meets non-profit football coaches and their everyday work with children and youth.
Research questions: What meeting, clashes and tensions arise, where do they occur and how can they be explained?

Theoretical Background and Literature Review

The theoretical point of departure is the historical institutional theory. With a historical institutional perspective, the reason for different strategies and decisions as well as results and reactions are studied. According to the chosen theory, changes in institutional rules can be difficult to predict, which might lead to a situation where many actors continue the same path (i.e., path dependency) with the same set of rules despite tensions and contradictions (Steinmo, 2008). As such, alternate strategies or behaviours might be excluded and not given priority (Pierson, 2000). New perspectives and structures can be adopted when basic values are legitimized and the opportunity to realize them is visible (Powell & DiMaggio, 1991). At that time, there also needs to be sufficient resources to change. In addition, if actors and institutions are faced with exogenous shocks, the path dependency can be interrupted, and new structures and behaviour can be established (Steinmo, 2008).

Research Design, Methodology and Data Analysis

The setting of the study is a single non-profit sport-for-all-club where football for children and adolescents is the main activity. The football coaches' everyday work with children and

adolescents was studied closely through an ethnographic approach. The data collection included observations of football coaches during practice sessions and matches as well as interviews with these coaches. The interviews covered the previous observations, i.e., stimulated recall (see Calderhead, 1981). An individual conversation template was created for each interview. The collection of empirical data consists of 24 observations, 12 practice sessions and 12 matches as well as 18 interviews. In sum, 20 coaches were involved in the data collection process. The collected data were, thereafter, analysed using a thematic analysis approach (see Braun & Clarke, 2006).

Results/Findings and Discussion

The results show that the non-profit football coaches are influenced and challenged by previous decisions and prevailing institutional norms and rules. It is also possible to identify the characteristics of the situations where a revised model for practice and competition occurs, where sporting result is not central, and practice and competition is designed so the participants have fun and develop. More specific results from this on on-going project will be available by the time of the conference.

Conclusion, Contribution, and Implication

This paper shows and explains the meeting, clashes and tensions that occur when A new perspective on practice and competition meets the non-profit football coaches' everyday work with children and youth. In order to achieve this "development journey", which is based on inclusion and sport for all, the path dependency that exist needs to be highlighted and made visible so that the coaches become aware of their decisions, behaviour and what consequences their way of coaching have. Furthermore, to replace institutions and behaviour, the new perspective on practice and competition, as well as the Convention on the Rights of the Child, need to be contextualized and made clearer if they are to be implemented and actualized in practice by the non-profit coaches. Otherwise, this development journey will likely, and in accordance with institutional theory (see Powell & DiMaggio, 1991; Steinmo, 2008), have trouble of obtaining sufficient legitimacy.

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EXPLORING THE DESIGN OF A SPORT FOR EMPLOYABILITY PROGRAMME: A CASE STUDY

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Aim and Research Questions

There is a large interest in using sport as a tool to tackle youth unemployment. However, few studies have empirically examined how programmes can be effectively implemented. Although these studies provide valuable information based on an analysis across different programmes, insight into the workings of a particular existing sport for employability (SfE) initiative remains absent. Thus, the purpose of the present study is to take a closer look at a SfE programme and explore how it structures and organises its programme. Therefore, we formulated the following research questions: (1) how does a SfE programme constructs and delivers its programme? (2) Does the investigated SfE programme operate in line with theory-based approaches?

Theoretical Background and Literature Review

Rates of young people detached from the labour market and education (NEET) are fairly high in the European Union (17.6%) (Eurostat, 2021). Therefore, sport has been regarded as a suitable tool to develop these NEET's level of employability. This belief originates from (a) the centrality of soft skills within the concept of employability and (b) claims regarding sports' ability to develop soft skills among participants. Such "sport for employability (SfE) practices" can be regarded as a specific subset of sport for development (SfD). However, given the limited number of studies concerned with SfE, we will draw on literature from the broader field of SfD. While SfE programmes have a lot in common, there are specific issues addressed aimed at facilitating participants' entry to the labour market (e.g., job coaching, mock interviews, work visits).

Beliefs about sports' contribution to numerous social, educational and health goals are often based on the idea that merely participating in sport will provide a simple and cost-effective tool. However, various authors have indicated that such assertions neglect the lack of empirical evidence and the fact that sports' developmental potential is not unconditional (Coakley, 2011; Coalter, 2013). This is also confirmed in more recent publications (e.g., Coalter, 2021). Therefore, several researchers point to the importance of providing insight into the process of SfD programmes by using a 'theory of change' (e.g., Coalter, 2015; Whitley et al., 2018). Such a theory explicates the desired impacts and how they can be achieved.

As mentioned, little is known about increasing employability through sport. Exploring how a SfE programme defines and works towards its desired outcomes and how it monitors progress, might provide detailed insight into how such practices operate. In addition, we will assess whether the investigated programme operates in line with researchers' recent calls for theory-based approaches.

Research Design, Methodology and Data Analysis

This study adopted a case study approach. Data were collected within a municipal sports-based employability programme (one female, one male) targeting NEETs. The initiative can be considered as an appropriate case as it was one of the very few examples in Flanders that organised SfE programmes on a regular basis. In addition, one of the partners had a long track record in using sport to develop social skills. In total, 12 individual semi-structured interviews were conducted with 8 staff members (4 males, 4 females). The interviews included open-ended questions related to, for example, recruitment and selection of participants and targeted programme outcomes. Subsequently, thematic analysis was used as an accessible method to identify, analyse and report patters or themes within the data.

Results/Findings and Discussion

Our findings mainly reveal the potential challenges that SfE programmes may face. Correspondingly, our results suggest that the investigated programme was designed based on intuition and experience without reflecting on the underlying principles that undergird programme activities. As such, these challenges point to the absence of a theory of change. We can distinguish three main observations. First, there was an absence of well-defined definitions and operationalisations of desired outcomes. Second, the case under study did not use a systematic approach to its programme strategy. Third, despite several promising elements regarding tracking participants' progress, there was no coherent strategy to address the different stages that participants go through during the programme.

There might be several possible sources for the lack of a systematic approach. First, providers may underestimate the importance of defining both specific outcomes and accompanying strategies to intentionally facilitate those outcomes. Second, programme developers might lack specific knowledge and frameworks. Third, the lack of discussing the adopted strategy among the involved partners may prevent working from shared programme aims. Finally, the pressure to comply with the requirements of funders might also be a determining factor for the lack of a systematic approach.

Conclusion, Contribution and Implication

Our study showed that a SfE programme might struggle with offering a systematic approach. In order to no longer organise SfE programmes merely on the basis of intuition and experience, several applied and research implications will be formulated. As the most significant implication, we refer to the importance of adopting a theory-based approach.

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"IT WAS THE BEST OF TIMES, IT WAS THE WORST OF TIMES" – NORWEGIAN SPORT FOR DEVELOPMENT AND PEACE VOLUNTEERS TO THE GLOBAL SOUTH

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Aim and Research Questions

With the idea that "sport at its best is a unique tool for building bridges between people and cultures" the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) has since 1997 recruited more than 300 Norwegian youth to work as sports volunteers with and for partner organizations in southern Africa. The volunteers have spent between four and 12 months working with sport in schools, sport clubs and local communities. The engagement can be seen both in relation to the long history of Norwegian sport for development as well as international volunteering in general, and sport for development and peace (SDP) volunteering specifically. The aim of this paper is to illuminate the lived experiences of former Norwegian SDP volunteers. Through utilizing the concept of intersectionality (Crenshaw, 2017) the following research question is highlighted: What stories of gender, ethnicity and class are revealed in global north volunteers' reflections upon their time working with SDP projects in the global south?

Theoretical Background and Literature Review

Research on SDP volunteering has scrutinized volunteer motivations, learning outcomes for SDP volunteers, highlighted issues of social capital and viewed global north volunteering through critical lenses of neoliberalism and post-colonialism to name but a few (e.g. Giulianotti et al., 2021). In this article, we apply an intersectional lens to our analysis of SDP volunteers' experiences. To our knowledge this has not yet been done in the research on SDP volunteers. As outlined by Levine-Rasky (2011), in intersectionality theory, identity and exclusion are multiple and complex, and produced and sustained by social, political, and ideological contexts. "Who one 'is' is not static; it is wholly relational to others, to culture, and to organizations in which one moves. Identity is elected and it is emergent in relation to power. Exclusion effects individuals and groups marked by multiple categories of 'difference'" (p. 242). Thus, according to this perspective, stories of gender, ethnicity and social class are insufficient if analysed independently, because these social positions are experienced simultaneously.

Research Design, Methodology and Data Analysis

We employed a combination of qualitative and quantitative methods to collect data. First, an online survey was developed and distributed to 288 former Norwegian sports volunteers whose e-mail addresses were given to us via NIF. 91 respondents answered the survey. The survey was divided into two main topics. The first regarded their experiences of being volunteers. As most of the volunteers had also been students during their time abroad, the second topic concerned the study learning outcomes combined with the volunteer service. The survey consisted of 13 closed and 11 open-ended questions. For the closed questions we

employed a five-point Likert-type scale ranging from 'Strongly disagree' to 'Strongly agree'. The open questions were designed to elicit data regarding the volunteer experience. Example questions are: 'What expectations did you have of your role as a sports volunteer prior to your departure?', 'How did you experience your time as a sports volunteer?' and 'Can you share your experiences of being part of a host family during your stay?'.

In addition, data were collected from two focus groups with altogether eight participants. The topics of the focus groups followed the topics of the survey, but more questions were included to help the research participants to talk about their personal opinions, experiences and promote critical thinking. Both authors were involved in facilitating the focus groups via Zoom. The authors were attentive to hear the responses of all participants and aid the process of critical thinking and discussion. After each participants' consent, the focus groups were recorded and thereafter transcribed. Each focus group lasted for approximately 1 ½ hours. The survey data was transferred and coded in Excel. The focus groups were coded in NVivo 12. In the thematic analysis of both data sets we utilized Braun and Clarke (2006) six-stage flexible process to acquire a rich and complex understanding.

Preliminary Findings and Contribution

Preliminary findings indicate that the SDP volunteer experience is multi-faceted, as stories of gender, ethnicity and socio-economic status are unpacked. Different stories of privilege are especially being revealed and the SDP volunteers speak of "winning the lottery of birth" (socio-economic status), "white guilt" (ethnicity) and the male privilege (gender). The preliminary finding thus correspond with previous SDP volunteer literature that have investigated volunteer identity construction (e.g. Darnell, 2007; Hayton, 2018). Seen through the lens of intersectionality we will further the knowledge base on SDP volunteerism by discussing SDP volunteers' identification of the categories of difference, and the power relationships between these categories.

Unique for the data material is the time span between the informant's volunteer experiences. Additionally, whereas most of the research on SDP volunteerism comes from North America, this contribution offers a Nordic perspective.

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A NARRATIVE ANALYSIS OF THE PHILLIPPINES WOMEN'S NATIONAL FOOTBALL TEAM'S JOURNEY TO THE 2023 FIFA WOMEN'S WORLD CUP

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Aim and Research Questions

In a thrilling upset over Chinese-Taipei in the 2022 Asian Football Confederation (AFC) Women's Asian Cup quarterfinals the Philippines Women's National Football Team (PWNFT) secured their bid for the 2023 FIFA Women's World Cup (FWWC), an historic achievement that no football team from the Philippines has accomplished. This is important as this team not only carved their place in history but set a new bar for football in the Philippines and a sense of pride across the nation.

Reactions from fans, Filipino nationals, and women's sport advocates erupted across news outlets and throughout the sport for the development sector in support of and interest in the Filipinas. Their victory generated global recognition and gained the team/players legitimacy from various stakeholders. Many heralded it as an opportunity for life change for these individuals and the women's sport community in the Philippines. This possibility for life change has support in the academic literature. As one example, Lim & Dixon (2017) argued, "Sport has the capacity to generate personal change for girls or women" (p. 400) and serve as a catalyst towards empowerment for these individuals. How, why, and when sport actually facilitates empowerment remains an important area of investigation.

Life course theory (Giele & Elder, 1998) posits that individual turning points provide points of reference in individual lives whereby salient events and decisions lead toward life change. These include markers such as graduations, job changes or significant life events like participation in clubs, sports and more. One example is participation in a sport event that is considered a historical first. Leveraging the example of the PWNFT, the purpose of this study is to examine how participation in a significant global sporting event facilitated empowerment among women, how they experienced this, and their thoughts on catalyzing that empowerment to impact others in their sphere of influence.

Theoretical Background and Literature Review

Zimmerman's (1995) nomological network for psychological empowerment, suggests that at the individual level, psychological empowerment is defined as a process by which individuals perceive and gain control over personal issues, understand their environment critically, and take actions to influence the issues in their lives or communities. Lim and Dixon (2017), leveraging this framework, provided insights into a holistic understanding of the sport experience, including informing how women understand empowerment, gain control over their bodies and lives, and ultimately how they experience life change and liberation from damaging gender norms, expectations, and more. This study utilizes this same theoretical framework.

Research Design, Methodology and Data Analysis

For this in progress study, researchers are taking a narrative inquiry approach (Creswell, 2018) to elicit participant voices on their lived experience during the months of the 2022 AFC Women's Cup through the 2023 FWWC. This answers a call for more personal narrative that can serve to invigorate sport management research (Rinehart, 2005). The sample consists of eight PWNFT players. The participants have been asked to provide written autoethnographic narratives regarding their experience during the aforementioned time frame, in response to journal prompts sent via email. To date, one set of journal prompts has been distributed. The initial prompt, asked players to tell their story of participating in the AFC Cup, and the events and personal experiences they have had since earning the qualifying bid. For future study, three additional rounds of data collection are planned, with future prompts designed to elicit further information as to participants' journey and experience navigating the months leading up to the 2023 FWWC. Narrative analysis techniques will be used to analyze the data (Creswell, 2018).

Results/Findings and Discussion

Preliminary analysis indicates that each participant felt that moment (advancing to the FWWC), was the greatest of their life. Participants described this as unforgettable and the best moment of their life. When participants describe the weeks following celebration festivities and they had returned home, emergent themes were depression, stress, and pride. Consistent with Zimmerman (1995), it appears the unprecedented nature of such an achievement generated a confidence, excitement, and emotional response that boosted their relationships and confidence with themselves and their team. In this context, the brief celebratory activities were followed by a return to home and normalcy, where players experienced some difficulty adjusting. In contrast to Zimmerman (1995), the players also experienced elements of disempowerment. That is, a lost sense of purpose, feeling out of place, and lonely as they were separated from their teammates.

Conclusion, Contribution and Implication

While research on turning points has explored individual experiences, this study examines personal experiences connected to a team of people and history of a nation. The complexities of this context allow for further examination of the psychological empowerment framework. Practical implications include generating strategies to capitalize on empowerment and momentum of women sparked from these moments and mobilizing attitudes and behaviors towards larger end goals for women in sport.

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PUSH–PULL ANALYSIS OF MOTOCROSS AND SUPERCROSS ATHLETES' MIGRATION TO THE UNITED STATES

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Building on scholarly literature on transnationalism, mobility, and acculturation in sport (Agergaard & Ryba, 2014; Elliott & Maguire, 2008), the purpose of this study was to explore the motivations of professional motocross and supercross riders to migrate to the United States. Sport migration is the movement of athletes across international and cultural barriers (Hassan & Lusted, 2013). Inequality of resources, cultural conditions, talent, and political issues have been advanced as motivators for athletes to migrate (Chepyator-Thomson & Sande Ariyo, 2016).

On one hand, negative political and socioeconomic environments in the home country could motivate athletes from developing countries to move abroad, agreeing with the idea of a muscle drain. This phenomenon coincides with the transnational migration of skilled athletes when they reach a performance level that is recognized internationally (Gerrard, 2002). Studies emphasizing European countries and the context of soccer have concur with the muscle drain phenomenon (Andreff, 2008; Andreff & Szymanski, 2006), but individual sports and the United States as a destination have generally been overlooked by scholars (Love & Kim, 2011).

On the other hand, better training and career development opportunities are key reasons and motivators for athletes to migrate abroad. Consequently, the United States is an attractive destination since it offers enhanced funding, facilities, and resources, across different sports. Additionally, the utopian image of an American Dream depicts unrestricted career development where personal wealth and the pursuit of self-interest seem possible.

Studies in sport labor migration (e.g., Elliott, 2016; Elliott & Maguire, 2008; Orlowski et al., 2016) have developed a push–pull framework for understanding negative factors (referred to as push effects) that drive people away from their countries of origin and positive factors (pull effects) that draw people toward their destination countries. Migration therefore occurs when push or pull effects make leaving one's country of origin a better alternative (Elliot & Maguire, 2008). Fernandez et al. (2006) expanded the push–pull framework by adding anti-push (retention at origin) and anti-pull (deterrence at destination) factors. The present study explored the migration of professional athletes to the United States using the extended push–pull–anti-push–anti-pull framework.

Motocross and supercross athletes living in the United States, who fit the criteria of having migrated to the country and were competing at the professional level, were recruited to participate in the study. Qualitative methodology in the form of semi-structured in-depth interviews was used to understand the lived experiences of participants and the sociopsychological meaning of their migration to the United States.

Data was analyzed using a thematic analysis with coding categories grounded in the push–pull–anti-push–anti-pull framework. Provided we expected to identify additional themes, we utilized an inductive process of open coding to deconstruct and conceptualize data into possible lower-order themes as well (Corbin & Strauss, 2014). The data was analyzed and

placed into raw themes, and then collapsed into first-order themes as we moved toward a higher level of abstraction until we identified general dimensions (Corbin & Strauss, 2014). The primary themes related to the migration of these athletes to the United States included the push factors, mostly offered by athletes from developing countries, namely the "Unstable Sociopolitical Conditions in the Home Country" and "Lack of Competition in the Home Country leading to a Muscle Drain". Pull factors, offered by all riders, were the "Pursuit of the American Dream" and "Positive Perceptions of Sport in American Society". The anti-push and anti-pull factors that emerged were "Uncertainty of Leaving Strong Ties in the Home Country" and "Uncertainty of Leaving Strong Ties in the Home Country", respectively. Moreover, vital support systems and acculturation emerged as general additional themes.

By offering a unique perspective on the push, pull, anti-push, and anti-pull factors influencing professional motocross and supercross athletes' decisions to leave their home countries and migrate to the United States, this study adds to the literature on transnational athlete migration. The study fills a gap in the literature where researchers have investigated athlete migration to European countries but may have disregarded the United States (Allan & Moffat, 2014; Andreff, 2001; Andreff & Szymanski, 2006). Notably, the American dream emerged as a motivator for athletes aiming to attain personal goals in the "land of opportunity" (Miguez, 2007). Acculturation, which is characterized as either adherence to the dominant culture or maintenance of the culture of origin (Berry, 1997), was found to be a major theme. Nevertheless, findings add to existing literature by showing how cultural differences can affect athletes' post-migration acculturation. To illustrate, we found that athletes from developing countries had more difficulty adhering to American culture than did athletes from developed countries.

Alongside, results revealed that athletic career development is a strong driver of transnational migration for highly skilled individual athletes and their transnational mobility therefore characterizes a highly valuable commodity. Further findings and implications will be presented at the conference.

BROADER, NEW AND CRITICAL ASPECTS OF SPORT MANAGEMENT

Chair: Mathew Dowling

A MULTI-PERSPECTIVE ANALYSIS OF THE ENVIRONMENTAL SUSTAINABILITY PRACTICES IN THE ENGLISH PROFESSIONAL FOOTBALL

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Aim and Research Questions

The present study aims to analyse and discuss different perspectives regarding the environmental sustainability (ES) practices adopted by English professional football clubs. As part of the research, interviews have been conducted with several English professional leagues (EPLs) stakeholders, including club officials, the Football Association's and league's representatives, journalists, and NGOs. The research questions are defined as follows:
1. How do different stakeholders perceive the ES efforts of the EPLs?
2. In which key areas potential conflicts can arise between stakeholders, and where a consensus has been achieved?

Theoretical Background and Literature Review

When attempting to conceptualise the relationship between the natural environment and sport, authors have argued its bi-directional nature (McCullough et al., 2020). Sport competitions impact the natural environment, but there are several examples of natural disasters affecting the ability of sports to operate (Ross & Orr, 2021).

As the sports industry is attempting to adopt more sustainable practices, due to social, functional and political pressures, researchers have highlighted that primary and secondary stakeholders impact severely the decision-making process; however, only a few studies have examined how stakeholders affect ES practices in the football industry (Daddi et al., 2021). Particularly, Todaro and his colleagues (2022) identified a significant impact of market and societal stakeholders on the environmental management of football clubs, compared to governmental and other institutional pressures.

Although the industry's ES efforts should be applauded, there are several challenges accompanied, with inconsistent reporting, lack of scope and standardization in environmental performance (EP) evaluation being the most important (McCullough et al., 2019). In response to those needs, agencies and organisations have developed different tools for ES assessment ranging from sports facilities certification (LEED, BREAM) to EP evaluation (ENVIO, EF, LCA, EPL Sustainability Table). However, assessing the EP of a sports organisation can be considered a rather complicated task which includes an overall evaluation across all the organisation's key operations.

McCullough and his colleagues (2019) outlined that the existing tools and methods fall short to measure *environmental externalities*, including impacts from touristic activities and other indirect actions related to sport events. Therefore, attempting to put together the perceptions of different stakeholders can provide us with important insights regarding the advancement of ES in sports.

Research Design, Methodology and Data Analysis

An action research design was selected for this study, specifically qualitative data acquisition through semi-structured interviews with EPLs stakeholders over the phone or a video call. A

semi-structured approach provided the participants with the safety of the already established questions and simultaneously offer the researcher the freedom to delve into specific subjects based on his judgement. Participants answered questions pertaining the engagement of English professional football with ES, with the broader aim to uncover underdeveloped areas (e.g., ''how would you rate the fan engagement across different areas of ES''). Additionally, secondary quantitative data were used, including web-sourced materials and any documents provided by the participants, such as internal or external reports and ES strategies.

The data were analysed using Atlas.ti, a qualitative software analysis program (Hwang, 2008). Initial coding was derived from sports management and sports ecology literature. An open coding scheme was developed to synthesise complex data, and initial themes were adopted based on the quantitative secondary data. Following the identification of specific themes related to stakeholders' perceptions regarding ES, key quotations were highlighted and interpreted.

Results/Findings and Discussion

Preliminary analysis of the initial data reveals a high level of variation. Additional interviews are being conducted to achieve data saturation. These interviews will be concluded by the end of June 2022.

Noteworthy, when the participants were asked to rate their satisfaction with ES practices in EPLs their answers ranged from "…… there has been a great progress (towards ES) in recent years" to "We (England) are still in the initial stages comparing with other leagues". A consensus, aligned with scientific literature, was observed in the "most critical area for mitigating a football club's environmental impact". They all agreed on transportation. Furthermore, in support of previous studies, societal and market stakeholder pressures are important drivers for ES practices (Todaro et al., 2022).

The conflicting answers in certain categories can be interpreted based on the significant differences in the level of ES practices within the league (pioneers vs beginners), the background and the limited number of participants and finally, they highlight the confusion around ES in the sports industry.

Conclusion, Contribution and Implication

As sustainability gains momentum in the sports industry, more studies should explore the dynamics between stakeholders and sport organizations, concerning ES. This study contributes to the literature by identifying key areas and demonstrating unresolved challenges among stakeholders. Furthermore, it aims to assist policymakers' efforts by providing them with various perspectives, which may lead to more comprehensive future policies. Lastly, decision-makers can benefit by acquiring an overview of the stakeholder's perceptions and demands on ES.

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ASSESSMENT FRAMEWORK OF THE BUSINESS ECOSYSTEM HEALTH IN PROFESSIONAL SPORT LEAGUES FROM THE PERSPECTIVE OF VALUE CREATION

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Aim and Research Questions

Business ecosystem (BE) theory and its application in management studies have developed much in recent decades, including business ecosystem health, which is an essential part of BE's evaluation. As papers on ecosystem health remain scant in sport management field, this paper aims to address this gap by proposing a framework for assessing the health of business ecosystem of the professional sport leagues from the perspective of value creation capability. It can be used to understand the structure and the functioning of the business ecosystem of the professional sport leagues.

Theoretical Background and Literature Review

Business ecosystem describes the environmental structures and patterns within a specific business setting. Its component is an economic alliance that includes companies in a competitive environment centered on core companies (Moore, 1993). Iansiti and Leivien (2004) first described the definitions of business ecosystem health and proposed measuring dimensions. Ecosystem health addresses how well the system functions, which affects the system's output, survival, and development of the whole ecosystem and its members. Then the scholars mainly focused on improving these measures (den Hartigh et al., 2006) or adapting them to different fields or case studies.

In the business ecosystem, value is created by the company itself and the collaboration of many companies or partners for the end customer. Every actor in the ecosystem creates and captures value (Adner & Kapoor, 2010). Sporting activities and related services are the fundamental basis of exchange. Sports firms create value propositions by configuring a value network in which the firms, customers, and other stakeholders integrate the resources of their specific networks to co-create value (Woratschek et al., 2014). Therefore, value creation capability became the key to determining the functioning state of professional sport league's business ecosystem.

Research Design, Methodology and Data Analysis

The theoretical model of professional sports league business ecosystem was constructed according to previous research on professional sport league economics, as well as the characteristics of professional sport league business networks. Then a systematic review was conducted to summarize the business ecosystem's health and value creation capability measurements by identifying and evaluating the published papers. We adopted Prisma as our drafting protocol. A documentary analysis (Bowen, 2009) was conducted to determine the index representing professional leagues' value evaluation criteria. The J-league annual reports in the recent nine years were used. Codes were clustered into substantive categories and merged with the business ecosystem health index according to our systematic review.

Combined with the deductive approach, the assessing indexes were collected from the existing papers and adapted to the situation and features of the professional sports league.

Results and discussion

This paper introduces the concept of business ecosystem and its health assessment in the professional sport league context. We first outline the business ecosystem of the professional league and propose that it is composed of a core enterprise, entangled and connected with other stakeholders. The core enterprise within the ecosystem is the professional league itself. As a platform, it is primarily responsible for the survival of the enterprises and the ecosystem. Inside the ecosystem, we defined the clubs, sponsors, media and fans as the other keystones, and the athletes, funding and audience are defined as the flowing elements in the ecosystem. We then propose a three-level index framework that characterizes the ecosystem health of professional sport league from the perspective of value: three dimensions in the primary level, which includes the value creation ability of the core enterprise, business ecosystem value sharing capability, and business ecosystem value co-creation capability.

For the value creation ability of the core enterprise, debt-paying ability, profitability, operational efficiency, development capability, and corporate social responsibility are included as the secondary index. The secondary index is followed by some tertiary indicators, whose data can be collected from the annual report of the sport league.

We define the business ecosystem value sharing capabilities as the capability that an ecosystem offers a fluent and smooth transfer route of information and resource. It could be assessed by the secondary indices such as the ability of strategic sharing, the level of ecosystem self-organizing, and the level of platform openness.

Finally, we define the business ecosystem value co-creation capabilities as the value created from the consumer side. Here, attendance, numbers of season ticket holders and paid channel subscribers, numbers of broadcasting channels and official sponsorships are used to operationalize the primary index.

Conclusion, Contribution and Implication

Our conceptualization contributes to sport management literature by providing a systematic framework and combined value perspective. It also contributes to business ecosystem literature by adding an adaption to sport field. For the practical implication, our paper outlines and guides the assessment of the health of professional sports league business ecosystem.

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SPORTS FOR NATURE: UNDERSTANDING CURRENT NATURE PROTECTION PRACTICES IN SPORT

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Aim and Research Questions

Since 1994, the use of sport to promote environmental awareness has been part of the United Nations Environment Programme's (UNEP) advocacy and education efforts. Key to this has been the strong relationship with the International Olympic Committee (IOC), who have collaborated on projects such as the CleanSeas campaign and the Mountain Sports Alliance. In alignment with the Decade of Restoration, a more systemic approach is to be explored so that UNEP can use its normative capability to shift the world of sport on specific thematics linked to nature work. Commissioned by UNEP, this research aimed to understand the current efforts in sport environmental sustainability and take stock of managers' perspectives on the importance of nature, with a focus on three research questions.

RQ1 – Do sport managers perceive nature to be important?
RQ2 – What are sport organisations currently doing to address environmental issues?
RQ3 – What capacities do sport organisations have to address environmental issues?

Literature Review

A growing body of sport ecology literature has established that sport has a sizable impact on the natural environment, and is impacted by changes in the natural environment (McCullough, Orr and Kellison, 2020). As the climate emergency worsens, sport organisations and events have been subject to increased academic and government attention aimed at understanding and improving the environmental performance of this sector (McCullough et al., 2020; Carmichael, 2020). So far, research has focused primarily on climate emissions and reduction efforts (McCullough et al, 2020; Wicker, 2018) as these are central to climate solutions. However, sport also impacts nature and biodiversity, through habitat disruption, pollution, pesticide and herbicide use, and other disruptions, which are largely overlooked in the literature. These impacts on nature are part of a broader ecological crisis related to- but distinct from- the climate crisis, leading to biodiversity loss at a massive scale (UNEP, 2021). We argue the ecological crisis warrants additional research in all sectors, including sport. The bulk of literature on sport ecology topics has cast a narrow lens upon elite and professional sport, mainly in North America, Europe and Australia, leaving community and recreational sport organisations, along with sport organisations in other parts of the world, under-researched (Carmichael, 2020). Given that contextual factors such as government approaches to environmental issues (Atkinson, 2016) and perceived lack of resources and education (Ross & Mercado, 2020) can impact sport organisations' willingness and ability to address environmental issues, this study included recreational sport organisations, clubs, leagues, and governing bodies from different countries around the world.

Methods

Focus groups were held with sport managers from sport organisations at all levels ranging from community sport to international sport federations, from sport for development

programmes to the high-profile professional teams and leagues. In total, 20 focus groups were held, including 17 in English, 2 in Spanish and 1 in French. Further, to accommodate issues with internet access and multiple time zones, we accepted some email participation wherein respondents would answer the same questions used in the focus groups by email. In total, 356 organisations were contacted through a mix of purposeful sampling, convenience sampling, and snowball sampling, and 109 sport managers representing 103 different organisations took part.

Findings and Discussion

A total of 103 organisations from 48 different countries and representing 30 sports participated in the study. Findings indicate that the majority of sport managers in our sample agree with the sentiment that nature is important, and that changes in the natural environment can have important ramifications upon the health and wellbeing of athletes, with concerns raised about air pollution and heat in particular, and increased incidences of extreme weather disrupting events and economic returns. We found that larger sport organisations are more active in environmental sustainability efforts than smaller organisations, but few have embedded environmental sustainability into their organisational strategy, and only 7 have specifically engaged in nature protections or biodiversity enhancement. Our findings can be attributed in part to limited internal capacity to address nature issues; particularly in the wake of COVID-19 which saw budgets cut and staff furloughed across most sport organisations. However, network resources are being leveraged as a source of information and external resource for activating nature-based work. Participants identified a range of solutions for increasing capacity for nature-based work, including grant funding opportunities, better channels for knowledge exchange with academics, and sport-specific guidance translated into multiple languages.

Conclusion and Implications

Sport's impact on nature remains underexamined in the literature and largely ignored by sport practitioners. This research found that despite limited internal capacity to address nature issues among sport organisations, opportunities exist to advance this work through network resources, additional funding, and improved availability of information on nature. Conclusions drawn from this research that might inform UNEP's next steps with regard to their advocacy and education efforts within- and through- the sport sector.

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THE SPORT ECOSYSTEM: A COMPREHENSIVE FRAMEWORK

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Aim and Research Questions

The twenty-first century has seen the sport industry transform and evolve in many ways, for a variety of reasons. While several comprehensive industrial analysis models exist to help managers cope with the changes, the nuances of sport require a bespoke structure. The concept of ecosystems has become widely used in sport, but with little consistency in definition or scope. This study tests the previously presented Sport Ecosystem Framework (Morgan 2020), derived from a systemic literature review, within the context of a single sport.

Theoretical Background and Literature Review

This particular framework is predominately based on the business ecosystem concept, which, historically, can be divided into three different schools of thought. The works of Moore (1993, 1996), Iansiti & Levien (2001, 2002a, 2002b) and Thomas (2014). From these concepts, along with other frameworks regarding value co-creation in sport, sport governance, the following preliminary framework was derived. A sport ecosystem is defined as: *A dynamic network of interconnected stakeholders whose relationships are both co-opetitive and competitive, whereby value is co-created and collaboratively governed at the micro, meso, and macro levels.* The key to this preliminary theory is that value is co-created, and that co-created value centre becomes the nucleus of the ecosystem, both the result and genesis point.

Research Design, Methodology, and Data Analysis

Because of the vague nature of the ecosystem, as well as the infancy of the preliminary framework, it was decided that a multiple case study (Yin 2013) was most appropriate as the methodology for delving deeper into each aspect of the proposed definition. However, as the aims of the study are to test the theory, as well as refine it, any analysis would also have to be inductive, to ensure that the final definition is a true reflection of the sport ecosystem in vivo. Therefore, the study was both deductive and inductive, following an iterative coding structure. Participation in this study was chosen as a single, vertical slice of sport, analysing dynamics from the grassroots level up to its corresponding International Federation. Additionally, to account for any cultural context, a single country was chosen as the landscape for the study. Data was collected in semi-structured interviews, lasting between 45mins- 2hrs. A total of 29 participants were interviewed across one International Federation, one National Governing Body, and four clubs of varying size, regional location, and financial standing.
Coding consisted of themes from the literature review, as well as emergent themes, and any components or concepts suggested by participants themselves. From here a set of five key components were discovered: competition, cycles, governance, network, and value co-creation. A variety of sub-nodes offered more detailed insights into each part, but these themes form the main components of the sport ecosystem. Some of the key initial findings suggest that the value that is co-created by the ecosystem is sport itself, made up of two parts: the tangible, equipment, the field, people, and the events associated with the sport. Additionally, the intangible must be considered as a part of sport itself, and the value that is

co-created: competition, community, and fitness all emerged as sub-components of the centre. From here, all other components are included, including governance. Governance was found to made up of three parts in and of itself: collaboration, facilitation, and regulation. Each of these pieces serve as a both a function within the ecosystem, as well as a dynamic that drives interactions in all directions (e.g., horizontally and vertically).

Conclusion, Contribution, and Implication

More detailed results will be written out by the time of the conference; however, these early findings are applicable to many different genres within sport management. The aim of the sport ecosystem is to bring all parts together, and the initial results seem to support this aim. Subsequent results should continue to reconcile areas of sport that have not previously been considered together or in conjunction. A finalised Sport Ecosystem Framework will provide a visual look at the entire structure and will be provided at the conference as well.

When complete, the Sport Ecosystem Framework will reconcile all areas of sport and provide sport managers, academics, and organisations alike with a way to look at the entire structure when making decisions, considering changes, and conducting everyday management within their sport contexts.

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DO SPORTING EVENTS INCREASE LOCAL AREA AIR POLLUTION? AN EMPIRICAL EXAMINATION OF THE ENVIRONMENTAL IMPACT OF SPORT.

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Aim and Research Questions

To date, there is a growing body of literature examining the relationship between sport and the environment (Mallen, 2017). Notably, studies that consider environmental aspects of the sport industry have generally been constrained to research focusing on the attitudes and perceptions of consumers and managers. Considering the recent calls for increased economic examination of the ecological and environmental effects of sport (McCullough, Orr, & Watanabe, 2019) this study extends the work of Locke (2019) by analyzing the impact of NFL games on air pollution. Specifically, a model is estimated to examine whether air pollution increases as the number of attendees at games rises. From this, the current study makes a number of contributions. First, in addition to answering the aforementioned need for further examinations of the impact of sport on the environment, it also helps to build a better theoretical and empirical understanding of sport's ecological impact.

Theoretical Background and Literature Review

Although a few studies utilized actual measures of air pollution to consider how air pollution impacts human behavior in sport, there is still need to consider the reverse relationship of how human behaviors in sport effects the environment (McCullough, Orr, & Watanabe, 2019). To date, the only published study to accomplish this is Locke's (2019) examination of whether attendance at MLB games impacts air pollution levels in the same market. Notably, through using data from the Environmental Protection Agency (EPA), Locke developed a model estimating various types of air pollution as a function of attendance, weather, and other game related factors. The results of this study found that as the number of individuals attending MLB games increased, the pollution levels also increased. Although the effect size was relatively small with a typical game raising pollution by less than a percent, considering that 81 home games are played within a season, the total volume of air pollutants that could potentially be attributed to activities around professional sport may be rather significant.

Research Design, Methodology and Data Analysis

In order to examine whether attendance at NFL games have an impact on air quality, pollution data were collected from the EPA's data warehouse from 2014 through 2018. The selection of this five-year period was chosen because the longer time frame allows us to capture a larger number of observed matches across various markets. Specifically, data were collected for the six gases/compounds that are used to calculate the Air Quality Index (AQI), a universal scientific measure of air quality used by most governments around the world. From this, we estimate six models utilizing panel regression with fixed effects to control for differences in stadiums, days of the week, week of the year, and years, similar to the model used by Locke's (2019) analysis of AQI and Major League Baseball attendance.

Results/Findings and Discussion

The findings from this study extend the examination of the impact of sport on the environment. Notably, the results from the empirical models and robustness checks fall in line with the results from Locke (2019), in that Ozone, the primary component of smog, increases significantly as more people attend NFL games. Particularly, the results from this study show about four times more production of Ozone per person that Locke's work on MLB games.

Conclusion, Contribution and Implication

In concluding, the results from this study indicate that NFL games are responsible for a small but significant change in daily air quality. Due to the large health and ecological consequences that come from air pollution, it is certainly the case that future research should further develop this lineage in order to understand the impact, as well as to help create better policies. For example, future research could consider the differences in pollution between locations hosting games where fans primarily drive to games, versus those where individuals take public transportation. In this, it would allow for better understanding of the factors that lead to increases of pollution, and things that could be done to alleviate the negative ecological impacts. Notably, many countries such as Germany and Qatar have started to provide free transit to fans who purchase tickets to football (soccer) matches in order to encourage them to use transit and reduce emissions created from driving games. At the same time, it should be recognized that many professional sport leagues, including the NFL, have been accused of "green washing" – adopting small-scale lower impact environmental practices to enhance their image by amplifying and captivating consumers' eco-blindness in green firms and products (Delmas & Burbano, 2011; Lubbers, 2002). Thus, there is need for continued research into the effect that sport events have on air pollution, as hosting events has the potential for negative consequences for both the environment and human health.

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LOGISTICS IN SPORT ORGANIZATIONS

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Aim and Research Questions

Following Slack's 2015 EASM Keynote advice to "look at what has been written outside the sport management literature" and "not [to] be afraid to use concepts and theories from related fields" (Slack, 2014, p. 18), this work establishes a link between the fields of sport management and logistics. It asks the following leading research questions:
- How is logistics related to sport management?
- What does equipment logistics in sport organizations deal with?
- Which common patterns occur in sport organizations' equipment logistics?

Theoretical Background and Literature Review

Already in 1995, Slack (1996) in his Zeigler Lecture raised the question of "how to maintain inventories of athletic equipment" (p. 97). However, since that time, this question has never been the center of attention of scientific discourse. Sport logistics is a widely underresearched field at the intersection of sport management science and logistics science (Herold et al., 2019; Kauppi et al., 2013). However, good sport logistics is (i) a crucial economic success factor as sporting events have become the world's largest nondefense-related events (Minis et al., 2006) and an ever-increasing core product of the sporting industry, and (ii) a crucial sporting success factor as top performance increasingly relies on the application of highly engineered equipment and the more complex the equipment is, the greater the opportunity for logistics to make a difference (SCMA, 2016).

Research Design, Methodology and Data Analysis

The research was designed to explore both theory and practice of logistics in sport. For theoretical foundation, a literature review was performed, intersections of sport management and logistics were revealed, and distinct areas of sport management were analyzed regarding their involvement with logistics. Based on these findings, an exploratory study with focus on equipment logistics was carried out. In cooperation with eleven German national sport federations, semi-structured expert interviews were conducted to identify areas of interest from the heart of the operational practice. Insights were then derived inductively by means of a systematic qualitative content analysis.

Results/Findings and Discussion **

The study defines sport logistics as an area of research dealing with movement problems in sport organizations. It affects all segments of the sport industry (sport delivery services, requirements, products, support services) and its products (sport opportunities, equipment, services, connecting products). Academically, the sport management areas of operations and organization in particular show intersection with logistics. To interpret economic systems as networks, processes as flows, put a holistic perspective on value creation, and focus on interfaces and integration is the expertise logistics adds to sport management. The study

identifies equipment logistics as an important field of operations in national sport federations. The scope of equipment logistics – the movement and storage of equipment for athletes and events – is defined. The status quo for how equipment logistics activities are organized and carried out in the federations is described. Characteristics in terms of which equipment logistics differs among the sport organizations are identified and compared to other logistics sectors: focus on athletes/events, centralized/decentralized storage, assortments, special services, etc. At the same time, commonalities between the associations are highlighted (e.g., manual material handling, lack of comprehensive IT support, importance of personal relationships between logistics staff and athletes). Three operational fields along the material flow are defined: warehousing, transport, logistics as the location of the action. Material flow diagrams are drawn accordingly. In addition, three scopes of logistics activities are distinguished: planning, preparation, and execution of actions. Finally, it is made clear that logistics in sport comes with a unique set of features that differs from any other industry, inter alia, no focus on profit-making, low competition, low price elasticity, highly predictable demand.

Conclusion, Contribution and Implication **

This study highlights a special area of logistics that has been widely unexplored by scholars: equipment logistics in sport organizations. By developing a first structured overview of the field, including its organizational structures, typical processes, and sector-specific requirements, this study provides a foundation for further academic research. The presentation stimulates discourse on sport logistics among sport management and logistics scholars, developing the understanding that in sport, the logistics determinants in their entirety differ fundamentally from those in other industries.

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NATIONAL SPORT MANAGEMENT RESEARCH DATABASE; BASES FOR SPORT BUSINESS INTELLIGENCE (SBI)

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This abstract relates to professional practice.

Aim

National sport management research database aims at general development of sport management skills and competences in sport organizations in order to develop systematic sport business intelligence activities in Finland. This project finds answers to the following questions:

- How can we easily find all the relevant scientific data and individual studies that have been produced in scientific organizations since the year 2000? This data collection will concentrate on all the studies related to the most popular 63 sport disciplines in the country.
- What is the total amount and the quality of studies related to sport management?
- What kind of studies can be found about 1) economics and finance, 2) general management, 3) human resource management, 4) leadership, 5) marketing, 6) sponsoring, 7) communication, 8) events, 9) sport club activities, 10) facilities, 11) sport as a freetime activity, 12) sport as adapted physical education, 13) international activities and 14) others?
- How can we use this database online in the development of sport business intelligence activities in sport organizations as well as develop cooperation between sport organizations and scholars?

Purpose and Background

Business intelligence (BI) is a set of theories, methodologies, architectures, and technologies that transform raw data into meaningful and useful information for business purposes (Rud, 2009). According to Williams and Williams (2006), BI combines products, technology, and methods to organize key information that management needs to improve profit and performance. BI includes for example reporting, analytics, data mining, online processing, business performance management, benchmarking, text mining, as well as predictive and prescriptive analysis (Aho, 2011). An advanced application "sport business intelligence" (SBI) can be defined as a systematic and continuous collection and analysis of relevant data in order to develop sport activities, organizations, and events.

The challenges in acquiring SBI for sport organizations have been the lack of easily available data, the lack of competences, resources, and time for implementation, and no integration with strategic organizational development. Although there is a lot hitherto untapped data on offer e.g. in universities, the sport organizations need data to solve problems, for development and analysis, and for knowledge based decision making. They need data to be able to work efficiently. The talent in using data and information properly lies however in the people who utilize the information and turn it to knowledge.

Design and Implementation

During preliminary data collection (floorball) 2020-21 we were able to find a great variety of data sources. The higher education community's theses were found through different but unfortunately separate search engines, or in each university's own institutional repository in electronic or some other form. The service that gave us online access to theses and publications from Finnish Universities of Applied Sciences was Theseus. Most of the latest theses were available openly online. All Finnish dissertations were found in Finnish libraries' National Metadata Repository Melinda. In addition, the data by other research organizations and by individual researchers were found from the websites of each unit. According to the Finnish legislation, the results of publicly funded research and development work must nowadays be openly accessible to everyone on the Internet.

Outcomes, Reflections, and Future Development

According to the preliminary study and provisional results, we already know that there are thousands of useful studies that are not known in sport organizations. We were able to collect the names, authors, publisher and publication years of the studies, as well as direct online links to the original studies in easily accessible, convertable, and analyzable Excel files. In addition to all that, the data was classified into 14 different fields mentioned earlier.

In the end, we will comprehend a classified overview to all sport management related data in 63 disciplines since the year 2000 for the whole Finnish scientific community, an easy-to-access online opportunity to all that data for the sport organizations, and a platform for the development of cooperation between data producers and sport organizations as well as for SBI applications in the area of sport management.

This approach will hopefully be an ongoing process instead of a project-based one. This project creates a basis for modern sport management research data processing systems, in which the classical data warehousing systems will move into the realm of real-time.

All the results, conclusions, and implications of the project are not yet available, but at least the online applications of some sport disciplines and most of the findings will be presented during the conference.

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MANAGING THE DIGITAL TRANSFORMATION IN PROFESSIONAL EUROPEAN SPORT CLUBS

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Aim and Research Question

The integration of digital technologies into professional team-sports offers professional team-sports clubs the potential to innovate their value creation, to widen their portfolio of service offerings and emotional bonding to new fan groups and stakeholders turning into new business models. However, nowadays, we just see the beginning of an entire transformation of the industry, which will contain much more than just digitized offerings such as digital ticketing, or live streaming.

With our study we analyze professional team-sports clubs to understand current activities in digital transformation and to support the industry with a strategic approach regarding the application of digital technologies. Thus, we constitute the main challenges in managing the digital transformation in professional team-sports clubs by answering the following research question.

RQ: How to manage the digital transformation in professional team-sports clubs?

Theoretical Background and Literature Review

Research results on digital transformation in team-sports clubs already indicate fundamental transformative potentials but remain partial. Many researchers only refer to a minor aspect of the digital transformation. They, thus, miss a holistic view of the transformative process, which is necessary for successfully managing the digital transformation (Buck et al., 2021). Consequently, there is currently no framework that can be used as a overarching guide for managing digital transformation in professional team-sports clubs. The MIS domain, though, during the last decades, investigated the impact and management of the digital transformation and presents initial frameworks for adopting a holistic perspective in managing the digital transformation. However, the digital transformation is a highly sector-specific process (Gebauer et al., 2020), which is why due to the peculiar setting of professional team-sports clubs existing frameworks are too generic and, therefore, offer only a starting point for deriving concrete guidelines for the team-sports domain.

Research Design, Methodology and Data Analysis

To explore digital transformation management in team-sport clubs, we follow the guidelines of Mayring (2016) and Myers and Newman (2007) and conduct a qualitative research study. To build on existing knowledge about digital transformation from the MIS field, we used the following eight action fields of the digital transformation as a conceptual frame: Operations, Data, Value Propositions, Customer, Transformation Management, Human Resources, Organizational Structure, and Culture (Buck et al., 2021).

To specify the eight building blocks to team-sport clubs, we collected data form 16 semi-structured interviews. The interview partners represented clubs playing in the Austrian, German as well as Swiss first divisions in the sports basketball, football, hockey, and

handball. To build our team-sports club specific digitalization framework, we analyzed the interviews using the eight building blocks as an inductive coding guide.

Results/Findings and Discussion

Our results present a team-sports club specific digitalization framework consisting of eight fields of actions. Within each building block we document the team-sports club specific and building block representing action tasks, which we identified from the interviews. Our framework collects and structurally clusters the digitalization efforts present within german-speaking team-sport clubs. From this documentation, we learned, how team-sports clubs approach the digital transformation and can now derive general guidance for team-sports clubs.

Considering the building blocks in detail, we found out that, each building block due to the peculiarity of the sport club focus, consists of an on-field as well as off-field component. Since the organizational separation between on-field and off-field for sport clubs was well known before, we found, that the separation of both regarding digital technologies creates a field of tension which is the key to successfully managing the digital transformation.

Conclusion, Contribution and Implication

The developed sport club specific framework for digital transformation forms the basis for future research at the interface of sports and digitalization. Following our contributions, we encourage further research on the digital transformation of sports clubs to further explore the tension between off-field and on-field in different sports and geographic regions. As our study focused only on Austrian, German, and Swiss clubs, we call for more extensive studies to investigate what kind of tensions occur in other European clubs and how they are managed there, as clubs compete in different competitions across Europe. Since we pose the tension between on-field and off-field to be the key to manage the digital transformation of professional sport clubs, academia has the mission to guide managers in dealing with the tensional separation.

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PROFESSIONALISING CLUBS: INCREASING PAID WORK IN FINNISH TEAM SPORTS CLUBS

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Aim and Research Questions

The aim of this study is to analyse professionalisation of Finnish teams sports clubs. Study focuses in most professionalised clubs, in order to enhance understanding of the dimensions in ongoing professionalisation process. Research questions are, 1) what is the number of paid employees in clubs in various fields of operation, 2) what kind of external support clubs have for financing paid work and 3) how the clubs perceive the current situation and importance of paid work in clubs. Study focused in organizational work, and players as employed professionals were left out from the study scope.

Theoretical Background and Literature Review

Professionalisation of sports organizations has been of interest in sport management studies since the early 1990s. Many scholars have identified various dimensions related to professionalisation processes, such as changes in structures and governance, specialisation, and shifting from volunteer-driven organisation to utilizing paid work (Dowling et al. 2014). Similarly, Nagel et al. (2015) have defined the forms of professionalisation of sport organisations emerging in structures and processes, strategies and activities and individuals. In this study, we focus in individuals, although we see the relation to other dimensions as well.

Research Design, Methodology and Data Analysis

This substudy was part of a larger research project on professionalisation of five Finnish team sports. In Finland, employing professionals in sports clubs have increased heavily in the last decades. It is estimated that there are thousands of full-time employees in approximately 10 000 sports clubs (Koski & Mäenpää 2018, Turunen 2020).
Data was collected by survey sent for first league clubs and the biggest clubs according to player licenses, altogether 170 clubs. 91 clubs responded to the survey. Data was analysed by descriptive statistical methods.

Results and Discussion

The mean number of full-time employees in clubs was 7,2, of which 2,3 in administration, 4,1 in sports activities and 0,8 in other activities. The number of full-time employees varied between clubs, 70 per cent of clubs had seven employees or less, and nine clubs had 20 or more. The median for full-time employees was four. The number of full-time employees was highest in league clubs. 80 percent of clubs reported that they have part-time employees, and the mean number was 17,3 employees per club, range of variation being from 1 to 200. Most of the clubs (56 %) had had external resources to employ people. The most common (33 % of respondents) channel for financing employment was employment subsidy (employing unemployed person) and apprenticeship training. Secondly, 28 percent of clubs had had

support from sports federation, and 17 percent from states sports club support system. These direct support channels were most common among junior clubs, whereas league clubs presumably finance their activities more via business partnerships.

The clubs were also asked to assess issues related to paid staff in clubs. Half (53 %) of the clubs reported that the current situation in number of employees was good or fairly good. 92 percent of clubs considered significance of this issue in relation to clubs objectives as high or extremely high. Similarly, "recruiting competent people", was considered being at good or fairly good situation in 45 percents of clubs, and 90 percent considered this being high or extremely high in significance.

Conclusion, Contribution and Implication

This study introduced new insights to professionalisation of sports clubs. Firstly, the shifting from volunteer work to paid work seems to be spreading from some central positions to other operational roles as well, like coaching junior teams. In our data, number of full-time employees is rather high in most professionalised clubs and already four fifths have part-time workers. Secondly, competencies for using these financing channels are crucial when taking steps in professionalisation. In our data, already over half of the clubs use multiple external channels for financing paid work. This is also an interesting research direction in the future, since the possibilities for financing sports clubs professionalisation vary between sports as well as between countries. Thirdly, it is evident that the professionals are seen as a mean to reach clubs' goals in the future as well, and professionalisation process continues to evolve further. Almost all clubs in our data considered issues related to this significant, but half of the clubs considered the current situation not corresponding to desired situation.

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SPORTS TOURISM AND LEISURE MANAGEMENT

Chair: Mike Peters

THE INFLUENCE OF SPECTATOR'S RISK-TAKING TENDENCY ON RISK PERCEPTION AND INFORMATION SEEKING: THE CASE OF THE TOKYO 2020

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Aim and Research Questions

Due to the risk of COVID-19, the 2020 Tokyo Olympic Games was staged without spectators for the first time in modern Olympic history. The empty stands disappointed the government agencies and event stakeholders, leaving deficits and economic burdens to the host region. This study examines the relationship between prospective mega sport event spectators' risk perception toward COVID-19 and information seeking. This study specifically focuses on the moderating effect of spectators' risk-taking tendency in the context of the COVID-19 risk perception of prospective spectators from South Korea and the USA with the intention to attend the Tokyo 2020. The following research questions are addressed: (1) how does COVID-19 risk perception of prospective spectators and risk information seeking affect their intention to attend the mega sport event? and (2) how does the risk-taking tendency of prospective spectators explain the relationship between COVID-19 risk perception and risk information seeking behavior?

Theoretical Background and Literature Review

Due to potential adverse effects of risks in the destination, people will actively seek risk-related information, especially when they are bound to make important decisions (Huurne & Gutteling, 2008) such as traveling and attending sport events. Information acquisition regarding susceptibility to the risk and its severity is regarded as the starting point of the travel decision-making process and that information seeking is critical for on-site decisions regarding accommodation and activities at the destination (Dey & Sarma, 2010). Also, spectators' decisions to attend sporting events are associated with their risk-taking tendency in terms of psychological and personal characteristics under uncertain circumstances in particular (Giulianotti, 2009). Furthermore, spectators' risk-taking tendency can influence how they perceive certain risks and how they seek information to avoid, prevent, or endure the risks (Schroeder & Pennington-Gray, 2014), which could further affect their decision to attend an event.

Much of the extant tourism research (e.g., Reisinger & Mavondo, 2005) that focused on the health risk of destinations considered the health risk as a comprehensive concept, often inclusively integrating the general dimensions of health-related risks. As a result, there is a lack of evidence-based studies scrutinizing the relationship between COVID-19 risk perception and travel decisions, an imperative concern for the sport tourism industry these days.

Research Design, Methodology and Data Analysis

Although no spectators were allowed at the Tokyo 2020, the data employed in this study were collected before the decisions of no spectators were announced. The total sample consisted of 240 Korean and 286 American prospective spectators who were identified via screening

questions, demonstrating an interest in traveling abroad and attending the Olympic Games. A survey was distributed via an online survey, Qualtrics. Hayes (2017)'s Macro Process Model 7 was employed to analyze the indirect effect of mediated moderation.

Results/Findings and Discussion

Two separate analyses for each country showed an acceptable fit, and the significance estimates fell within acceptable ranges. The influences of COVID-19 risk perceptions of spectators from both countries on risk information seeking were statistically significant (p=.00 and .03, respectively). The indirect moderating effect of the risk-taking tendency showed significant results in Korea on [B= 0.22, 95% CI= (0.01, 0.50)] and the USA [B= 0.32, 95% CI= (0.07, 0.69)]. Also, the risk-taking tendency positively affected the relationship between risk perception and information seeking in both Korea (β=.36, p<.01) and the USA (β=.30, p<.01).

The Korean participants had a higher level of risk perception than the American but a lower level of risk information seeking. Given the positive moderating effect of risk-taking tendency, the Americans' high level of risk-taking tendency might have resulted from the negative relationship between risk perception and information seeking. The effect of COVID-19 risk perception on information seeking was confirmed with the moderating positive and indirect effect of risk-taking tendency. It was evident that the model for each country demonstrated significant results, implying potential applicability to other event tourism contexts. Our study argues that the Olympics' once-in-a-lifetime opportunity to attend offers an attractive experience; thus, despite the formidable influence of the ongoing pandemic risk, the prospective spectators sought information to help reduce their uncertainty.

Conclusion, Contribution and Implication

While many sport events and leagues have reopened, the sport event and tourism industry are still under the shade of the pandemic, especially regarding the number of spectators and event tourism revenue. This study complements the existing sport management literature by examining the relationship between health risk perception and information-seeking behavior and, ultimately, travel decisions specific to the context of COVID-19. Seeking information regarding the risk of destinations is an essential step in travel decisions, particularly under a global pandemic. This study calls upon future sporting event host regions and organizations to mitigate the loss of spectators and aid in raising tourism during and after the event by understanding the tendency of the event's prospective spectators and providing credible safety information to ensure their intention to attend.

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CLIMBER BEHAVIOUR IN CLIMBING GYMS AND THEIR DEGREE OF CARE IN PROTECTING THEMSELVES

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Aim and Research Questions

Climbing has gone from the lunatic fringe to the mainstream. Climbing is perceived as dangerous and those concerns are amplified due to its newfound popularity. Those who go to climbing gyms today are not cut from the same cloth as climbers who cut their teeth outside at the crags. Today's gyms occupy a niche in the exercise marketplace and are increasingly co-branded as climbing, fitness and yoga. The aim of this project was to better understand climber behaviour in climbing gyms with the goal of reducing incidents and injuries. In other words, why do climbers make simple mistakes that can cause them injury? The project focused on the degree of care climbers use in clipping into auto-belays, tying into a rope, or threading belay devices.

Theoretical Background and Literature Review

There have only been two studies that have examined climber behaviour at climbing gyms. The Swiss Alpine Club and the UIAA (International Climbing and Mountaineering Federation) reported in 2011 that one in three climbers execute errors in belaying or climbing that would cause serious injury in the event of a fall. The same report said that there is a ground fall for every 20,000 gym visits and "for every 200,000 climbers who walk into a climbing gym, one will leave in a body bag" (UIAA, 2011, p. 3). A 2004 study by the German Alpine Club revealed that fewer than half of climbers partner checked to verify either the tie-in or belay integrity (Mersch, 2004). There have been no psychological studies to examine climbing but possible theories taken from other fields to explain why climbers make such errors include the Dunning-Kruger effect (Kruger & Dunning, 1999) and Continuation Bias (Kunda, 1990). Due to the shared traits of stress, repetitiveness of the actions, and severity of the consequences of making a mistake, medicine and aviation were also examined.

Research Design, Methodology and Data Analysis

The project had four methodological prongs. A survey was sent to 10 climbing gyms to redistribute to its customers. It asked questions about climbers' experience and expertise and their understanding of the risks involved with climbing. There were 647 responses. The researcher conducted site visits to 10 climbing gyms in the southwest US and western Canada. Each visit lasted three days. The researcher observed people's climbing, belaying and communication practices. Observations were made of 427 climbers. The researcher also met with owners, general managers and senior staff at each gym.

Results/Findings and Discussion

Among the most interesting findings from the survey are:
- The accepted standard is for climbers to check their tie-in/clip-in and then double-check it and their partner's connection. 88%% said they double-check to ensure that the rope is tied properly, 86% said they double-check to ensure the belay device is threaded properly and

83% said they double-check to ensure they're properly clipped and locked into the auto-belay.
- These figures are at odds with what was witnessed at the climbing gyms. The figures observed were 54% of climbers did a double-check to ensure that the rope was tied properly, 56% did a double-check to ensure the belay device is threaded properly and 10% double-checked to ensure they're properly clipped and locked into the auto-belay.
- This disparity shows not only is there a massive difference between what climbers think they are doing to safeguard themselves but that their lack of care heightens their risk exposure. It suggests a sort of cognitive dissonance.

Conclusion, Contribution and Implication

The survey results suggest a sort of inconsistency in how climbers approach risk. This cognitive confusion may be at the heart of what is happening with climbing gyms. They've succeeded in becoming mainstream by occupying space in the marketplace as somewhere to safely exercise and have fun. They've combined climbing with yoga and fitness and that association has possibly served to wash out the risk element of climbing.

There are many theories around why people are not properly clipping in, checking knots and threading of belay devices, and partner-checking of climbers and belayers. The most prominent reasons cited are due to the Dunning-Kruger effect, Continuation Bias and complacency. The research suggests adding the following: 1) excitement and enthusiasm to start climbing, 2) thinking ahead to the challenge of climbing and skipping the part about connecting into the system, 3) not treating the risks of climbing seriously enough, 4) over-confidence, 5) lack of attention and, 6) distraction.

While not double-checking is not the root cause of incidents, double-checking clip-ins, tie-ins and belay devices would prevent a majority of incidents from occurring in the first place. Further analysis of the results may lead to recommendations to the climbing community to build in better practices to assist climbers to properly connect into the system and thereby reduce the likelihood of incidents and injuries.

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FROM COOPERATION TO COLLABORATION: A CASE OF SPORT AND TOURISM SECTORS IN CROATIA

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Aims and Research Questions

Croatia is a country known for its long tradition of tourism development (Dwyer, Tomljenović & Čorak, 2017) and country that is also outstanding in sport achievements. Both sectors can be considered as its comparative advantages and basis for future sustainable development. Sport and tourism are already connected through different types of sport tourism that relies on different sport and recreational activities and taking different forms of travel (active tourism, sport events and sport preparations).

In order to better connect both sectors, joint Ministry for Tourism and Sport of Republic of Croatia was established in 2020, but still the cooperation between the sectors is evaluated as insufficient. Therefore, based on a network approach the main research questions were as follows:
- Scope and intensity of already established cooperation,
- Barriers for better cooperation and collaboration,
- Type of organizational modality that should be the most effective for achieving better collaboration in the future.

Theoretical Background and Literature Review

A comprehensive and systematic quantitative literature review on sport tourism collaboration is elaborated by Mollah, Cuskelly and Hill (2021) concluding about a few studies that have been conducted in sport and tourism collaboration field illustrating that the scope of collaboration is wide, and stakeholders diverse. Many authors researched sport tourism collaboration (Devine, Boyle and Bond, 2011; Dyer and Singh, 1998) discussing different aspects of collaboration and majority of studies led to the conclusion that still the effects of sport tourism collaboration were not known, and that appropriate leadership could better coordinate many stakeholders involved in sport tourism (Mollah, Cuskelly and Hill, 2021). Wasche (2015) concluded that lack of time and incompatible goals were the most important barriers to cooperation.

As the previous research did not offer appropriate answer about the possible models of collaboration (type of organizational modality), it was decided to conduct primary research among sport and tourism public stakeholders developed on the basis on a network science approach (Baggio, 2011).

Research Design, Methodology and Data Analysis

Croatia is divided on 21 county and each county has tourism board and sport association that are responsible for their respective fields in their region (county). Therefore, the sample included sport and tourism organizations as well as some of the largest towns within the counties that also have tourism board and sport association. On-line questionnaire (Google Forms) was sent to 42 sport associations and 42 tourism boards (21 county plus one town per county). Response rate of 47,6% (N=20) was achieved for sport associations and 71,4%

(N=30) for tourism boards, after one month and one reminder sent. Qualitative and univariate quantitative date analysis based on 8 closed (the importance of sport in a destination; cooperation with the other sector; barriers to cooperation; initiator for cooperation; most appropriate modality for cooperation) and 2 open-ended questions were performed.

Results/Findings and Discussion

Majority of tourism boards assessed the importance of sport for their destination as 'very' (36,7%) and 'extremely' (43,3%) important. As expected, sport associations assessed sport activities more important for tourism development ('very' important – 25,0%; 'extremely' important – 55,0%). Both sectors' respondents stated that already established cooperation is insufficient and that main barriers for better cooperation besides COVID-19 pandemic were lack of human resources and finance. Both sectors' respondents stated that they expected more initiatives coming from the other sector. Both sectors' respondents agreed that informal *'ad hoc'* cooperation is not sufficient and that stronger, more formal forms (sport organisations – 65,0%; tourism boards – 46,7%) of collaboration with clear responsibilities are needed. In this way, long-term goals will enable more efficient planning of all activities related to sport tourism and their implementation.

Conclusion, Contribution and Implication

The survey on sport tourism cooperation was conducted based on researchers' vast experience in both fields, aimed at making contribution to already conducted research in this area and to offer recommendations to both sectors and start creating a new culture of collaboration. Tourism development in Croatia needs more diversity regarding sport and active tourism offer that would extend summer as the main tourism season. Sport sector needs more sport events to promote the benefits of different sports to tourists and to ensure additional source of financing of their activities. It is clear that both sectors would benefit of establishing new modalities of collaboration, and as suggested by survey respondents, more formal ways of collaboration with clear responsibilities. We hope that this research would contribute to the state of the art in the field of tourism and sport cooperation and collaboration.

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COMPETING PRIORITIES CONSTRAINTS OF MARATHONERS IN PURSUING EVENT TRAVEL CAREERS

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Aim and Research Questions

Getz (2008) proposed the Event Travel Career (ETC) model to elucidate the experiences of serious sport tourists, drawing upon concepts developed in leisure and tourism studies. He suggested that while sport-event participation is career-like, development is not linear as participants encounter various life events. Indeed, Lamont, Kennelly and Wilson (2012) applied a leisure-constraints approach to identify seven 'competing priorities' dimensions that intervene in sport participation in the triathlon context. The current study develops this work further in marathon running, investigating the competing priorities as constraints encountered by four marathoner types, their running experiences, and travel patterns at different ETC stages. Research questions: What competing priorities as constraints are encountered by marathoners in the pursuit of ETCs? Do the four types of marathoners differ in competing priorities as constraints? Do the four types of marathoners differ in running experience and travel patterns?

Theoretical Background and Literature Review

The conceptual foundation for this study draws upon two concepts: (a) The ETC (Getz, 2008) incorporates serious leisure and travel career pattern (Pearce & Lee, 2005), describing the engagement of serious leisure as a motivation that encourages amateur athletes to develop a lifetime's event-related travel career; (b) Competing Priorities grounded in leisure constraints (Lamont et al., 2012), indicates factors impeding participants from satisfying their daily needs and career development aspirations.

Research Design, Methodology and Data Analysis

Data were collected via a web-based survey from March to April 2021. A total of N = 823 marathoners pursuing ETCs participated recruited through running clubs' membership lists and Facebook running groups. The study population was actively pursuing ETCs or had pursued ETCs in the recent past but had ceased. Descriptive statistics were used to explore the four types of marathoners, the competing priorities constraints items, running experience, and travel patterns. Based on Lamont et al.'s (2012) qualitative work on competing priorities, this study a competing priorities constraints scale was developed yielding three dimensions: *Family Responsibilities*, *Finances* and *Training Time,* cumulatively explaining 42.14% of the total variance in Exploratory Factor Analysis results. The Confirmatory Factor Analysis results revealed a good model fit of this scale as well (CMIN/DF = 0.87, RMSEA = 0, SRMR = 0.02, NNFI =0.99, CFI = 1, GFI = 1). A one-way MANOVA was conducted to assess the changes in the competing priorities constraints of the four marathoner types.

Results/Findings and Discussion

Four participant vignettes were identified, adapted from Miriehie's (2018) and Getz's (2008) work: Type 1: runners in the initiation stage (novices). Type 2: runners in the developing stage (intermediates), Type 3: runners in the commitment stage (experts), and Type 4: runners in the lapsed stage (veterans). A one-way MANOVA indicated the impact of *training time* decreased from Type 1 (M = 2.81) to Type 2 (M = 2.42) to Type 3 (M = 2.16) marathoners. The *family responsibilities* decreased from Type 1 (M = 2.46) to Type 2 (M = 2.43) to Type 3 (M = 2.18) marathoners, but the difference was only statistically significant in Type 2 and Type 3. The *finances* dimension did not show significant differences among the four marathoners. The means showed Type 1 is the most vulnerable marathoner to all three competing priorities constraints dimensions with the lowest scores. Concerning running experiences and travel patterns, descriptive statistics showed that running hours (M = 5.63 to M = 9.01) and miles in an average week (M = 22.44 to M = 37.62) significantly increased from Type 1 (novices) to Types 3 (experts). Specifically, Type 3 marathoners had participated in marathon running (M = 11.58) and travel to marathon events (M = 9.76) longer (years) than any of the others and they participated in more marathons in an average year.

<u>Conclusion, Contribution and Implication</u>

Responding to Lamont et al.'s (2012) call, this study furthered our understanding of the constraints faced by marathon runners at different ETC stages. Compared to the expert marathoners who were least constrained, the novices reported the most competing priorities decisions on their marathon preparation and participation. This is likely explained by the novices demonstrating the lowest commitment to marathon running. Extant research shows that higher psychological connections to an activity is associated with the propensity to negotiate constraints to participation (Ridinger, Funk, Jordan & Kaplanidou, 2012). Consistent with extant work on active sport tourism careers (Bunning & Gibson, 2015), the findings provide insights on why advanced career runners decrease their participation with family, work and injury problems cited. These findings may guide running club managers assisting members in various ETC stages to persist in marathon running by overcoming competing priorities constraints. Event organizers may benefit by addressing the constraints and aid in designing events to promote ETC development. Future research could focus on how the COVID-19 affected ETC development both as a constraint and a facilitator.

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OPPORTUNITIES AND RISKS OF THE COVID-19 PANDEMIC FOR HEALTH TOURISM IN TYROL

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Aim and Research Questions

The impact of the Covid-19 pandemic (chances and risks) on health tourism and its trends that were also heavily affected by the pandemic, remain under researched to date. The aim of this research is therefore to identify new opportunities and risks for the health tourism market in Tyrol as well as in relation to the health tourism trends, which arise due to the Covid-19 pandemic.

Theoretical Background and Literature Review

In spring 2020, Austria and the world were hit hard by the Covid-19 pandemic. Governments imposed a variety of restrictions to stop the spread of the virus including border closures, quarantine orders and travel restrictions that heavily affected the tourism sector. Consequently, guest numbers worldwide declined more than 50 percent, tourism businesses were forced to lay off numerous employees and companies struggled with liquidity problems. Results led to an enormous decline in tourist travel and severe economic downturns in the entire tourism sector (Gössling et al. 2021; Mirehie & Cho 2021).

In this context however, crisis management of tourism destinations in general were intensely studied (Gössling et al. 2021; Mirehie & Cho 2021). Results indicated that strengths of tourism destinations included a constant response to changes in the environment as well as transparent communication with all destination stakeholders. Weaknesses were found in a weak healthcare system, limited infrastructure, and a poorly differentiated economy (Mirehie & Cho 2021).

As outlined, much research focuses on the tourism market in general. Health tourism as defined by Kaspar (1996) that has been proven to have a positive impact on general well-being, reduces stress, promotes sleep quality, and shows a positive influence on cardiovascular diseases, covers a large part of Tyrolean tourism and should therefore also be a focus of investigation (Groß 2017). In 2018, Austria recorded 1.14 million health-related trips only from the domestic tourism market. In addition, the share of overnight stays of health tourism in Austria increased by nearly 21 percent from tourism year 2008/2009 to tourism year 2018/2019, which shows that the demand for health, wellness and medical travel is growing strongly (Fleischhacker 2020). As a sub-market of the tourism sector, health tourism is also subject to numerous social trends, such as the change in values and the demographic change, as well as changes in the market and supplier structure. These trends steer the development as well as the health tourism offer design and their consideration offers the possibility to increase the creation of value in the tourism (Groß 2017).

Research Design, Methodology and Data Analysis

To answer the research question, qualitative interviews were conducted with six experts from different health tourism companies and the health sector in Tyrol between April and June 2022. According to Braun and Clarke (2021) sample size is sufficient if data provide a rich

insights in relation to the research question, which we judged to be the case. The interviews were conducted by videotelephony based on a previously prepared interview guide, which was reviewed and approved for publication by the *Research Committee for Scientific Ethical Questions (RCSEQ)* of UMIT TIROL. The guide was divided into three main topics: risks, opportunities and trends. The interviews were then transcribed and analyzed.

Results/Findings and Discussion

Based on the findings, the Covid-19 pandemic creates new opportunities and risks for health tourism in Tyrol. Due to the strengthening of the trend of more health-conscious lifestyles and the changed travel behavior in the alpine nature, new opportunities for offer developments for the promotion of mental and social health arise. In addition, new opportunities accrue for the acquisition of additional guest groups and in destination management processes. However, risks are posed by the changes in travel behavior and working conditions in health tourism businesses due to the uncertainty in guest behavior as well as the overestimation of the trend of more health-conscious lifestyles. Other risks include the change of the current offer structure with focus on rehabilitation and organized group offers as well as the destruction of the alpine nature.

Conclusion, Contribution and Implication

We conclude that if the risks are managed, health tourism in Tyrol has great potential for a restart and transformation of tourism and thus increase creation of value in the long term after the Covid-19 pandemic. Implications include acquiring new target groups, expanding offerings to include mental and social health services, and adapting business operations to the changes in tourist travel patterns caused by the pandemic. Further research is needed to clarify the impact of the pandemic in other geographic regions and in other tourism markets.

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IS SNOWMAKING CLIMATE CHANGE MALADAPTATION? A MULTI-CRITERIA ANALYSIS

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Aim and Research Questions

The aim of this paper is to provide a more comprehensive understanding of snowmaking as a widespread and expanding climate adaptation strategy that is increasingly important for ski tourism/mountain destinations as well as publicly traded ski companies. We investigate, if and under what circumstances snowmaking can be defined as (mal-)adaptation to climate change.

Theoretical Background and Literature Review

The landmark Paris Climate Agreement represents the efforts of the international community to avoid the worst consequences of climate change by seeking to limit global warming to "well below 2°C." (IPCC 2022). The 2020s are considered to be the decisive decade for society to avoid dangerous climate disruption through deep decarbonization as well as advance our capacity to cope with climate risks associated with additional changes in climate. Climate Change adaptation is vital to manage risks to natural and human systems. The IPCC (2022) also observed increased evidence of maladaptation, which is the opposite end of a continuum from successful adaptation and emphasized that because adaptation is so place-context specific and potentially dynamic over time, all adaptations have some potential to be successful or maladaptive.

Snowmaking has been an integral part of the multi-billion-dollar ski industry in most regional markets for more than 20 years and is one of the most visible and widespread forms of climate adaptation in the tourism sector. Under accelerating climate change, requirements for machine-made snow are projected to increase at most destinations - some substantially (Steiger et al., 2019). Snowmaking is emphasized by industry leaders as a central adaptation strategy to future climate change (Knowles, 2019). However, snowmaking has come under increasing criticism in recent years and has been branded by some scholars and ski industry observers as unsustainable and a form of climate change maladaptation (Jong, 2015). Others have questioned the conceptual and empirical basis of claims that snowmaking is summarily maladaptive, citing the major differences in snowmaking systems, regional market context and the importance of tourism system boundaries in evaluating snowmaking (Scott et al., 2019). The IPCC (2022) emphasized that although adaptation is a challenge to evaluate, it is important for decision-makers in all sectors to avoid maladaptation that can exacerbate climate change risk.

Research Design, Methodology and Data Analysis

For this conceptualization, multiple sources on snowmaking from across the diverse US ski market are used to examine snowmaking against criteria that define maladaptation. Data sources include emission reporting of the National Ski Area Association (NSAA), electricity grid emission intensities and water security ratings at the state level. The well cited framework developed by Barnett and O'Neil (2010) informs this analysis. It includes five

criteria by which to evaluate whether snowmaking can be considered maladaptive: (1) increases greenhouse gas (GHG) emissions, (2) has high opportunity costs (environmental, social, or economic) compared to alternate adaptation options, (3) disproportionately impacts vulnerable populations, (4) reduces the incentive to adapt by creating dependencies, and (5) enforces path dependency through large infrastructural investments.

Results/Findings and Discussion

Emissions related to snowmaking energy use and water use are the two factors most often identified as maladaptive in the literature and critics of the ski industry. States in that have low water stress and very low emissions associated with electricity use (WA, ME, VT, NH) are where snowmaking is more adaptive, particularly where it can keep ski tourists from inter-regional or long-haul travel. In contrast, snowmaking instates (NM, CO, NE, WY) with higher current water stress and electrical grids with higher carbon intensities would most likely be assessed as maladaptive.

While most of these states have plans to decarbonize the electricity grid by 2045-2050 (CESA, 2022), water stress ratings are also projected to increase over the same time frames (WRI, 2022). Such changes would advantage states like Utah in the western regional market, which has lower water stress (level two) and a grid that can be more rapidly decarbonized. These changes reinforce the dynamic nature of assessing [mal]adaptation in the ski industry, as well as its interconnections with adaptation and mitigation in other sectors.

Conclusion, Contribution and Implication

Is snowmaking maladaptive? The answer, like most forms of climate change adaptation, is - it depends. Because there is no established boundary between adaptive and maladaptive snowmaking, the place-based context of snowmaking and ski tourism varies substantially, with outcomes that can be assessed higher or lower against the five criteria of maladaptation. Regardless of whether snowmaking is assessed to represent a suitable near term or potentially long-term adaptation strategy for a ski operator and destination, available evidence also indicates that there is much potential to improve the efficiency of snowmaking at many ski areas and shift it toward the successful end of the continuum. This must be a common priority among the ski industry and its community and government partners (local, state, national).

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THE IMPACT OF TRAVEL MOTIVATION AND PERCEIVED RISK ON TRAVEL INTENTION DUE TO COVID-19 IN TAIWAN

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Aim

To explore the correlation between travel intention and perceived risk before and after Covid-19 pandemic in Taiwan.

Theoretical Background: Tourism is an activity essential to the life of nations because of its direct effects on the social, cultural, educational and economic sectors of national societies and their international relation (Higgins, 2006). Traveling motivation is an internal process, through the individual's demand for travel, and develops their participation in traveling activities, then meet their needs through traveling behavior (Mokhtarian et al., 2015). This new obstruction of travel was caused by COVID-19, since January 23, 2020, which led to the travel restriction. The blockade of global and the suspension of flights caused huge damage to the travel industry. The airlines estimate a \$113 billion loss from travel cancellations due to COVID-19 (IATA, 2020). We try to find the motivated reasoning perspective on traveling after a pandemic

Research Design, Methodology, and Data Analysis

This study was conducted by an online survey; subjects could do the questionnaire by cellphones and computer. The questionnaire includes 1. Personal information: travel experience, perceived risk before and after the covid-19 pandemic), and analyzed the differences and changes in the travel situation before and after the covid-19 pandemic through the 5-point Likert-type scale to evaluate. 2. Travel experience and intention: mainly investigate the time of international/domestic travels, average consumption per person/time, domestic travel activities, and intention to travel before /after the covid-19 pandemic. 3. Perceived risk: The questionnaire was based on the research of Yang Ziyao (2016), and was organized into a total of 14 questions based on the novel coronavirus situation. The descriptive statistics, Pearson product-moment correlation, one-way ANOVA, and multiple regression analysis were used to analyze the influence on travel intention and perceived risk due to the covid-19 pandemic.

Results/Findings and Discussion

A total of 519 samples were collected through the online survey, and 509 valid questionnaires were collected. The rate of effective response was about 98.07% by 52.50% of males and 47.50% of females. Comparing before and after the covid-19 pandemic, it was found that the number of domestic and international travels was decreased, which meant that people generally had a lower intention to travel after the covid-19 pandemic. For traveling activities, the most favorite activities were sightseeing, followed by food feasts, visiting the museum, and Sports activities. Domestic and international traveling projects significantly decreased before and after the covid-19 pandemic. Natural scenery abroad decreased by 26%, cultural performance art or visit the museum decreased by 27%, amusement park decreased by 33%, and sport activity increased by 14% in international traveling projects. It was worth

mentioning that there was no significant difference between commercial tourism before and after the covid-19 pandemic in domestic traveling. After the epidemic, sports and leisure tourism declined slightly domestically, due to the cancellation of sports events and the inability to participate. Most of the sports events are mainly changed to online watched and the people who will go abroad because of joining sports events e.g marathons, cycling, and international competitions. It might refer that Taiwan's covid-19 pandemic prevention performance was better; thereby reducing the negativity of domestic commercial travels. The domestic consumption amount generally fell between 6,000 and 12,000 NTD, while internationals' feel between 40,000 to 60,000 NTD. Comparing the amount of consumption before and after the COVID-19 pandemic, the amount of consumption after the covid-19 pandemic has dropped significantly. The intention to travel also decreased significantly. This meant that after the outbreak of COVID-19, the travel intention was negatively affected. This result was the same as the narrative of Sukaatmadja, Yasa, et al. (2022), meaning that both natural and man-made disasters would reduce the intention to travel. As for the correlation, the travel intention was positively correlated with education level, age, and income per month, and there were significant differences. This was consistent with previous research that the most important factors were age, mobility impairment, or not and the education level. There were three important variables to put the intention to travel into the regression equation by stepwise regression. Furthermore, education level took a priority over income per month, which showed that higher educated subjects had a higher tendency to travel intention. Finally, this study concluded that the perceived risk of travel will have a negative influence on the intention to travel, which would change the traveling decisions of domestic and international tourists. On the other hand, the most important independent variables were education level and income per month.

Contribution and Implication

The perceived risk of people is partially proportional to age and income per month after Covid-19 pandemic. Females, with higher education levels, and higher income are more aware of perceived and travel risks. When the travel restriction was lifting lockdowns, the priority targets groups for tourism are those with high-risk awareness of self-perceived risk, high education level, and high income as the recommended promotion goals.

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PEDALLING FOR BETTER HEALTH: INVESTIGATING THE RELATIONSHIP BETWEEN CYCLING TOURISM AND WELLBEING.

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Aim and Research Questions

With 5% of adults globally suffering from depression (WHO, 2021), the notion of wellbeing has begun to dominate national health agendas, earning significant attention on an international scale. During the Covid-19 pandemic, wellbeing issues were thrown into sharp focus, making it timely and important to examine how active forms of tourism may influence an individual's wellbeing. Cycling tourism stands as a popular form of sport tourism and the last few decades have seen a rising desire for tourists seeking out destinations for the purpose of undertaking sport, in particular cycling (Volgger & Demetz, 2021). With cycling tourism as a potential means to improve the wellbeing of individuals, the overall aim of this research study was to explore the relationship between cycling tourism and wellbeing. Accordingly, the study has the following research questions:

1). How does participating in organised cycling holidays impact the hedonic wellbeing of cycling tourists during their trip?

2). How does undertaking an organised cycling trip impact the eudaimonic wellbeing of cycling tourists, after the trip?

3). What are the benefits and motivations cycling tourists seek in terms of their wellbeing during and after their holiday?

Theoretical background and Literature Review

Within sport tourism, very few studies have specifically examined sport tourist wellbeing through a positive psychology lens, none within the context of cycling tourism. In the absence of existing research, this study employs theories from the established discipline of positive psychology, which conceptualises wellbeing through two key philosophies: hedonia (immediate experiences, moods, pleasure and pain avoidance) and eudaimonia (longer-term satisfaction, fulfilment and self-actualisation) (Deci & Ryan, 2008), to consider the wellbeing of cycling tourists. The two following theories were selected to aid the investigation: subjective wellbeing theory (Diener, 1984) successfully capturing hedonic wellbeing, and self-determination theory (Ryan & Deci, 2000) as a guide to examine eudaimonia. Investigating both hedonic and eudaimonic wellbeing of cycling tourists using a unique combination of positive psychology theories provides this research with an opportunity to respond to this gap in the literature and advance knowledge through theoretical contributions to tourism, sport and positive psychology schools of thought.

Research Design, Methodology and Data Analysis

Following a review of the literature, an interpretivist approach was taken in this inductive doctoral study. Combining theories of hedonia and eudaimonia informed the semi-structured interview questions. Qualitative methods were employed to collect empirical data from a sample of UK-based cycling tourists that had participated in organised cycling trips to either UK or international destinations. 40 semi-structured interviews were conducted. Following

transcription of the interviews, Braun and Clarke's (2006) six stage approach to the thematic analysis method was used to guide the analysis of this empirical data, supported by the MaxQDA programme. Undertaking inductive thematic analysis with a flexible approach allowed themes to emerge from the data and subsequently the researcher developed existing theories.

Results/Findings and Discussion

Following analysis, overarching key themes emerged from the empirical data, which included: interactions between the emplaced cyclist's senses and landscape, enhanced social identity as a cyclist; and beliefs in one's abilities or self-efficacy. Key findings emerged from these themes. First, the study demonstrated that the cycling tourist wellbeing experience is an emplaced one, something which has not been understood or examined in the literature previously. Second, it confirmed that socialisation opportunities during an organised cycling trip, enables social identity construction, making this one of the few studies to identify a relationship between social identity, hedonic and eudaimonic wellbeing in sport tourism. Third, interesting findings were made around how best to optimise levels of self-efficacy amongst cycling tourists, which subsequently increased their chance of successful task mastery, contributing novel findings about the relationship between self-determination theory and self-efficacy. Finally, findings concerning the interconnected nature and causal relationship between the eudaimonic and hedonic aspects of cycling tourist's experiences clarified that the hedonia-eudaimonia relationship is simultaneously causal in cycling tourism contexts.

Conclusion, Contribution and Implication

The findings and conclusions drawn from this research enabled the development of a conceptual framework, which, by applying a positive psychology lens and using theories from another discipline to sport tourism contexts, enriches sport tourism theory. The model is flexible and potentially offers scope for scholars to make alterations to transfer and apply it to other disciplines or contexts, such as leisure or other forms of tourism and wellbeing. This framework demonstrates the ways in which cycling tourism positively influences the hedonic and eudaimonic wellbeing of cycling tourists through identity development, emplacement and self-efficacy and outlines the causal link between these two tenants of wellbeing. It forms the key theoretical contribution. If information is successfully disseminated, insights generated from this study will practically contribute knowledge to sport tourism management, aid cycling tour-operators in developing product design, education of guides and marketing strategy; to optimise the wellbeing of their clients and sustain the growth in cycling tourism.

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MANAGING NEW LEISURE OUTDOOR SPORT ACTIVITIES – THE CASE OF SLOPE TOURING

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Aim and Research Questions

The objective of this study was to find and evaluate methods to improve the integration process of the increasing numbers of ski tourers into Tirol's skiing areas. We focused on analyzing the 1) desires and expectations of Tyrol's ski tourers as well as their 2) willingness to pay for the use of the safe and easily accessible ski area infrastructure.

Therefore, the research questions derived from this objective, should discuss the necessary offers/features a ticket for slope tourers should contain as well as, the willingness to pay for such a ticket.

Theoretical Background and Literature Review

Slope touring is a booming sport in Tirol and a present topic discussed in media and science (Ernstbrunner et al., 2020). However, the increasing number of slope tourers has also intensified conflicts between the different stakeholders, and possible solutions are missing (Happ & Schnitzer, 2022).

Safety issues, concurrent opinions by the involved groups and the trend for the coming years amplifies the high demand for governmental and juridical regulation, as most issues regarding slope touring are still officially unregulated by institutions (Plörer & Stöhr, 2021).

Ski tourers use the groomed slopes both for ascending and descending the mountain and might also use other facilities of the infrastructure of the skiing area. From an economic point of view, slope tourers are still not properly integrated in the economic model of skiing areas as they do not pay for those services. (Pröbstl-Haider & Lampl, 2017).

The fact that ski slopes are a common good that can only be priced in an indirect way, for example via parking tickets, leads to overuse, which is referred to as the tragedy of the commons (Ostrom, 2008). That is the reason why ski areas still fail to successfully integrate slope tourers into a comprehensive picture of mountain sports. One way to solve this problem would be to turn a common good into a private good for which, however, a suitable offer is needed.

Research Design, Methodology and Data Analysis

To find out the necessary features a ticket for slope tourers should contain, a focus group interview was conducted. The result of the interview served as a base for developing three different ticket options. The tickets contained the basic needs such as parking as well as the right for using the slopes and differed in additional features like lift rides, day passes and a ski service.

We have additionally conducted an economic experiment (during August and September 2021) in the form of an online questionnaire. The tickets were presented to examine the attractiveness as well as the willingness to pay for such tickets. A total of 334 questionnaires have been fully completed and could be used for further analysis (51% male; age: m=36 ±11.6 years).

To estimate the willingness to pay for a fictitious product the Van Westendorp-Method was selected and the evaluation of the optimum price point (OPP) as well as the acceptable price range (APR) was done graphically. In order to determine the willingness to pay, each participant was randomly assigned one of the three ticket variants. The participant had to decide on a price, they perceived as too cheap, cheap, expensive or too expensive. (Reinecke et al., 2009)

Results/Findings and Discussion

Only 36% of the respondents own a leisure card or seasonal ticket for a ski area at that time, of which 48% would be willing to pay more for their ticket if slope touring was included in the offer. From the 64% who did not own any ticket, 53% would be willing to buy a ticket if there would be an offer for slope tourers.
Over all, 51% of the participants showed an interested in a ticket for slope tourers and would also be willing to spend money for it.
The OPP for the ticket "Basic", the preferred option by 49% of the respondents, was at 88,70€. APR ranged from 68,92 to 149,00€.

Conclusion, Contribution and Implication

In this study, we were able to successfully identify the desires and expectations of slope tourers.
Our results displayed the interest in a ticket for slope tourers, especially the basic needs of slope use and parking must be satisfied in the offer.
Currently, however, austrian ski resorts and legislators cannot agree on a solution. In our specific case we could show that there would be a great market potential for a slope tourer ticket. However, for a sustainable solution, the standardization of the legal basis for the use of the slopes is needed to successfully transform a common good into a private good.
This study suggests a possibility to improve the social and economic integration of slope tourers into the existing context of established winter and mountain sports.

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HOW TO BE ENVIRONMENTALLY FRIENDLY? THE RELATIONSHIP BETWEEN SELF-CONTROL AND PRO-ENVIRONMENTAL BEHAVIOR AMONG SPORTS TOURISM PARTICIPANTS -THE MODERATING ROLE OF BELIEFS IN SELF-CONTROL

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Aim and research questions

Purposes of this study aimed: (1) to investigate the relationship between self-control and pro-environmental behavior among sports tourism participants; (2) to identify the potential moderating role of beliefs in self-control.

Theoretical background or literature review

The unique mountain and sea resources in Taiwan are indispensable elements for the promotion of sports tourism. However, with the increasing number of participants in sports tourism, uncontrolled use of the environment for tourism which enhances environmental loading results in the ensuing tourism resource consumption. Accordingly, being environmentally friendly for sports tourism participants is an important issue. Previous studies have suggested self-control would contribute to overcoming selfishness and exhibit prosocial behavior (Langenbach et al., 2020; Tian et al., 2018). Self-control is defined as a disposition of individuals to exert a capacity to alter or override dominant response tendencies and regulate behavior, thoughts, and emotions (De Ridder et al., 2012). That is, self-control individuals would alter their own responses to bring them into line with standards such as ideals, values, morals, and social expectations, and to support the pursuit of long-term goals. Based on the strength model of self-control, we thus proposed that sports tourism participants with self-control might line with the social standard to exhibit pro-environmental behavior. Thus, self-control might have positively correlated with sports tourism participants' pro-environmental behavior. Moreover, following the perspective of implicit theories, when individuals believe that their self-control is not a fixed or limited capacity and can be incrementally improved or applied flexibly, they would have better self-control capacity (Job et al., 2015). In other words, beliefs in self-control would lead individuals to exert self-control and experience no resource depletion because they believe their resource is unlimited. That is, we argued that beliefs in self-control allow sports tourism participants to exert their self-control and sustained self-regulation to approach the goal of being environmentally friendly.

Research design, methodology, and data analysis

Two hundred thirty-eight sports tourism participants (93 male and 145 female) are recruited in Taiwan to complete the questionnaire twice, with an interval of two weeks. Their mean age was 43.11 years ($SD = 11.46$). Because the time-lagged design enables us to allay the common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), we collected self-control (independent variable), beliefs in self-control (moderator), and demographic information at Time 1. Participants were asked to complete the measurements assessing pro-

environmental behavior (dependent variable) approximately two weeks later (Time 2). We had to restrict the time lag to limit participants attrition between the time points (Zapf, Dormann, & Frese, 1996). As such, we chose this time lag. Moreover, pearson correlation and regression analysis were used to examine our hypothesis.

Results/Findings and Discussion

The results support our hypothesis that sports tourism participants' self-control has positively correlated with their pro-environmental behavior. Research has demonstrated that self-control individuals would contribute to overcoming selfishness and exhibit prosocial behavior. Following this perspective, our study provide the specific results in sports tourism that tourists' self-control would positively correlated with pro-environmental behavior. This result can provide insight into the sports tourism domain to understand the benefits of tourists' self-control in pro-environmental behavior. In addition, the result indicates that beliefs in self-control would moderate the relationship between self-control and pro-environmental behavior. Specifically, when those self-control participants perceive higher beliefs in self-control, they tend to exhibit more pro-environmental behavior. This result corresponds with implicit theories that tourists' belief in self-control would enhance their self-control to guide their pro-environmental behavior. According to the result, how to increase tourists' belief in self-control is an important issue for the sports tourism managers to promote sustainable sports tourism.

Conclusion, Contribution and Implication

In conclusion, our findings indicate that sports tourism participants' self-control and pro-environmental behavior were positively related. Furthermore, high beliefs in self-control will enhance sports tourism participants' self-control to exhibit pro-environmental behavior. Our study makes several contributions. First, we extend the scope of self-control into sports tourism to understand how it relates to participants' pro-environmental behavior. Second, drawing on implicit theories, our study further identifies the moderator, beliefs in self-control, that enhances our knowledge about when the effect of self-control would be strengthened. Third, this study can provide practical implications for the department manager to promote sustainable sports tourism. Accordingly, the present study not only contributes to the sports tourism literature by understanding the functions of self-control on tourists' pro-environmental behavior but also provides practical implications for the managers to promote sustainable sports tourism development.

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IDENTIFYING THE TYPES OF LEISURE AND ANALYZING THE FACTORS AFFECTING IN THE DESIRABILITY OF SPORTS LEISURE IN IRAN

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Aim

In general, there are different types of leisure and include many activities. but the fundamental and important question is what variables are important in leisure. The purpose of this study was to identify the types of leisure and analyze the factors affecting the desirability of sports leisure in Iran.

This research seeks to answer the following questions:

What categories can be considered for sports leisure?

What are the factors affecting the usefulness of sports leisure?

Theoretical Background

Researchers have made different categories of leisure time. Broun et al. (1991) categorize leisure activities as social, family, volunteer, household, sedentary, informal, and outdoor (social, family, volunteer, household, sedentary, informal, outdoor) and their impact on the changes in the psychological well-being of people. Shin and Yu (2013) introduced active leisure, passive leisure, and social leisure and investigated their effects on people's satisfaction and mental health. Few researchers have addressed the factors influencing sports leisure, which can have many positive effects. But deeper research in this field can greatly help the development of the field of leisure. Leisure sports activities play an important role in maintaining the health and physical fitness of people in the community and it is a way to create a healthy lifestyle and maintain physical, social, and psychological progress. These activities can help a lot in positive things like socializing, connecting, making new friends and relationships, getting to know yourself, challenging yourself, etc. (Pomohaci and Sopa, 2018; Sopa and Pomohaci, 2016). On the other hand, the effect of leisure sports activities on reducing unpleasant feelings and stress caused by external stress is tangible and clear. Lack of attention to leisure sports and physical activity can have negative consequences for people such as obesity, increased body mass index, and movement problems (Kerr et al., 2002; Sopa and Pomohaci, 2016).

Methodology

The statistical population of the study includes all experts in the field of leisure with a scientific background and all interviewees of the present study in the field of executive, research and science had the necessary expertise and related to the study.

For the interviews, there is no accurate estimate of the number of experts in this field, so the sampling was Purposive Sampling and the number of samples was continued until theoretical saturation (N=16). The research tool was in-depth and semi-structured interviews with experts and data collection was qualitative.

Results and Discussion

In this research, the Delphi method was used. Results showed that different types of leisure including individual and collective leisure, active and passive leisure, healthy and unhealthy leisure, positive and negative leisure, serious and casual leisure, productive and non-productive leisure, real and virtual (electronic) leisure, Effective and destructive leisure, creative and non-creative leisure, is modern and traditional leisure. The results of analyzing the factors affecting the desirability of sports leisure in Iran showed variables of peace of mind, entertainment, improvement, freedom of choice, physical fitness, social class, frequency, and scarcity are important. According to experts, all variables are important and people pay attention to them at different times in their lives. The importance of the variables is related to the value paradox in leisure. For example, when a person is in a difficult life situation, the peace of mind variable can be for some people becomes an important issue in leisure time, and tends to exercise to give him peace of mind at least for a short time. The sport may be a bit rough, but the important thing is giving him peace of mind. when a person is in a monotonous life situation, the entertainment variable becomes an important issue. In this situation, he likes to do sports that are fun and exciting and can leave him in a boring situation. When a person is in an unfavorable economic situation, the frequency and availability of leisure are important issues for a person. In this situation, the important thing is to have low-cost sports available to him. when a person is in a favorable economic situation, frequency in leisure time can be considered a negative issue for him and social class is important for him. Sports that can show his social class and show his cool.

Conclusion, Contribution and Implication

The variables of peace of mind, entertainment, improvement, freedom of choice, social class, frequency, and scarcity are important in the desirability of sports leisure in Iran. All of these variables can play an important role in some parts of a person's life. For their importance, it is necessary to pay attention to the paradox of value in leisure.

Keyword

Desirability of leisure, Entertainment, Sport leisure, Value paradox in leisure.

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WOMEN'S SPORT LEISURE CAREER INTERRUPTION: USAGE OF LEISURE CAREER THEORY FOR MARRIED WOMEN'S EXPERIENCE IN SPORT PARTICIPANTS

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Despite the benefits of sport participation, women experience inequality in this regard, including less access to activities and less time spent and, thus, less opportunity to build and maintain a sport leisure career as compared to men. Particularly for married women, continuous participation in activities can be extremely challenging because of gender role expectations to be the main caregiver of the household in many countries, including South Korea. This study explored women's leisure career and its interruption, juxtaposed with women's gender roles and expectations. Particularly, this study explored the experience of married women's leisure career interruption. To achieve these aims, Korean women were selected because South Korea has a traditionally patriarchal culture that has strong gender expectations on women as caregivers in the family.

Literature Review

Serious leisure participants become interested in their activities and accumulate skills and knowledge, related to the activities, which ultimately can constitute a 'leisure career' (Stebbins, 1992). Increasing engagement in activities and raising related skill levels can play an important role in one's quality of life (Stebbins, 2004). However, married women were often dissatisfied with their participation in recreational sports, and desired to participate more actively (Yoon, 2008). Since most policies for women focus on childbirth, childrearing, and medical care in South Korea, to expand married women's participation in leisure sports, related policies should be implemented and a social atmosphere where their leisure participation can be respected should be created (Park et al., 2016).
The lack of women's physical activity has often been explained with the constraint theories. However, the traditional constraints model (Crawford, Jackson & Godbey, 1991) cannot fully explain the situation in which an individual cannot enjoy leisure activities that they have seriously participated previously in due to marriage and childbearing. The theories may indicate why married women discontinue their leisure careers but may not explain why they are unable to resume the activities as they desired. Since married women's leisure career interruption often results from socio-cultural expectations, in-depth studies are necessary.

Methods

An interpretive phenomenological approach was used to unpack the lived experience of married women's sport leisure career interruption. Individual in-depth interviews were conducted with 11 women who participated in sports as a leisure career and experienced its interruption. The interviews were conducted via Zoom, digitally recorded, and transcribed. The coding was conducted by three researchers, using the thematic analyses.

Findings and Discussion

From the data, the researchers deducted five themes regarding the married women's leisure career interruption: women's life stage, social pressure on women's priorities, cultural gaslighting and creation of a psychological threshold, lack of spousal support and sense of deprivation, and adoption of a new leisure activity as a breakthrough strategy. These themes describe how the women experienced their leisure career and how they interpreted the experience in their lives. According to the findings, married women's leisure career interruption is complex, multifaceted, and affected by various factors. The factors that initially contributed to their leisure career interruption were found to be lifestyle and physiological changes due to women's life events, such as marriage and pregnancy, which have been identified as leisure barriers for women. However, the discontinuity is reinforced by sociocultural and psychological factors, such as the social pressure on, and stereotyped role of, married women, as well as the psychological barriers created in women that produce a sense of guilt and a psychological threshold that women are afraid to go through to achieve their goals, in addition to a lack of support from spouse and family. It was evident that these factors did not affect the interruption independently but, rather, interrelatedly.

Conclusion

This study may contribute to leisure management by providing the knowledge of how to retain recreational sports for women in the life stage of marriage and childbirth. Using the leisure career theory was beneficial to unpack how women experience the discontinuity and how the policy makers can help resuming their activities. For example, the interviewees were eager to resume their leisure career or establish a new one as a breakthrough strategy. However, they did not seem to have a specific plan to do so. Therefore, providing programs to help women develop concrete action plans to (re)start their leisure career would be valuable. In addition, spouses should actively engage in the program while supporting their partners in pursuing leisure careers. The program should help spouses understand that their partners' sports as leisure careers is important for the well-being of the entire family. Other family members (e.g., parents, in-laws) should be included in the programs to reduce cultural gaslighting and the social pressure on women's priorities.

Although this study focused on married women, some findings can be applied to unmarried women who are caregivers. Therefore, the programs and policies should be extended to them. To do so, future studies should explore how unmarried women experience leisure career interruption.

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SPORT TOURIST DESTINATION ISLANDS - THE *TRANSQUADRA* EVENT AND THE EFFECTS ON SPORT AND LOCAL TOURISM

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Aim and Research Questions

Sports events have been used by organizations to enhance the tourism, economy, and social legacy of the host city in tourist destination islands. *Transquadra* is a transoceanic regatta of monotype sailboats between France, Madeira and Martinique co-organized by Clube Naval do Funchal (Island of Madeira, Portugal). This paper aims to analyze the contribution of *Transquadra* to the local sport and tourism of Madeira Island through the perception of the participant's experience in the event and their visit to the island.

Theoretical Background and Literature Review

Most studies that analyse the impacts of sports events focus on the economic variables, but it is possible to find studies on non-mega sports events, at an international level, that show positive impacts on the tourist destination and local sports development, special in social legacy (Legg, 2020). Social legacy refers to the way a sports event prompts changes in the collective and individual value systems, behavior patterns, community structures, local-sport development and quality of life. (Hover et. al, 2016). For local sports club that co-hosted sport event, a potential connection between visiting and visited communities can contribute to social change (Misener & Mason, 2006), and improve sports participation (Chalip, et. al, 2017; Taks, Chalip, & Green, 2015). This paper is based on the social legacy of sports events that demonstrated that people living in the host community can increase their skills and improve their sports participation if they have sharing and useful experiences in the role of sport management event (Doherty & Patil, 2019). Additionally, the organization of sports events has been used by public and private organizations to develop tourist destinations. This issue demands a cooperative strategy between tourist stakeholders, including local government and sports event organizers.

Research Design, Methodology, and Data Analysis

This is a quantitative study that used triangulation of two data collection sources: i) general characterization of *Transquadra* as a transnational sports event and the participation of sport member, including the local community in the organization roles; ii) individual questionnaire applied to the participants in order to evaluate their perceptions about tourist destination, economic and sports impacts. Of the total of 156 participants, 71(45.51%) completed the questionnaire: 58 sport sailors, 9 sport managers and 4 judges. The participation in the study complied ethical rules for research and respected the anonymity and free participation of respondents. The statistical treatment was based on descriptive data.

Findings and Discussion

The sociodemographic profile of participants indicates 58 French tourists, the average age of 57 years, and over 20 years of sailing experience. The profile also demonstrated a higher

income (50% receive between €5000.00 and €7000.00). Regarding the total expenditure, an average of €1741.47 per participant is reported.

The evaluation of *Transquadra* tourists about Madeira Island as a tourist destination was very positive, as the destination is associated with nature, particularly viewpoints and landscapes. The climate, security, cleanliness and hospitality of the residents were also highlighted as very positive features. The sports tourists stated they will be repeated the sporting event experience (45=65.2%) and recommend *Transquadra* to a friend (68=98.6%).

Contradictorily, the contribution of *Transquadra* participants, as experienced sailors, and sport managers, to the local sports activities and community, is practically null. Therefore, if we analyse the participation of local members (sailing coaches, local volunteers) in connection to organizational roles, there was weak participation. The contribution of local sport clubs and tourism stakeholders to take the best leverage of a sporting event was quite weak, despite the financial support and commitment of the regional public administration as a sporting tourism event. The data gathered suggest that the co-host organization *Transquadra,* supported by its partners and stakeholders, should take advantage of the visit of experienced sailors, referees, and foreign organizers. This cooperation can provide an effective involvement of local human resources for the development of sailing and local sports development.

Conclusion and Implication

Transquadra is a small-scale sports event associated with sports sailing which has significant economic and tourist impacts on the enhancement of the Madeira Island tourist destination. This study concludes that the perception of *Transquadra* tourists about Madeira Island was very attractive because of the local and genuine strong points such as nature, and landscapes, safety, cleanliness, and hospitality of the local community. For a strategy of organizing sports events in a tourist destination, it is necessary to empower the connection between the strengths of the tourist destination and the local sports event participation.

The study also indicates that there isn't strategic planning of commitment of local members and the host sports club, to better benefit from the expertise sports experience of the sport tourists. The advanced sporting experience of the sailors and judges of *Transquadra* could have been used in post-sport events with the purpose of sharing and contributing to the local sports development.

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WORK EXPERIENCES OF LEISURE AND SPORT MANAGEMENT EMPLOYEES

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Aim and Research Questions

The examination of work experiences within the sport and leisure industries has recently seen increase in scholarship. These examinations have provided insights into the challenges and benefits of working within both realms, such as workaholism, burnout, work-family interface, resilience, work engagement, and occupational calling, among others (Huml et al., 2021; Kim et al., in press; Lopez et al., 2020). These studies have been isolated to either the sport or leisure industries, rarely having a crossover population to assess similarities/differences of results or potential implications. Therefore, this study seeks to examine the work experiences of both sport and leisure employees. Findings for both populations will be discussed, while also providing crossover insights to improve the work experiences in both sectors.

Theoretical Background and Literature Review

There are many similarities between working within the sport and leisure industries. Employees within both sectors are working within traditional entertainment sectors, meaning work is often required during non-traditional hours as a means of accommodation for consumers/customers (Huml et al., 2021; Townsend, 2004). Both groups of employees also work a significant number of hours, work non-traditional hours, and have expectations for wearing "many hats" in the workplace (Schenewark & Dixon, 2012). These pressures and expected job commitment can create undue stress and negative work consequences on their employees (Meldrum & McCarville, 2010). This on-the-job pressure is created as a means of having a more successful product, meaning that ownership and administration can create unhealthy expectations for employees. Alternatively, both sectors are often designated as passionate career fields, meaning they have a strong supply of employees who are "called" to their profession and are likely more resilient to difficult work conditions (Kim et al., in press).

Research Design, Methodology and Data Analysis

The purpose of this study was to examine the work experiences of both sport and leisure employees. Results would then be assessed for insights in each individual industry and crossover implications. To achieve this purpose, data were collected from both target populations. Leisure employee data was collected in partnership with National Intramural Recreational Sports Association (NIRSA). Leisure employee data included established scales of work-family/family-work conflict, workaholism, burnout, work engagement, and coping strategies was sent out through their network of employees, yielding a response rate of 21% ($n = 522$). College sport employee data included scales on work-family/family-work spillover, overwork climate, occupational calling, intention to change jobs, workaholism, and career/job commitment. The survey was sent out using Qualtrics and solicited a response from 4,522 participants. To be consistent with our findings across different studies, we are presenting these findings based on similar concepts.

Results/Findings and Discussion

Results from both studies included insights within work-family/family-work concepts. Recreational sport employee sub-groups showed important differences: (1) women reported significantly higher work-family conflict (WFC) while men reported higher family-work conflict (FWC), and (2) those with spouses or in long-term relationships scored higher levels of both WFC and FWC. On the college sport side, work-family conflict showed potential as a deterrent from employee workaholism, as highly engaged workers were less likely to become workaholics if their work-family conflict was higher. Both studies reported negative consequences for those with kids: (1) recreational sport employees reported reduced coping strategies within the work setting if they have children at home, and (2) college sport employees reported challenges within having children and continuing to work within the industry, with some preparing to leave the industry once they were expecting. Both populations reported higher levels of burnout with younger/less experienced employees. Recreational sport employees with less than 10 years of work experience reported the highest levels of burnout and also the lowest level of work engagement. College sport employees working in entry-level or lower management positions also reported higher levels of burnout and increased likelihood to seek out other employment opportunities.

These results show a number of crossover trends between the recreation and sport industry. First, employees with home responsibilities often feel the constant pull between finding the adequate time to commit to both their family and work roles. Many employees in both industries felt their work responsibilities created conflict with their home roles, leading to negative consequences. Alternatively, those with families may have a deterrent from their work commitment going into overdrive and becoming workaholics, underscoring the benefit of having roles outside of work. Second, younger or lower-level employees are at a greater risk of negative work consequences than older, more experienced employees. This is likely a combination of less meaningful work but also higher, more unconventional hours. Greater protections need to be put into place for these workers to avoid having the next generation of quality employees leave the industry for more enjoyable working conditions. Improving their work conditions would likely provide the motivation and occupational satisfaction that is necessary for them to continuing within sport and recreation management.

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ORGANIZATIONAL LEISURE BENEFITS –THE X-FACTOR FOR EMPLOYEE ATTRACTION AND RETENTION IN HOSPITALITY?

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Aim and Research Questions

This study aims to explore the potential of organizational leisure benefits to attract and retain talent in the hospitality industry. Therefore, different roles of leisure benefits were investigated from the perspective of (1) hospitality employees in the relationship between job demands and work-life balance (WLB) and (2) future employees pertaining to organizational attractiveness and intention to apply.

Theoretical Background and Literature Review

In hospitality, attracting and retaining high-quality staff is crucial, since employees directly contribute to the quality of service. Unfavorable working conditions, like unsocial working hours and emotional labor, led to high staff turnover rates, resulting in a competitive labor market (Baum, 2019). Literature suggests employers must find innovative ways to meet employees' work- and life-related needs better to attract and retain talent in the long run (Renaud et al., 2016). Given that particularly leisure needs have increased, leisure benefits such as gym membership, social events, and physical exercise programs have gained managerial attention. Hence, hospitality employers have implemented a wide range of leisure benefits aiming to support employees' recreational needs. Despite such endeavors, the impact of leisure benefits on talent management is still rather assumed than empirically explored. Only few studies have provided first indication that leisure benefits might be crucial in job choice decisions and satisfaction (e.g. Mansour & Tremblay, 2016). Yet, more insight on leisure benefits' utility is needed for decision-making. Drawing upon the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) and Spence's (1973) signaling theory, the study closes this gap by shedding a nuanced light on the potential of leisure benefits.

Research Design, Methodology and Data Analysis

A mixed-method study design was applied. In a first step, qualitative data was collected from semi-structured interviews with 24 hospitality employees in Austria exploring the relationship between leisure benefits and job demands and their perception of WLB. Interviews were transcribed and thematical analysis was conducted using the MAXQDA software. Major topics were identified based on code frequencies. In the second step, an experimental research design was implemented emulating the situation of job seekers browsing hospitality job advertisements. A fictional job advertisement was designed with the variable *leisure benefits* being manipulated in two different ways (control version without leisure benefits and two versions with different types of leisure benefits). A total of 210 hospitality job seekers were randomly assigned to the different treatment versions. To measure the outcome variables *employer attractiveness* and *intention to apply*, Highhouse et al.'s (2003) attraction scale was used. Statistical analyses were performed using SPSS v.24. Simple contrasts were calculated with no leisure benefits as reference category when assessing differences in attractiveness and intention to apply.

Results/Findings and Discussion

Results from the qualitative interviews showed that the interaction between job demands and leisure benefits is key for developing a healthy WLB, a predictor for employee retention. In detail, analysis showed employees perceiving organizational leisure support in different ways. For most participants leisure benefits were either (I) a facilitator of leisure needs or (II) an organizational resource for recovery. Only for a small cohort leisure benefit served as (III) a vehicle for meeting their needs for workplace fun. Yet, results also demonstrated limitations of leisure support, showing that private duties consistently interfering with recovery diminish the positive effects of leisure benefits.

Results of the experimental study showed that employer attractiveness was rated significantly higher by participants receiving a job advertisement with leisure benefits compared to those who did not read any information about leisure benefits ($F=7.656$, $p=0.001$, $\eta2=0.069$). Also, significantly higher intentions to apply were observed for the participants receiving a version with leisure benefits compared to the control ($F=3.551$, $p=0.03$, $\eta2=0.033$).

Findings revealed three different roles that leisure benefits can play in talent management. Depending on the individual's comprehension of WLB as well as style of recovery, leisure benefits can either (1) buffer job demands as leisure coping resources or (2) increase motivation and enjoyment of work - both important aspects in employee retention. Finally, leisure benefits can also (3) serve as a signal of employer attractiveness at the early stage of recruitment.

Conclusion, Contribution and Implication

This study contributes to the scare literature on leisure benefits and clarifies their potential, and limitations. First, results refine assumptions of the JD-R model by demonstrating that leisure resources can either offset job strain or have motivational effects. Results extend previous findings of the signaling theory by confirming that leisure benefits signal non-observable employer attributes and diminish asymmetric information distribution in talent attraction. Yet, the study also shows that employees' perceptions of benefits are highly subjective implying that there is no "one size fits all solution". Therefore, involving staff in the design of leisure support programs is key, so that leisure benefits will be perceived as employee value propositions and finally can be the X-factor to prevent staff turnover and attract new talent.

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INSTITUTIONAL WORK PRACTICES WITHIN A CLUB SPORT TEAM: IMPLICATIONS OF PROFESSIONALIZATION

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Aim and Research Questions

Organizations experience institutional pressures to set standards that assist in building or maintaining a perception of legitimacy. Furthermore, sport and leisure have been shown to offer a unique, practical setting of the fundamental principles of institutional work (e.g., Oja et al., in press). For example, American university club sports operate within the amateur sport system, fulfilling sport and leisure functions to meet the needs of club members. University club sport organizations are particularly susceptible to institutional pressures from external stakeholders (e.g., university, sport governing body, competing organizations), given their challenges with sustainability (Lower-Hoppe et al., 2021). This unique intersection of sport and leisure enables an examination of how institutional actors, in this case a club hockey organization, engage in institutional work practices to maintain their legitimacy. Thus, the purpose of this study is to develop a better understanding of the institutional work practices that a specific university club hockey organization utilizes in order to maintain their institutional legitimacy. The following research question was proposed: How is legitimacy maintained within a university club hockey organization.

Theoretical Background and Literature Review

The concept of institutional work describes, "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions" (Lawrence & Suddaby, 2006, p. 215). Scholars within sport and leisure have emphasized the need to utilize institutional work as a framework to examine how teams and sport organizations engage in legitimacy practices (Nite & Edwards, 2021). This study emphasizes the maintenance component of institutional work to better understand the strategies a club sport organization employs to maintain their legitimacy. Acquiring and maintaining organizational legitimacy is an essential component for all organizations, as legitimacy is required for organizations to survive their institutional environment (Suchman, 1995).

Research Design, Methodology and Data Analysis

We conducted a case study on a university club hockey organization, collecting data from three sources: (a) semi-structured interviews with actors in the institutional environment, (b) national, conference, and university level policy and procedure documents, and (c) game day video footage from the previous three years. Semi-structured interviews were conducted with 12 participants who were purposively selected based on their engagement with the university club hockey organization. Participants had either played, coached, or been involved with the club hockey organization (e.g., fans, administrators) for at least two years. Participants were asked questions such as: (a) What was your initial impression of university club hockey?, (b) Can you tell me about the professional contexts around university club hockey?, and (c) How does the club hockey program maintain its standing with the university and community? The

questions probed participants' background and perceptions of club hockey, as well as the maintenance practices undertaken by institutional actors. Braun and Clarke's (2006) thematic analysis procedure was utilized to analyze the data which included multiple readings of the data, creating the initial codes, searching for themes, reviewing themes, naming themes, and producing the final report.

Results/Findings and Discussion

Purposive actions taken to establish and reinforce professionalism were found to play an important role in maintaining the legitimacy of the club hockey organization. The organization was able to construct a professional atmosphere by selling concessions, paying for officials, maintaining scoreboards, creating student sections, employing broadcasters and announcers, and adding security for events. Additionally, the manner by which players represented themselves played a significant role in upholding a professional game-day atmosphere. The club hockey players wore business suits en route to games, wore professional team gear (i.e., jerseys) during games, and then left the facility in business suits after games. The standard of professionalization was viewed as an institutional norm that signified legitimacy. Thus, the actions of professionalism taken by the institutional actors (i.e., players, coaches, administrators) were regarded as the driving force to maintain the club organization's legitimacy.

Conclusion, Contribution and Implications

In all, this study follows the lead of previous researchers (e.g., Nite & Edwards, 2021) by offering a more comprehensive understanding of institutional work practices in a setting that includes components of both sport and leisure. Further, the importance of this study is highlighted by the practical and sustainable actions taken by a club sport organization to maintain their legitimacy via professionalization practices. These maintenance actions (i.e., professionalization) could be a trend in contemporary sport and leisure contexts. Professionalization maintenance practices were also conducted by institutional actors in a comparable setting that blends sport and leisure (i.e., rural amateur baseball leagues; Oja et al., in press). This contribution marks an important consideration for the intersection of sport and leisure and the influence of professionalization. Specifically, institutional pressures necessitated that the club sport organization maintain professionalization norms despite competing under the guise of amateur sport. This finding suggests wide ranging implications for the sustainability of non-profit sport and leisure organizations.

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LEISURE (SICKNESS) PARADOX – LIFE SATISFACTION & WELL-BEING

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Aim & Research Question

Leisure time promises to be a valuable factor in increasing subjective well-being as well as other personal domains (Fancourt et al., 2021), however, scientific literature does not seem to be unanimous about the mutual effects (Brajša-Žganec et al., 2011). There is evidence that leisure time can make people sick; this phenomenon has already been called leisure sickness, which, to date, has only been described in terms of presumed triggers (van Heck & Vingerhoets, 2007; Vingerhoets et al., 2002). This contradicts the actual assumptions about the positive effects of leisure on personal domains and raises the question whether life-satisfaction levels suffer, which can be assumed due to previous knowledge, from leisure sickness occurrence. Therefore, the aim of this study is to proof negative effects of leisure sickness on the overall as well as health-related life-satisfaction, asking, a) whether there is a difference between people with/without leisure sickness and their subjective assessment of life-satisfaction and well-being.

Theoretical Background and Literature Review

An integrated consideration of well-being consists of a variety of parameters, as general life satisfaction etc., which is why they are used synonymously (Brajša-Žganec et al., 2011). Leisure, in a contemporary comprehension, is seen as time without obligations, revealing benefits like improved health, enhanced life satisfaction etc.; however, there is a lack of a consensus due to different leisure approaches (Raz-Yurovich, 2021). Becoming sick regularly on weekends or in leisure time generally, was introduced by Vingerhoets et al. (2002) as the phenomenon of leisure sickness. To date, leisure sickness is not defined as an illness but moreover as a cluster of symptoms (van Heck & Vingerhoets, 2007; Vingerhoets et al., 2002). In a pilot study on the prevalence, phenomenology and background of the condition, the researchers found the most frequently reported symptoms were headache/migraine, fatigue, muscular pains, nausea and influenza-like conditions (van Heck & Vingerhoets, 2007; Vingerhoets et al, 2002). Drawing from a list of possible causal factors for leisure sickness (medical reasons, personality traits, lifestyle patterns etc) Vingerhoets at al. (2002) found that particularly high workload and personal characteristics might trigger its occurrence. This paradox forms the basis for the logical derivation of the above research question.

Research Design, Methodology and Data Analysis

The present study utilized a cross-sectional online questionnaire to survey vacationists in the Austrian Alps and a convenience sampling approach. In the period from April 2020 to June 2020, 640 tourists (28.6±13.7 years) in and from the Tyrol completed the whole questionnaire. Regarding life satisfaction two modules ("general life satisfaction"; "health") of the FLZM questionnaire (Henrich & Herschbach, 2000), with an internal consistency of $\alpha = .82$ and $\alpha = .89$, were applied. Each module consists of eight items, to be answered twice (importance & satisfaction), using a five-point Likert scale, ranging from 1 ("unimportant";

"dissatisfied") to 5 ("very important"; "very satisfied"). The weighted satisfaction of each item is used to calculate a sum score. Furthermore, a separate question split respondents into two groups (sick during leisure = SDL; not sick during leisure = NSDL). Statistical analysis was conducted by utilizing SPSS v. 27.0 (IBM Statistics, Armonk, NY, United States) performing a Mann-Whitney-U-test. The level of significance was set at $p < 0.05$.

Results/Findings and Discussion

The evaluation of life satisfaction according to the group classification showed a significant difference. Contrary to supposed expectations, the evaluation showed that those who become ill in leisure situations have a higher general life satisfaction (SDL=50.8±28.5; NSDL=42.8±24.7; p<0.05) as well as a higher satisfaction with their subjective health (SDL=51.2±31.4; NSDL=51.6±13.7; p<0.05) than those who characterise themselves as "healthy" in their leisure time and have not yet experienced the phenomenon of leisure sickness. In sum leisure sick people show higher well-being values than others (general: U=24938.000, p=.017; r=0.1; health: U=25519.500, p=.005, r=0.1). These results contrast the authors' expectation about positive effects of leisure time on various life parameters, such as health, well-being, life satisfaction, etc. (Brajša-Žganec et al., 2011; Fancourt et al., 2021), depending on the experience of leisure sickness. Hence, at this stage it is still quite difficult to attempt an explanation, as there are no references, and the basic comprehension of leisure sickness has not yet been clarified.

Conclusion, Contribution and Implication

The current study provides very contradictory results, which have never been considered in this context. Nevertheless, these results are the decisive point for this topic to be included in future scientific research interests. Further scientific research is needed to explore the phenomenon of leisure sickness and to delineate it in a multi-relational context or to examine the interaction of several life parameters. Only then the present results can be put into perspective, and, above all, the phenomenon of leisure sickness be narrowed down in more detail.

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THE INFLUENCE OF OUTDOOR LEISURE EXPERIENCE ON FAMILY ENVIRONMENTAL ATTITUDE BY PSYCHOLOGICAL DISTANCE

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Aim

This study examines how families' outdoor leisure experiences affect their environmental attitudes depending on whether the program incorporates educational components or not and the families' psychological distance.

Theoretical Background and Literature Review

Long-term sustainable development can be achieved when individuals and societies change the way they think and act, and education is the key to achieving this transformation (United Nations Educational, Scientific and Cultural Organization, n.d.). Tourism can play an educational role, thus making a significant contribution to environmental sustainability (United Nations World Tourism Organization, n.d.). Education is often incorporated into the nature-based tourism context to increase visitors' environmental awareness (e.g., Marcinkowski, 2010). As some researchers have argued that tourists are not interested in education when on holiday (e.g., Hedge, 1995), it is important to promote outdoor programs that tourists will enjoy while learning at the same time. Determining how environmental awareness is induced during outdoor activities may provide a better understanding of the factors that are responsible for promoting this awareness.

Leisure experience is an effective concept for understanding tourist behaviour and is an important determinant of behavioural intention, including environmental attitude (Bigne et al., 2008). To induce visitors' environmental awareness effectively during outdoor leisure programs, it is necessary to assess the leisure experience factors that have a potential influence on environmental attitude. Furthermore, psychological distance, which is related to attitudes and behaviours toward natural environments (Gifford, 2011), is another element that should be considered. Nature can be a tourism resource that attracts both local visitors and tourists who are unfamiliar with the natural environment. The psychological distance between visitors and destinations where nature-based activities occur may affect how their awareness of the natural environment is induced.

Methodology

This study employed a web-based experimental design. The subject of this study was parents with children between the ages of 6 and 11 years. Residents of Ishikawa Prefecture (n = 150) and Gifu Prefecture (n = 150) were recruited from a large online Japanese panel company. Each of the samples were randomly assigned to a control or experimental group. Each group experienced a simulated dolphin watching tour currently operating out of Noto Island, which is located in Ishikawa Prefecture. Data for the study were collected in January 2022.

The control group scenario featured a simulated dolphin watching tour without an educational component, and the experimental group scenario received the same activities with the addition of an educational component about dolphins. After the control and experimental groups finished reading the identical scripts, participants were asked to evaluate their leisure

experience and conservation attitude. The survey regarding visitor leisure experience included four dimensions—education, esthetics, entertainment, and escapism—consistent with Oh et al. (2007).

Findings and Discussion

The structural equation model showed that three elements of the outdoor leisure experience—education, esthetics, and escapism—have an influence on environmental conservation attitude. In the control group of the Ishikawa sample, conservation attitude could be predicted by education-related (β = .40, p < .01) and esthetics-related (β = .33, p < .05) leisure experiences. The result of the treatment group of the Ishikawa sample also showed that conservation attitude was clearly influenced by education-related (β = .36, p < .05) and esthetics-related (β = .51, p < .001) leisure experiences. Educational experience was a greater mediating element toward their environmental conservation attitude. This could be because the samples living in Ishikawa prefecture, which faces the ocean, already have a certain degree of knowledge of the marine environment. Thus, they may be more likely to absorb the information about the marine environment around Noto Island during the tour.
For the control group of the Gifu sample, escapism-related leisure experiences predicted conservation attitude (β = .41, p < .01), while the results of the treatment group of the Gifu sample showed a clear influence of esthetics-related leisure experiences on conservation attitude (β = .53, p < .001). Educational experience was not a mediating element toward their environmental conservation attitude. This could be because the participants living in Gifu prefecture, which is landlocked, are not familiar with or do not have knowledge of the marine environment. Thus, the unfamiliar experience and information might be part of the escapism experience, which leads to increasing their environmental conservation attitude.

Conclusion

This study indicated that nature-based leisure activities could be an effective tourism resource to foster local and remote visitors' conservation attitude. Regardless of whether the program incorporates educational components or not, outdoor leisure programs may be effectively utilized to increase environment attitude. To promote outdoor leisure programs that effectively raise public environmental awareness, it is crucial to develop a program that allows visitors to experience the natural beauty of the destination's unique environmental features and to escape from the constraints of daily life rather than purely focusing on entertainment.

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DOES VALUE CO-CREATION DIFFER BETWEEN RESIDENTS AND SPORT TOURISTS IN THE RECURRING SPORT EVENT? A REFLECTIVE HIERARCHICAL MEASUREMENT APPROACH

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Aim

According to Service-Dominant (S-D) logic, sport consumers and fans are active objects that benefit from interactions with other users and their resultant resource integration (Kim et al., 2020; Zhang, et al., 2020). The facilitators that can offer chances for sport spectators to participate in and manage value co-creation among other spectators in the sport industry are sport firms and organizers (Woratschek et al., 2014). However, questions still abound as to what exactly constitutes the concept of value co-creation. In addition, researchers have yet to examine the differences that exist in value co-creation between local residents and sport tourists. Therefore, four research objectives are proposed in the current study, which offers an in-depth examination of value co-creation: (a) validate a comprehensive construct of spectator value co-creation, (b) examine the hierarchy of value co-creation measurement, (c) test the nomological network of the value co-creation scale with possible results, (d) to examine whether noteworthy differences exist between residents and tourists in co-creation, respectively.

Theoretical Background and Literature Review

According to Ranjan and Read (2016), the value co-creation concept has two chief dimensions: co-production and value-in-use. At a sport event, event spectators' willingness to co-produce value propositions with their own characteristics and ability in sports makes necessary an understanding of spectator value co-creation (Kolyperas et al., 2019). Also, value-in-use occurs when sport spectators experience and utilize event services in their own experiences.

Regarding the measurement specification, it is expected that the total value co-creation, can be explained by the social exchange theory. According to the social exchange theory, participants tend to possess positive expectations and also perceive a status bump as a result of their role in the development process, which leads to a commitment on the part of these individuals to the endeavors in which they are involved. Therefore, this study provides a theory-driven solution, as well as an empirical investigation of the complexities of reflective models, in order to present more comprehensive and balanced reasoning on the measurement specification of value co-creation.

Furthermore, residents' place identity, then, can be defined as the unique combination of attachment, commitment, knowledge, and meaning that residents associate with a particular place (Yang et al., 2022). Importantly, a strong place identity is unlikely to be formed among tourists who visit a place only one or two times and for a very short time. Furthermore, according to the social identity theory, individuals are potentially more likely to act for the common good if they have a strong sense of belonging to the group. Given this, a clear and reasoned distinction was made between residents and tourists in this study based on place

identity and the social identity theory. The extant literature considers value co-creation and places identity to be two parallel but mostly non-interesting foci, both speaking to key elements of residents' emotional engagement with their experiences (Yang et al., 2021).

Methodology

Study 1 and Study 2 were conducted at two recurring sport events. First, researchers conducted Study 1 to make sure the wording of all items was explicitly designed to capture the distinctive features of value co-creation in Indianapolis 500 (n=60). Also, PLS-SEM comparisons between the reflective and formative models were performed to justify the reflective indicators for the value co-creation measurement related to recurring sport events via Smart-PLS. In Study 2, a total of 181 residents and a total 174 sport tourists who attended the U.S. Grand Prix were collected online. Twenty-three items from Study 1 were used to develop empirical measurement variables for each value co-creation dimension and assess value co-creation measures within the value co-creation network consisting of value co-creation consequences between residents and tourists in the U.S. Grand Prix. A structural analysis was performed to test the conceptual model and a multigroup analysis was performed to compare the differences between residents and sport tourists in AMOS 21.

Findings and Discussion

The results indicated that the measurement of value co-creation is reflective hierarchical and that it exhibits internal consistency reliability, content validity, convergent validity, discriminant validity, and nomological validity in the reflective model. The results further demonstrate that co-production and value-in-use patterns differ by residents or tourists. Furthermore, the results indicated differences in the effect of value co-creation on revisit intentions across residents and tourists in a recurring event.

Contribution

This study uses S-D logic to offer an understanding of value co-creation's reflective hierarchical theoretical nature from the perspective of residents and tourists in the recurring sport event. Furthermore, this paper contributes to value co-creation studies, showing that various attendees (i.e., residents and tourists) perceive different levels of co-creation because resources may vary. In addition, the present research is of value to event managers on a practical level, as they must thoroughly examine the value co-creation perceived by spectators who are residents and tourists in the recurring sport event.

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ESMQ NEW RESEARCHER AWARD FINALISTS

Chair: Andrea N. Geurin

THE ASSOCIATION BETWEEN RELATIONSHIP CULTIVATION STRATEGIES AND GOVERNMENT-PUBLIC RELATIONSHIPS IN THE OLYMPIC GAMES: A PARTIAL MEDIATING ROLE OF PERCEIVED AUTHENTICITY

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Aim

The climate surrounding the Olympic Games has changed substantially. In the past, many cities have made efforts to host the Olympic Games with the intention of promoting the local tourism industry, boosting the economy, enhancing the nations' brand power, and revitalising the cities. However, fewer cities seem to be able to garner enough public support for hosting the Olympic Games these days, running into residents' opposition. A deficiency of coordination and long-term beneficial relationships between host cities' governments and residents could turn the process into an interesting social exercise (Gursoy & Kendall, 2006). Therefore, the primary aim of the current research is to build a theoretical and empirical framework, explaining the formation of government-public relationships (GPR) in the context of the Olympic Games by examining its relations with relationship cultivation strategies (RCS) and perceived authenticity. Particularly, this study is interested in determining the mediation role of perceived authenticity in the relationship between RCS and GPR.

Theoretical background and Literature review

The theoretical background of this study is grounded on organisation-public relationships of public relations. Although the extant literature well expands the antecedents of organisation-public relationships outcomes, there still is a huge paucity of knowledge in regard to GPR, despite the growing importance of the local community as a stakeholder in the decision-making process and the fact that community support is instrumental in the successful hosting of mega sport events (Nunkoo, 2015). In addition, this study assumes that RCS is a crucial antecedent of GPR, as RCS is considered a robust way of achieving public relations goals that desire long-term, stable, and mutually beneficial relationships with key publics (Men et al., 2018). However, there is a demand to understand how RCS could be optimised in a certain context, for example, the Olympic Games in the current study. Furthermore, this research attempts to identify the partial mediation role of authenticity due to its significant role in linking RCS to GPR (Shen & Kim, 2012). To fill these gaps and based on existing knowledge, this study established ten hypotheses.

Methodology

Data ($N = 500$) were obtained from Tokyo residents by conducting a quota sampling technique, with the assistance of an international research company based in Japan. The measurement items of RCS, perceived authenticity, and three dimensions (i.e., control mutuality, trust, and satisfaction) of GPR were employed from existing studies (e.g., Ki & Hon, 2009; Shen & Kim, 2012). The items were measured using a 7-point Likert scale, anchored with strongly disagree (1) and strongly agree (7). 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

The results of the hypothesised relationships delineated that RCS significantly influenced control mutuality (Hypothesis 1-1), trust (Hypothesis 1-2), and satisfaction (Hypothesis 1-3). The direct relationship between RCS and perceived authenticity towards the local government was also supported (Hypothesis 2). In addition, perceived authenticity directly and positively affected three dimensions (control mutuality, trust, and satisfaction) of GPR (Hypothesis 3-1 to 3-3). The result of the indirect effects obtained via the bias-corrected bootstrap test supported the assumption that perceived authenticity served as a partial mediator of the effects of RCS on GPR dimensions (Hypothesis 4-1 to 4-3).

Conclusion

The results imply that residents of a host city who perceive their government as being authentic and having RCS initiatives lead to building better relationships with their governments. That is, RCS must be combined with the governments' authentic behaviour to cultivate and sustain quality GPR. In addition, governments need to implement effective RCS in producing policies, since when they attempt to implement RCS, listen to residents' concerns, give feedback, and reassure them, such a process will help build mutually beneficial relationships.

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ASSESSING THE PSYCHOLOGICAL PATHWAYS OF ESPORTS EVENTS SPECTATORS: AN APPLICATION OF SERVICE QUALITY AND ITS ANTECEDENTS AND CONSEQUENCES

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Aim

This study aims to examine the psychological pathway of eSports event spectators who physically go to eSports off-line events by assessing the structural model for service quality, its antecedents (i.e., basic psychological needs and motivation) and consequences (i.e., satisfaction and revisit intention). The hypotheses on the relationships are established based on literature review and are tested using the two-step approach of structural equation modeling.

Theoretical background

Perceived service quality refers the consumers' judgement regarding to the overall excellence or superiority of a good or service (Zeithaml, 1987). Delivering high quality of service results in high customer satisfaction, which promotes positive word-of-mouth, loyalty, purchase intention, and finally profitability to service providers (Oliver, 1997). Zhu et al. (2021) proposed a concept model of perceived service quality for eSports events spectators, which includes competition quality, physical environment quality, event execution quality, and interaction quality. Service quality is not the only construct on the pathway. Motivation is considered to determine the level of perceived service quality (Ko and Pastore, 2004). The self-determination theory postulates that all human behaviours stem from different types of motivations (Deci & Ryan, 2000). From non-self-determined to self-determined, there are amotivation, extrinsic motivation and intrinsic motivation. When the three basic psychological needs (i.e., autonomy, relatedness, and autonomy) are satisfied, motivation will move along the continuum towards intrinsic side (Deci & Ryan, 2000). On the other hand, satisfaction is a well-documented consequence of perceived service quality in spectating sport context (Yoshida & James, 2010). It is a judgement that a product or service, or its feature, fulfilled a consumption-related pleasure (Oliver, 1997). A further consequence of satisfaction is revisit intention (Shonk & Chelladurai, 2008), which refers to customers' intention to repurchase of service, to increase the volume of the service, and their willingness to recommend the service (Howat et al., 1999). To sum up, it is hypothesised that basic psychological needs and motivation are determinants of service quality, which, in turn, affects satisfaction and revisit intention among eSport spectators.

Methodology

Data collection for each phase were completed in China, the largest eSports market. Competence was measured with Intrinsic Motivation Inventory (McAuley et al., 1987); relatedness with Basic Needs Satisfaction in Sport Scale (Ng et al., 2011); and autonomy with Sheldon et al.'s (2001) scale. Motivation was measured by SMS-II (Pelletier et al., 2013). Perceived service quality was measured using the scale developed by Zhu et al. (2021).

Satisfaction and revisit intention were measured using Oliver's (1980) scale and Cronin et al's (2000) scale, respectively. According to the two-step approach of structural equation modeling (Anderson & Gerbing, 1988), the first phase of the research is to assess the psychometric properties of the measurement models which are specified by constraining all correlations between their endogenous and exogenous variables to be free. The second phase is to test the hypothesised associations among the constructs using a path analysis.

Results

In Phase One ($N = 485$), CFA showed a good model fit: $\chi^2/df = 1.92$, CFI = .95, RMSEA = .05, IFI = .95, TLI = .95, and SRMR = .04. Composite reliability values ranged from .83 to .98, showing good reliability. The factor loadings ranged from .65 to .98; five items had $\lambda <$ .707. The AVE values ranged from .54 to .95. The measures showed acceptable convergent validity. The correlations coefficients between any two constructs were smaller than their respective squared root of AVEs, supporting discriminant validity of the latent constructs. In Phase Two ($N = 217$), SEM revealed a marginally acceptable model fit ($\chi^2/df = 1.86$, CFI = .89, RMSEA = .06, IFI = .89, TLI = .88, SRMR = .16). The path analysis supported 15 out of 19 hypotheses at the .05 probability level. Competence ($b = .92$) and autonomy ($b = .43$) were positively related to intrinsic motivation while competence ($b = .17$) and relatedness ($b = .83$) were positively related to extrinsic motivation. Extrinsic motivation was positively related to all service quality dimensions ($b = .19$ for competition, $b = .57$ for physical environment, $b = .59$ for execution, and $b = .87$ for interaction), while intrinsic motivation was positively related to competition ($b = .72$) and execution ($b = .23$) only. All service quality dimensions were positively related to satisfaction, with standardised b values ranging from .14 to .60. Finally, satisfaction was positively related to revisit intention ($b = .77$).

Conclusion

The study makes contribution to the literature by providing empirical evidence for the relationships among the constructs and expands the realm of current theories to the context of eSports, especially the application of the self-determination theory and the new eSports service quality model. It also provides a more comprehensive picture for eSports practitioners, particularly event organisers, to understand their spectators and balance their effort in managing elements which promote future attendance.

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A CHANGING FACE OF LEADERSHIP: FELICITY CONDITIONS OF LEADERSHIP IN PROFESSIONAL FOOTBALL

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Aim and Research Questions

This paper is located in a leadership debate and attempts to understand why some leaders are able to move us in such powerful, deep and meaningful ways yet, paradoxically, others have the potential to demotivate, denigrate and ruin lives. The study adopts a linguistic pragmatic framework to investigate rhetoric that concerns British football managers. The aim was to contribute new theoretical knowledge and understand the influence football managers have on people they interact with and the significance of such acts of performativity.

Theoretical Background and Literature Review

Such is football's standing as the world's most popular sport, there is intense public interest in a game that has great historical and socio-cultural significance. Although the main focus is on the many teams, clubs and those who play the game worldwide, there is growing interest the paragon of leadership. At the highest level, football managers are individuals are considered vanguards in their field and are high profile figureheads, often held up for crucial lessons on issues of leadership on the assumption that findings might be edifying (Elberse, 2013). Borrowing from Austin's seminal work (1962), How to Do Things With Words, and the idea of felicity conditions, to explain how words and sentences work as performatives, but crucially, how this can be useful as a conceptual framework to understand performative acts such as leadership. Austin (1962) argues that saying something can get people to do something and felicity conditions refer to a set of conditions that must be in place and criteria that must be satisfied for speech acts to achieve their purpose and properties that are essential to the leadership influencing process can be found.

Research Design, Methodology and Data Analysis

The approach draws on Gadamer's (1989) conceptualisation of hermeneutics and Josselson's (2011) narrative approach and what is reported is best described as *hermeneutic storytelling* to account for the lived experiences of managers in the backdrop of men's professional football, on the assumption that stories about our lives are representations of reality.

Data was collected in the form of in-depth, semi-structured interviews to develop a holistic picture of football managers in the hermeneutic tradition. Sixteen interviews were conducted with participants who varied from current football players (3), former players (5), coaches (5), senior management (2) and the media (1). Access was also gained to a Chief Executive, Sporting Director and a leading television journalist. Importantly, participants had worked with an astonishing 226 football managers in various capacities, spanning over 140 clubs and national teams and stories of these individuals were the focus of analysis and basis for understanding and explanation.

Results/Findings and Discussion

Stories of football managers produced an exhaustive list of traits, behaviours and attributes that offer mental conceptions of these individuals (Swanson et al., 2021). However, as a theoretical contribution an important dynamic was discovered between the ideal of authority and virtues of authenticity and sincerity that worked together as performativity and highlight an everchanging face of what we now expect from leaders. In this context, for leadership influence to be felicitous (appropriate), football managers needed to meet, in the requisite way, conditions of; authority and be authorised beyond the position they hold; which is granted by virtue of authenticity, in the way they operate in relation to others; and sincerity, with thoughts, intentions and motivations that embodied the virtue. This was mediated by interplay of thoughts, beliefs and expectations and what was rooted in historically affected cultures and traditions (Gadamer, 1989).

Conclusion, Contribution and Implication

Drawing on Austin's (1962) idea of felicity conditions for a conceptual framework to facilitate theory building. The idea assumes some words and sentences act as performatives and how they work are a way of understanding leadership influence. Stories about football managers suggest a change to what we look for in our leaders. Ordinary talk of football managers was evaluated by a set of conditions for leadership influence to be understood and showed leadership influence represented a commitment to the performative. Blackshaw (2017, p. 38) refers to this as a "heavy commitment", as in the leader-follower relationship followers naturally exist with cognitive schemas. This meant that, although leaders are afforded an initial period where knowledge, experience and achievements in the game of football assume authority, it takes conscious effort and time to develop that deep sense of trust to realise positive leadership influence.

As a practical contribution direct relevance is to the area of leadership development suggesting a focus away from traits, attributes and competencies, helping leaders and practitioners who work with them identify, reflect and self-assess on this key dynamic as part of education and development programmes. Moreover, HR professionals could be interested in the practical utility of values-based recruitment and selection that assesses the fit of human qualities to values and culture of an organisation as the desideratum.

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EASM 2022 BEST PAPER AWARD FINALISTS

DECISION-MAKING IN SPORT FOR DEVELOPMENT: AN EXPERIMENTAL STUDY

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Aim and Research Questions

A big emphasis in prior studies on sport for development (SFD) has been on the types of resources needed to deliver on desired social mandates and how those necessary resources and capacities can be developed (Clutterbuck & Doherty, 2019; Welty Peachey et al., 2020; Svensson et al., 2018). Yet little remains known about how SFD leaders themselves prioritize and decide on the relative importance of different resource attributes. One way to begin to address this knowledge gap is to explore how SFD leaders make decisions. Therefore, the purpose of this study was to explore decision-making regarding organizational capacity through an experimental survey design. Specifically, three research questions were developed: RQ1: How do SFD leaders prioritize organizational capacity attributes?; RQ2: What role does entrepreneurial orientation play in SFD leaders' decision-making?; RQ3: What roles do program models have in SFD leaders' decision-making?

Theoretical Background and Literature Review

This study was guided by random utility theory, which suggests people value attributes of a particular good or service and that when presented with multiple options they choose the option perceived to provide them the most utility/value (McFadden, 1986). Overall, utility theory provides a theoretical foundation for examining decision-making through individuals' choice preferences (Mangham et al., 2009). A growing number of researchers have explored and examined the role of organizational capacity among SFD organizations (e.g., Clutterbuck & Doherty, 2019; Svensson et al., 2018). Prior scholars have drawn on Hall et al.'s (2003) multidimensional framework of nonprofit capacity, which depicts capacity to consists of human resources, finance, partnership, infrastructure, and planning capacities. Overall, prior studies indicate capacity levels remain low for many organizations and thus capacity-building is a critical concern for their sustainability. At the same time, researchers have identified entrepreneurial behavior as well as the program model used by SFD organizations as important factors impacting both resource mobilization and the extent to which desired goals and objectives are achieved.

Research Design, Methodology, and Data Analysis

Data were collected from an international sample of SFD leaders through an electronic survey. An existing database was created through a systematic analysis of publicly available organizational networks and online platforms (e.g., streetfootballworld, sportanddev). A total of 970 SFD managers received the invitation to complete the survey. In total, 229 survey responses were recorded for a response rate of 23.6%.

A discrete choice experiment (DCE) design was utilized for eliciting individual preferences among SFD leaders regarding organizational attributes. Best practices for DCEs were followed to ensure optimal statistical efficiency (Mangham et al., 2009). A total of 18 different employer profiles were generated which consisted of seven attributes:

entrepreneurial orientation, program model, and Hall et al.'s five capacity dimensions. Three possible levels were identified for each attribute. Respondents were presented with five different choice sets in randomized order, each consisting of two different employer options and asked to choose which one they would prefer to work for. Data were analyzed using a conditional logit model in STATA 17.0.

Results and Discussion

The conditional logit model was significant (log likelihood = -646.213, $\chi2$ = 130.75), suggesting that the capacity dimensions along with entrepreneurial orientation and program model significantly influence SFD leaders' decisions. For the analysis, the base attribute level was omitted for the dummy coded predictor variables and thus used as the reference point. The employer profile with the lowest level across all attributes was identified as the base reference. Odds ratios were then computed for each predictor variable. 11 of the 14 attribute levels tested were significant predictors impacting the chosen employer profile (p<.05). Financial capacity was the only factor with non-significant effects for both attribute levels. The mid-capacity level of infrastructure capacity was also a non-significant predictor, contradicting arguments presented in prior literature. The highest odds ratios were associated with planning capacity (community involvement in decision-making) [OR=1.88 (p <.001) and 2.82 (p <.001)], followed by high entrepreneurial orientation [OR=1.76, (p <.001)]. Additionally, human resources capacity and partnership capacity were also significant, but with lower odds ratios.

Conclusion, Contribution, and Implications

The results of this experimental study have important implications for the growing theorization of SFD (Welty Peachey et al., 2020) since it provides new insight on how SFD leaders themselves make decisions about organizational attributes based on their perceived utility. Practically, the results can inform the design of capacity-building initiatives to better align with the organizational qualities desired by SFD leaders and can also inform funders and policymakers on the support services desired by practitioners. Another contribution is that this study demonstrates the value of using an experimental research design that elicits SFD leaders' individual preferences through different choice sets. The use of survey or interview questions inherently introduce the possibility of social desirability bias

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REGIONAL POLICY AND ORGANIZATIONAL FIELDS IN MULTI-LEVEL SPORT GOVERNANCE.

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Aim and Research Questions:

In this paper, we investigate the influence of regional policy in the context of multi-level sport governance. Specifically, we examine regional (i.e., provincial) level policy as an organizational field to understand how political changes impact the structuration and change of fields related to sport participation in the province of Ontario, Canada. Our research questions are: (1) how does regional policy impact sport development? and (2) how do changes in regional policy impact the way that ideas are translated and sport policy is implemented within multi-level governance structures?

Theoretical Background and Literature Review:

Recently, authors have called for more nuanced understandings of the ways that actors have and exercise agency within the structures of sport institutions. These calls have led to discussions of institutional work (Nite & Edwards, 2021), framed community sport organizers as sport policy implementers (Skille, 2008), and highlighted how institutional cultures, logics, and fields impact the way in which policy is translated within institutions (Robertson, et al., in press).

However, little attention has been paid to the impacts of regional policy within sport institutions. In Canada, significant attention has been placed on sport policy at the national level (i.e., Sport Canada and National Sport Organizations) as well as on the managerial and policy issues experienced by Community Sport Organizations. Although provincial governments and sport organizations are important actors in the institution of sport in Canada, less is known about the impact of policy at the provincial level and how it shapes the implementation of sport policy within the multi-level governance structure.

Among industrialized market economies, Canada is one of the most highly regionalized and fragmented. Economic and regional development scholars highlight the importance of regional differences and the need for flexible public policy structures that emphasize the nuances of local contexts and encourage regional collaboration (Vodden, et al., 2019). This resonates with calls in the sport literature for participant-centred approaches to sport development (Rich, et al., 2022). In this paper, we examine regional policy as an organizational field in order to understand the role it plays in sport policy implementation.

Research Design, Methodology and Data Analysis:

We employed a case study methodology to examine regional policy in the Canadian Province of Ontario. Utilizing a document analysis collection method, the resulting dataset included 78 policy documents, websites, and publications published between 1996-2021. We then undertook a critical policy analysis (Jedlicka, et al., in press) to examine the institutions, ideas/beliefs, key actors, networks/administrative arrangements, and contexts/key events of regional policy.

Results/Findings and Discussion:

In this paper, we discuss two important findings that are implicated in the administrative arrangements as well as the ideas and beliefs related to sport. These findings illustrate the implications of regional policy on sport policy implementation.

Although sport policy at the federal level was increasingly professionalized since the formalization of Canadian Sport Policy in 2002, and provincial governments imported ideas and beliefs from federal sport policy, the location of sport within provincial government administration had important implications for how sport was understood. For example, prior to 2002 sport was explicitly associated with economic growth and providing value to tax payers. In 2002, responsibility of sport was transferred to a newly created provincial Ministry of Health Promotion. Sport is now under the auspice of the Ministry of Heritage, Sport, Tourism and Culture Industries. These shifts are associated with changes to reporting and accountability measures for sport organizations and ultimately how legitimacy is framed and understood.

Throughout the time period studied, the increasing prevalence of neoliberal rhetoric within regional policy also had important implications for the organization of sport. For example, the Harris government (1995-2002) and their "Common Sense Revolution" saw a proliferation of language related to accountability and the value of sport to the tax payer (particularly through private sector partnership and tourism development). These trends led to a "local services realignment" which ultimately downloaded many responsibilities from the province to municipal governments. The shifting locus of control places the responsibility of sport at the local level, where organizations have varying levels of understanding and capacity to implement programs and initiatives associated with broader policy frameworks.

Conclusion, Contribution and Implications:

Our analysis highlights the role of regional policy in understanding organizational fields in sport policy and institutional research. Although provincial governments took leadership from federal levels on the language and content of their own sport policies and initiatives, the ideas and beliefs that underpinned their policies and the administrative arrangements that shaped their implementation had important implications for how policy is implemented within the province. Our work contributes important nuances to understanding structuration and change of organizational fields by focusing on regional policy and related implications for sport policy implementation in multi-level sport governance structures.

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OBJECTIVES AND STRATEGIES OF PROFESSIONAL FOOTBALL CLUBS WHEN ESTABLISHING ESPORTS DEPARTMENTS. A COMPARATIVE QUALITATIVE ANALYSIS OF GERMAN BUNDESLIGA CLUBS.

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Aim and Research Questions

Besiktas Istanbul was the first international football club to get involved in eSports and has maintained a League of Legends (LoL) team since early 2015. In 2015 and 2016, VfL Wolfsburg and FC Schalke 04 announced their commitments, which increased eSports popularity in Germany. Meanwhile, 26 professional clubs decided to set up their own eSports departments.

The following research question can be derived:

What objectives and strategies do professional football clubs pursue when establishing an eSports department?

There is interest in determining the added value of an eSports department for a professional football club, which is why three sub-research questions were raised:

1: Which target groups should be addressed by the integration of eSports departments in football clubs?

2: What opportunities and risks arise when football clubs are involved in eSports?

3: What different strategic approaches do football clubs use in eSports?

Theoretical Background and Literature Review

The diffusion theory according to Rogers (1962) describes the process of how an innovation is perceived over a longer period of time. eSports has gained increasing popularity due to advanced technology. This is reflected in the implementation of physical sports in virtual game simulations. A digital adaptation of traditional sport is taking place (Hebbel-Seeger, 2012). This theory is used to analyze the acceptance and the establishment of eSports departments in professional football.

Bertschy et al. (2019) investigated how the launch of an eSports section can affect the importance of a sports brand and how interacting stakeholders can co-create this meaning. Lefebvre et al. (2020) identified the dynamic capabilities and the internal and external factors that support the implementation of eSports strategies. The strategic objectives and decisions of the clubs to take advantage of eSports opportunities and the creation of new sources of value are given.

Research Design, Methodology and Data Analysis

An exploratory qualitative study on the procedures, goals and strategies of *seven German football clubs* was carried out with experts from their eSports departments, who were *selected based on their function*. The semi-structured expert interviews were chosen in order to gain new insights (Döringer, 2021) and conducted online with *four representatives from clubs in the Bundesliga - Borussia Mönchengladbach, Hertha BSC, VfL Wolfsburg, VfL Bochum - and three officials from clubs in the 2nd Bundesliga - Hamburger SV, Hannover 96, Holstein Kiel -* using the video conferencing tools Teams, Skype and Zoom. The

transcription of the interviews and the qualitative data analysis were done using MAXQDA 2020. To evaluate the interviews, *qualitative content analysis according to Mayring* (2019) was used.

Results/Findings and Discussion

Our results show that *reaching the young, digitally savvy "Generation Z" target group, which is between 12 and 27 years old*, is most important. Although the primary aim is to attract FIFA players, classic gamers are also of interest. The focus is on acquiring new fans that could be of interest to potential sponsors.

We found that *reaching a young and digital target group*, *acquisition of new sponsors*, *digital transformation of the club* and *adoption of structures from professional sports* were seen as *opportunities for an eSports commitment*. *Financial risk*, *high personnel costs* and *lack of fan acceptance* were identified as *potential risks*.

The *use of eSports as an entertainment product* counteracts the aging of classic football.

Acquiring new sponsors who want to reach a young target group and whose products have a high *eSports affinity* is particularly important. *Target group affinity* is a major reason for the *extended commitment of existing sponsors*. Sponsoring is the most important source of revenue in eSports.

The *promotion of young talents* is pursued with scouting, the development of a youth academy and teams and the organization of tournaments.

Strategic options are either to establish an eSports department with a high football affinity or to focus on popular online games. A third approach involves linking the two basic options. Thus, eSports players could be won as members who previously had no connection to football, but for whom a large club might be attractive.

An *authentic* as well as a *young and innovative positioning* of the club in eSports should be created and *traditional values* should be preserved.

Conclusion, Contribution and Implication

German clubs are *focusing on the football simulation FIFA* in order to remain true to classic football and to bridge the gap between physical and virtual football. This can be categorized as horizontal diversification. An entry into other well-known online games, such as LoL or CS:GO, equivalent to lateral diversification, is excluded due to the lack of compatibility with the club values.

We point out that eSports is interpreted as an option for a *positive image transfer to the club brand*.

A successful *brand extension* is aimed for by using the established brand and its competencies for entry into a new product category and growth in new markets.

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